



Food and Agriculture
Organization of the
United Nations

**A REPORT ON CAPACITY NEEDS ASSESSMENT AND
DEVELOPMENT OF CAPACITY BUILDING MEASURES
FOR STRENGTHENING DOMESTIC PRIVATE SECTOR
AND AGRIBUSINESS APEX BODIES IN AFRICA**

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ABBREVIATIONS

AgriSA	Agri South Africa
ASCCI	Association of SADC Chambers of Commerce of Commerce
AU	African Union
AUC	African Union Commission
ASUF	South African Agri-Sector Unity Forum
APPDF	Agriculture Public-Private Dialogue Forum
BDS	Business Development Services
CAADP	Comprehensive African Agriculture Development Programme
CAP	European Common Agricultural Policy
CBC	COMESA Business Council
CIPE	Center for International Private Enterprise
COGECA	European General Confederation of Agricultural Cooperatives
COMESA	Common Market of East and Southern Africa
COPA	European Committee of Professional Agricultural Organizations
DfID	United Kingdom Department for International Development
DREA	African Union Department of Rural Economy and Agriculture
EPPCF	Ethiopian Public Private Consultative Forum
ECCSA	Ethiopian Chamber of Commerce and Sectoral Associations
FAO	United Nations' Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
GIZ	German Agency for International Cooperation
HoS&G	AU/ NEPAD Heads of State and Government
ICA	International Cooperative Alliance
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IOM	Institute for Organisational Management
JICA	Japan International Cooperation Agency
KAAA	Kenya Agribusiness and Agroindustry Alliance
MoU	Memorandum of Understanding
NAAC	National Agribusiness Apex Chamber
NAIP	National Agriculture Investment Plans
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordination Agency
PACCI	Pan-African Chamber of Commerce and Industry
PAFO	Pan-African Farmer's Organization
PEF	Private Enterprise Federation, Ghana
REC	Regional Economic Community
SADC	Southern African Development Community
SAUF	South Africa Unity Forum
SMME	Small, Micro and Medium Enterprises
UNECA	United Nations Economic Commission for Africa

EXECUTIVE SUMMARY

The Comprehensive Africa Agricultural Development Programme (CAADP) framework sets the tone for African countries to develop their National Agriculture Investment Plans (NAIPs). African governments will have to create an enabling environment for private sector participation, to bring in the additional investments and technical competencies needed to transform the continent's agriculture sector and eradicate poverty.

The African Union Commission (AUC) has initiated efforts to strengthen private sector participation through a series of studies and stakeholder meetings to gather and generate information on how the private sector can be supported to more actively participate in the implementation and achievement of the CAADP goals.

However, through various stakeholder assessment exercises, what has become evident is that to properly engage with the public sector, African private agribusinesses will need to become more formally organized at the country level, as well as at regional and continental levels.

This study has been commissioned:

- a) to consolidate the findings of previous efforts aimed at strengthening African national agribusiness apex chambers (NAACs);
- b) to conduct a rapid assessment of their capacity needs and develop capacity building measures to address them;
- c) to capture the key insights and recommendations shared during a related regional validation workshop that was organized to provide an opportunity for public and private agriculture value chain stakeholders (particularly organized business bodies) to review the capacity needs assessment, provide their own experiences for reflection, and to propose capacity building measures for NAACs.

The Private Enterprise Federation of Ghana and Africa Business Group served as the consultants to undertake this project on behalf of the African Union Commission with support from the Food and Agriculture Organization – Regional Office for Africa.

1.0 Introduction

The Comprehensive Africa Agricultural Development Programme (CAADP) is an African-led framework launched in 2003 by African leaders to stimulate economic growth and poverty reduction through improved performance of the agricultural sector. CAADP aims to achieve this by encouraging and supporting countries and regions in Africa to improve the quality of their agricultural planning and policy making, and to use this as the basis for scaled-up investments in the sector.

In accordance with the CAADP framework, countries that sign “CAADP Compacts” are requested to develop and implement “National Agriculture Investment Plans (NAIPs). Over the past decade as “CAADP” countries have begun to craft their NAIPs and mobilize public resources to fund them, it has become apparent that given competing requirements for state spend, African governments alone will not be able to finance and execute their NAIPs. The level of capital investment needed and the technical skills required to drive and transform the agriculture sectors in their countries, require private sector investment contribution and the implementation of CAADP will require private sector expertise.

In 2012, in an effort to begin more proactive engagement with the private sector, specifically the domestic private sector, in the respective African countries, the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC) began holding a series of stakeholder meetings to discuss how to better involve the private sector in the implementation of CAADP.

The AU Head of States during the Malabo “African Year of Agriculture” in 2014 also recommitted themselves to the principles undergirding CAADP and made various additional commitments toward increasing investment in agriculture by both public and private institutions. Furthermore, they resolved to continue to create and improve the necessary policy frameworks, institutional conditions and support systems for the facilitation of private investment in agriculture, agri-business and agro-industries, by giving priority to local investors.

In pursuit of this objective, various studies, stakeholder fora and research were undertaken between 2014 – 2016 on behalf of the CAADP initiative by AUC DREA. Amongst these, a five-country research assignment entitled “*Taking Stock of Agribusiness Chambers in Africa: Lessons Learned, Success Factors, Good Practices*” recommended that to properly engage with the public sector, the African private enterprises in the agribusiness sector would need to be more formally organized and strengthened, and their overall capacity developed (at the country level, and also at the regional and continental levels).

The study also emphasized that it would be unrealistic to have only one model for national agribusiness apex bodies across Africa to take, given the varied governmental, environmental and other organized business structures in each country. Furthermore, the study recognized a few institutions that were being developed in the five countries that seem to be successful in the process of creating apex structures for their national agriculture stakeholders.

In August 2015, AUC-DREA organized a stakeholder meeting under the theme “Development of an Implementation Plan and Roadmap for a Continental Agribusiness Strategy”. One of the outcomes of that meeting was a recommendation that a strategy and action plan be developed for the establishment and/or strengthening of national, regional and continental agribusiness apex bodies.

In order to advance the implementation of the above initiatives, FAO has pledged its support to AUC-DREA to collective work to strengthen Africa’s domestic private sector apex agribusiness bodies, with the aim of mobilizing increased volumes of investment in agriculture.

The current study has been commissioned to consolidate the findings of previous initiatives aimed at strengthening domestic agribusiness apex bodies, to highlight key weaknesses and areas requiring capacity strengthening, and to propose a development program to help existing and yet to be established apex bodies to strengthen their capacity.

2.0 Objective and Expected Outputs

The purpose of this study is to provide an assessment of the capacity needs of the domestic national private sector agribusiness and apex bodies, and to propose capacity building measures to address those needs, as part of the effort to unlock private sector investment into agriculture development on the continent.

It is further expected that the outcomes of this exercise will lead to further work to develop an initial cadre of additional NAACs in the near term, and to support the AUC-DREA plan to develop a continental apex body (underpinned by strong national and regional apex bodies) in the longer term.

It is also expected that these progressive developments will further FAO's Strategic Objective: "to enable more inclusive and efficient agricultural and food systems at the local, national and international level, and support FAO's Organizational Outcome to develop Agribusiness and agri-food chains that are more inclusive and efficient and implemented by collaboration involving the public and private sectors.

The principal output of this initiative is to provide a comprehensive report on the capacity development needs of private sector agribusiness and agriculture apex bodies at the national level and to offer recommendations for specific capacity building measures that can be pursued to address the identified capacity needs.

3.0 Methodology

This study was primarily undertaken through research and the review of previous AUC studies undertaken that focused on the key pillars required for a continental apex body, but also included focus on what the underpinning national and regional bodies should look like and how they should be structured. The exercise included the review of two works that had been undertaken previously to assess the state of African apex bodies: the 2016 study entitled "Toward a Continental African Agribusiness Apex Body-Phase II; a Selected Country Diagnostic and Short- Term Implementation Plan; and the 2014 study captioned "Taking Stock of Agribusiness Chambers in Africa: Lessons learned, Success Factors and Good Practices". Additional research on the internet was also undertaken to review general good practice in developing strong national apex bodies. The knowledge portal of the US based Center for International Private Enterprise was the source of much of this reading.

Selected interviews, discussions, and online reviews were also undertaken of national apex bodies that contributed to earlier AUC DREA stakeholder meetings in 2015. Additionally, secondary materials on agribusiness bodies in Ghana were reviewed to collect, collate and analyze information considered relevant for this assignment. Organizations that may coalesce to form a National Agribusiness Apex Chamber (NAAC) in the country, such as agriculture divisions of the Chambers of Commerce, business associations, trade associations, farmers' organizations and financial institutions, were identified and assessed.

From these activities the strengths and weaknesses of African apex bodies were generalized within the context of the definition of who or what a national agribusiness apex body should be, based on a

number of desired common denominators that are considered to be essential characteristics for a national agribusiness apex chamber.

The key countries focused on to identify country models were South Africa, Ghana, Uganda, South Sudan and Benin.

As part of the project, in August 2017, a Technical Committee meeting comprised of the Consultants, FAO and AUC met in Accra to review a draft report of the study. The committee made recommendations on the structure, content and next steps to guide the Consultants on the way forward to complete the assignment.

Subsequently, in October 2017, a stakeholder workshop was convened in Accra and which brought together more than 40 participants consisting of leaders of existing agribusiness chambers, as well as other agriculture and economic development professionals to review the findings of the study, to share their experiences, and to identify and suggest additional relevant information to buttress the analysis contained in the draft study report.

In addition to revisiting the how's and why's of establishing a national agribusiness apex body, the workshop also afforded the delegates the opportunity to share lessons learned with regards to capacity development amongst apex bodies that they represented and/or had worked with.

The principal output from the validation workshop was the validation of the proffered statement of capacity development needs and agreement on a set of initial capacity building measures - aimed at strengthening national domestic private sector apex agribusiness/ agriculture organizations in Africa.

4.0 Findings of the Study

4.1 The Role of National Agribusiness Apex Chambers

National APEX bodies, generally, and in regard to the agriculture sector provide a unified voice for stakeholders in the sector. They provide a platform for sub-sector engagement, dispute resolution, and value chain alignment. They also offer government an aligned body to engage with on policy issues and on matters related to program implementation in the sector. Lastly, having such structures also helps the sector attract foreign (and continental) partnership and investment, and strengthens the countries hand in trade discussions that may arise.

NAACs have also been identified as cornerstones of a prospective regional and/ or continental Apex body.

4.2 Defining and Establishing a National Agribusiness Apex Chamber

It must be noted at the onset that historically there has not been a clear and universally applied definition of an 'agribusiness apex body' or 'national agribusiness chamber'. The NEPAD study in 2014 suggested that a "national agribusiness apex chamber" (NAAC) was "a multi-stakeholder, inclusive, domestic apex agriculture/agribusiness organ whose membership may include associations and or individual businesses who are operators in agribusiness value chains or who provide agriculture-related services and activities as determined by membership criteria".

Essentially, NAACs provide a platform for mobilizing agribusiness at the national (and sub-national) levels to promote their interests and engage with political leadership at that level.

NAACs also unite a country's essential types of different agriculture sector structures – such as agribusiness associations, farmers organizations, trade associations, input providers, financial institutions and other service providers.

NAACs are also expected to provide a range of technical services including advisory support to enhance the operational capacity, efficiency and sustainability of the constituent members as well as the apex body.

The 2016 AUC authorized research and stakeholder engagement exercises, as well as the current study confirmed that the operating advice and instruction chronicled in the 2014 NEPAD study remains relevant and should serve as good practice guidelines for stakeholders considering and/or attempting to establish a new or strengthen existing agribusiness apex body. Such organs should involve:

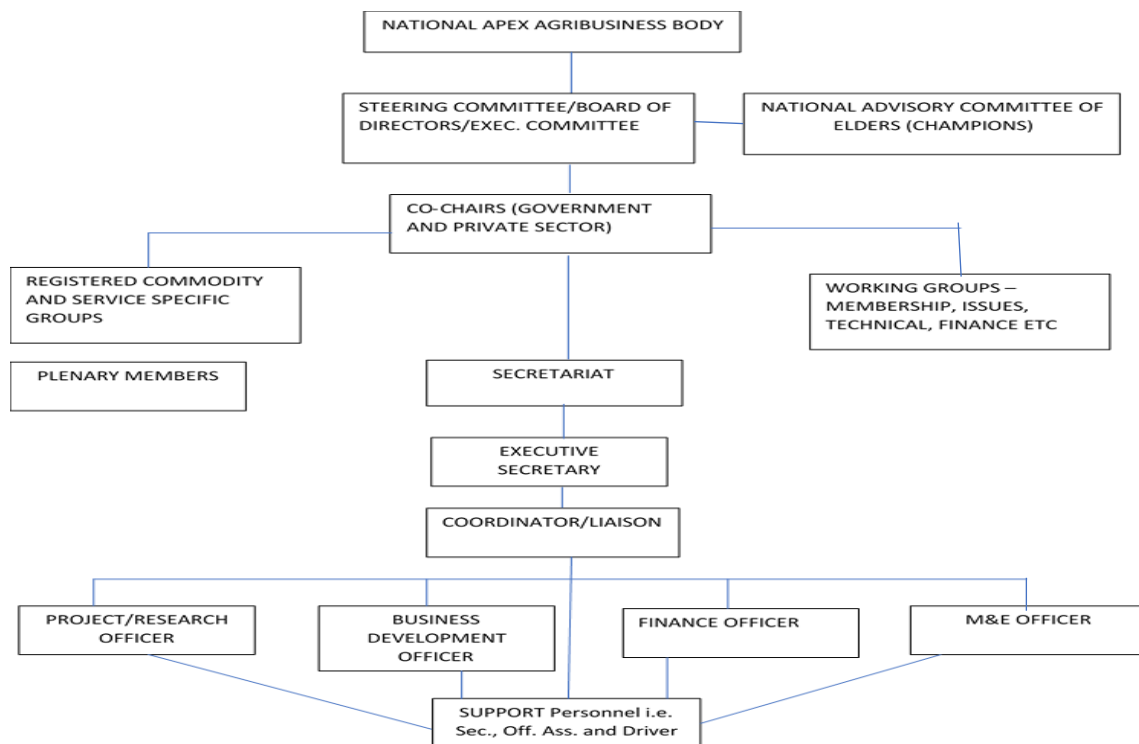
1. Strong Agribusiness Focus Among Founders - The members of a national agribusiness apex chamber (NAAC) and any other agribusiness apex organization must actively promote agribusiness and be functional in regard to their objectives and mandates. Clear and transparent guidelines for the admission into the chamber are a must;
2. Transparency Critical - Good governance and clear decision-making processes must be guaranteed in any private sector apex organization. There must be clear and transparent guidelines, which are communicated to all members in a manner that the latter fully understand;
3. Advocacy and Policy Influence Key - Advocacy and policy advice are of high interest to members of agribusiness apex organizations who often do not have the time and financial resources to participate in regular and time-consuming meetings. It is, however, important to constantly renegotiate positions among the members of the apex organization. The managing body must also be careful to not take sides in conflicts among members (for example, processors importing raw materials versus farmers producing the same raw materials) and advocate unsolicited views;
4. Stable and Diversified Funding Key - Sources of income should be stable and highly diversified and come from multiple sources. The apex organization should aim to be financially independent with sufficient earnings - from membership fees, paid services or the implementation of projects, as well as some innovative and alternative funding mechanisms. As a consequence, where solicited or offered, government support and donor funding should only cover a portion of the whole needs;
5. BDS Key Support Objective - Most commodity-specific organizations still have to improve or to develop business development services (BDS) for their members. Indeed, attractive (payable) BDS are a crucial basis for the recognition and the sound development of an organization;
6. Build Core Competencies: Focus - Due to the differing nature of activities that the different stakeholders venturing into agribusiness engage in, their needs can also vary quite significantly. Any private agribusiness umbrella organization should initially build its core competencies around a few well selected topics which are of common interest and concerns to the majority of value chain actors/operators;
7. Develop Paid Services Offering (s) - Specific technical services for members (who include both value chain/ commodity and sub-sector stakeholder (e.g. inputs agro-dealers) organizations and individual agribusiness enterprises) should be provided by the commodity-specific member organizations, which are most likely to have the necessary knowledge. A NAAC (an apex

organization of private agribusiness umbrella organizations) should rather offer paid services, which are attractive to the majority of members. Such services include:

- i. capacity development for members (institutional and enterprise management development);
- ii. market information services;
- iii. investment and trade related support services;
- iv. organizing trade delegations and exhibitions;
- v. Liaising with other chambers (regional, continental and worldwide).

From the analysis undertaken in this study, a proposed model NAAC was also conceptualized as illustrated below. While at inception, it was noted that the structure might be much leaner, as is the case in many existing African national organs, the intent was to suggest a fully developed, robust and sustainable structure that will encourage inclusion and representation throughout the agriculture landscape of a given country.

Figure 1 Model NAAC Structure



In outlining the potential office holders in the governance structure of a national apex body, the research also provided useful insight about who might be targeted for interventions aimed at capacity building for such body.

1. Steering Committee/Board of Directors/Executive Committee – The highest authority for decision making and oversight responsibility of running the national apex body from inception till it is fully incorporated as a business organization; Since there are plethora of umbrella agribusiness organizations in any single country, recognition by the national government as the go to apex institution representing the entire agribusiness value chain is very critical for this apex body to be relevant to its members and mandate, it is advised that the government(senior level of Government that is VP, Min. of Agriculture etc.) occupies the Co-chair of this Committee. However, the Committee has to guard against government domination and the apex body becoming a tool of the government;

2. National Advisory Committee of Champions - This is a group of community leaders highly recognized and respected to be selected on basis of their clout and “muscle” in the nation who can open doors and create the needed opportunities for the apex body either through the Steering Committee and or the Secretariat;
3. Registered Commodity and Service Specific Groups - General membership of the national apex agribusiness bodies can either be admitted through commodity specific (cassava, rice, soya bean, sorghum, maize and other value chains) and service specific groups (land preparation, input dealers, aggregators, transport, warehouse and other operators);
4. Working Groups - membership, issues, technical, finance etc.- The working groups an integral part made up of selected members of the plenary may be constituted and assigned specific functions to be determined by either the plenary or Steering Committee;
5. Plenary Members - Plenary consists of the general membership of the entire apex body;
6. Secretariat - The Secretariat shall be accountable to the Steering Committee. The Secretariat would have a coordinator/ executive secretary and a supporting team (Research, Finance, M&E, Business Development manager).

Given the importance of inclusion in apex body development, seven strategic steps that were put forth in earlier research undertaken by AUC DREA deserve restating. These steps are fundamental when establishing a new apex body or ensuring that an established body remains in touch with its membership and effective in its calling to represent the sector.

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, and thereafter hold annual meetings to review the status of the organs affairs, select new leadership, and set annual goals and targets for programming.

Additionally, in terms of sustainability, the following factors which were identified in previous studies were also recognized as valuable insight in a discussion about what capacitates a dynamic national apex body.

1. Identify champion(s) (aka “Points of Reference”) – strong apex bodies must have founders who are recognized professionally and respected. These “champions” of the organ are the ones who lead the many sub-organizations who constitute an apex body together – and they also provide credibility to the body when seeking to engage with government and also international organs and companies;
2. Stakeholder diagnostic, roundtable critical – as part of on-going monitoring and evaluation activity to ensure the sound health of the apex body, undertaking a stock take of the general health of the stakeholder associations, chambers and independent companies within the body is also an important thing to do. This analysis can include (but would not necessarily be limited to) the financial health of members, the views of members of government policy, the real and perceived threats to business success noted by members;
3. Government validation/ support key – in addition to members committing to the apex body, earlier reports and individual discussions with chamber actors, noted that government validation and acceptance of the body is also critical. In addition to validation, as apex bodies at inception are often weak structures, support (financial and technical) from government is also valuable – and should be asked for;
4. Identify lead agribusiness firms – financial support, credibility, leadership – in addition to champions, having the leading businesses in the agriculture and agribusiness sector to participate in the apex body is also critical as their participation lends prestige to the organ, motivate s other to participate for networking opportunities, and can provide a financial base for the organ – in its early days, but also throughout its existence as such firms can be lead sponsors of programs and events;
5. Develop multi-tier fees/ dues structure – as apex bodies have different types of members, a fee structure that allows all of these members to contribute but on a basis of what they can contribute, is key for resource mobilization and attracting members for the long haul;
6. Service mix/ value add key – a critical goal and role for apex bodies is to identify what members needs are and to be the catalysts to facilitate services and other resource mobilization that can address these needs. This is the “value” that members will see that will keep them inclined to renew their membership annually as they assess the fact that it was through their membership that they received certain benefits, which they otherwise would not have;
7. Sustainability must be focus at inception, lean start, leverage, volunteers, impact (advocacy, member business growth and development) – starting an apex body is not easy, and while the administrative structure can grow, at inception these bodies should be lean, mobilize in-kind resources, and focus on delivering near term impact for members to provide the bodies worth;
8. Platform focus for dialogue, development of shared opinion – communication structures, advocacy, CD needs, governance, networking space, transparency all key – a key role of the apex body is to facilitate, foster and amplify information sharing – amongst and between members; with government, and with other third party prospective partners (development institutions, foreign partners), and also to undertake and disseminate research about trends

and threats so that members can develop strategies to deal with the current and future developments in the sector;

9. Leverage identified mentors – while the past and current research undertaken shows that there are too few existing national apex bodies at functioning, it was pointed out that peer-to-peer knowledge exchange is quite effective and as such where in each region there are apex bodies that are surviving and supporting members, these organs should be modelled and their good-practices shared with others in their region (or beyond) to help ensure the success of newly launching organs elsewhere;
10. Platforms – Investment Facilitation Platforms, Annual Conference and Exhibition – key fundraiser potential – again toward sustainability and to add value for members, it was noted that apex bodies should undertake annual events, exhibitions, investment attraction programs that provide an opportunity for members to learn, network, see new technology, promote their products and services, to study trends, and to benchmark themselves locally, continentally and internationally;
11. Filling gaps with business subsidiary/ research – all possible income earner – as an income earner and value provider, it was also noted that apex bodies should seek to conduct and/or commission a research agenda that responds to identified issues of importance to the membership; and
12. Estimate of 6 months to start, 3 years to independent sustainability – it was also noted that because of the resource needed to start and sustain apex bodies, grant funding (from members companies, government and development partners) is likely to be needed - in addition to membership dues, while the organization grows, finds its business model, and expands its membership base to the point where it can be self-sufficient. However, a target and timeline should be set to wean the organ off of external funding to ensure member ownership and independence of the organization’s messaging, lest funders begin to push policy and other agendas that are not in the members’ best interests.

4.3 Good Practices and Existing National APEX Bodies in Africa

While admittedly there are not enough existing strong NAACs, there are a few examples that can potentially serve as institutions that merit replication and that offer opportunities for benchmarking, evaluation of good practices, experience sharing and potentially might evolve to be national centers of excellence/ mentors in their respective regions for the provision of modelling assistance and counselling to other countries seeking to develop NAACs. These institutions include:

- **Southern Africa**

- i) **AgriSA**

Agri South Africa (AgriSA) is a South African agricultural industry association. It is a federal organization, promoting the interests of its members – which it identifies as the sustainable profitability and stability of commercial agricultural producers and agribusinesses. AgriSA was established in 1904 as the South African Agricultural Union and consists of 9 provincial - and 24 commodity organizations.

Essentially, Agri SA, through its affiliated membership represents a diverse grouping of individual farmers regardless of gender, color or creed. Agri SA’s policy advocacy includes work on trade negotiations, industrial policy, taxation, financing, land reform, labor laws, training, farmer development, environmental affairs, water rights and water pricing, other input-related issues, farm

safety, law and order, infrastructure, technology development and transfer, statistical information and local government. Furthermore, the organization maintains an extensive communication network with its members and other affected communities, organizations and individuals.

Agri SA is also a member of high-level business, trade and agricultural entities including Business Unity South Africa (BUSA), the International Chamber of Commerce (ICC), the World Farmers’ Organization (WFO), the Southern African Confederation of Agricultural Unions (SACAU) and the Cairns Group Farm Leaders.

Agri SA communicates with its members via its two-monthly magazine, namely Agri (incorporating Die Boer/The Farmer) and an electronic newsletter. It is also responsible for program content for an agricultural radio program aired on RSG.

AgriSA offers its members the following:

Figure 2 AgriSA Member Benefits





- **Eastern Africa**

- ii) **Kenya Agribusiness and Agroindustry Alliance**

Established in 2013, the Kenya Agribusiness and Agroindustry Alliance (KAAA) is a private, not for profit membership organization dedicated to strengthening Kenyan agro-industrial competitiveness. Achievable through programs highlighting trade and development potentials, broad issues, which encompass several individual agribusiness sectors and require a “value chain” approach.

KAAA has emerged as the leading agro-processing Business Membership Organization (BMO) and aims to promote productivity and enhance competitiveness across different agricultural product value chains in the country. Kenya Agribusiness and Agroindustry Alliance (KAAA) is a registered company under the Companies Act (Cap. 486) of Kenya.

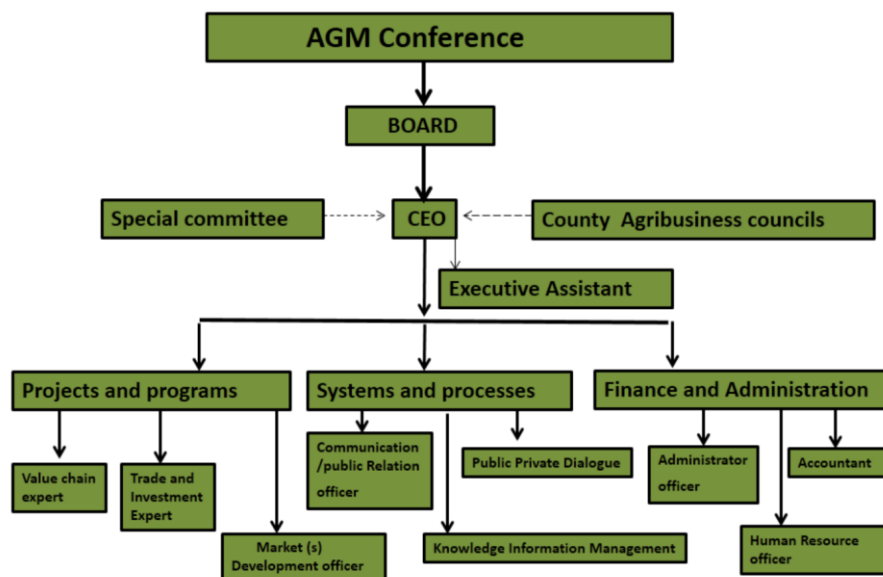
KAAA contributes to the development and sustaining of close collaboration between the public and private sector stakeholders in the Kenyan agribusiness sector and has been endorsed by the Kenyan Government, through the Ministry of Industry, Trade and Cooperatives (MoITC), as the lead Agro-processing implementing partner in the Kenya Industrialization Transformation Program (KITP).

KAAA is involved in the following activities with, and on behalf of its members: a) Supporting Policy Formation; b) Value Chain Development; c) Developing an all-inclusive body; c) Sharing Value Knowledge and Information; d) Trade and Investment Promotion; e) Capacity Building; and f) Clustering SMEs to form cooperatives under the special economic zones.

KAAA also has identified 5 priority value chains (dairy, livestock, horticulture, grains and cereals, and cotton) in which it engages and provides capacity building, resource mobilization and market linkage assistance to members involved in those sub-sectors. These value chains were chosen because each of the value chains plays a significant role in Kenya’s economy employing millions of Kenyans providing food for Kenyans and earning the country foreign exchange.

The structure of KAAA is illustrated in the organogram below:

Figure 3 KAAA Structure



iii) Uganda Agribusiness Alliance

Founded in 2014, the Uganda Agribusiness Alliance (UAA) was established as a not-for-profit multi-stakeholder partnership and members-based organization, to catalyze sustainable investment and growth in the Ugandan agricultural and agri-allied industry.

UAA works with agriculture stakeholders to identify and coordinate solutions to address systemic bottlenecks which affect agribusiness development across the country. The organization’s aim is to help Ugandan agribusinesses of all sizes to thrive. It seeks to achieve this end by, among others, influencing policy-making, informing business decisions, supporting entrepreneurial activity, facilitating the sharing of best practices, facilitating collaboration and engaging stakeholders beyond purely a focus on near term commercial objectives.

Toward inclusiveness, UAA offers three tiers of membership: 1) Corporate membership – open to Banks and Corporate bodies (companies with annual turnover in excess of UG Shillings 1Billion) engaged in legally accepted agribusiness sector activities; 2) Ordinary Membership - open to Agribusiness Associations, Farmer Organizations and Service based Associations; and 3) Associate membership - open to small companies, Professional Advisory Firms, Research Institutions and Public/Private Organizations that support agribusiness sector development in Uganda. Associate members get all the benefits of membership but cannot vote at general meetings or elections.

UAA regularly interacts with government and is also active in reviewing policy, particularly related to finance focused on the SME and agriculture sector. The organization is also the focal point of African Union/ NEPAD activity in a number of areas related to agriculture and has created various platforms for engaging members in dialogue related to both national and continental issues.

- **West Africa**

iv) La Chambre Nationale d’Agriculture (CNA) (The Benin National Chamber of Agriculture)

The Benin National Chamber of Agriculture grew out of a colonial era institution that was established as the National Chamber of Commerce. In 1985, as part of a series of recommendations adopted during the country’s structural adjustment era initiatives intended to liberalize and professionalize

selected sectors, a decision was made to establish an agriculture focused independent organized business body. In 1989 a decree was given to establish the first construct of the organization.

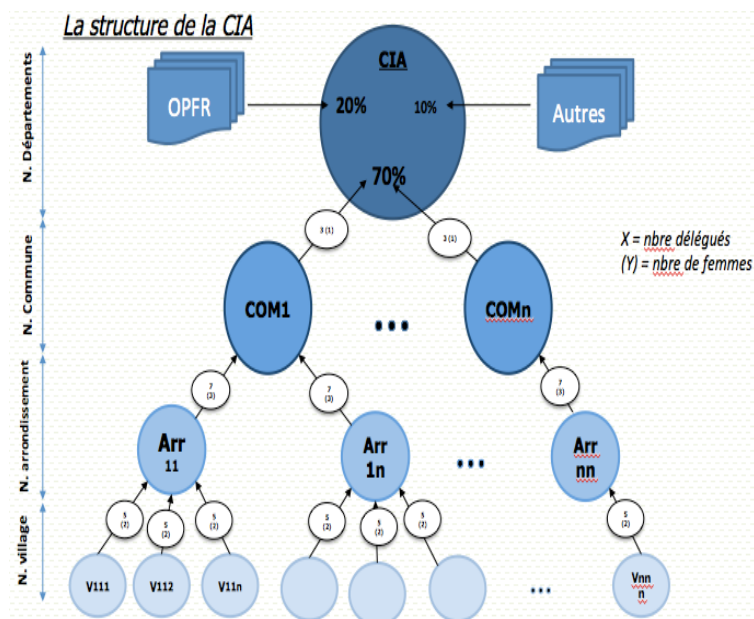
The Chambers of Agriculture is an agricultural institution with the status of a public body (authorized by law, having a constitution and structured operations, and operating under the supervision of the State.

The Chamber is meant to foster professionalism in the sector, is representative, decentralized and encourages the development of local autonomous structures serving agriculture. The Chamber has two key missions: 1) providing sector representation and engaging with government as a voice of the private sector and the overall agriculture value chain to discuss policy and programs to be undertaken or that relate to the sector; 2) and serving as an advocacy body for members to offer independent views and feedback related to the development of the sector.

The Chamber implements its mission of intervention through organizational actions of structuring, support-advice, training, information dissemination and various services to the professionals of the agricultural sector.

To improve its operationality and efficiency, the Chamber has been reorganized into a network of Chambers of Agriculture composed of six (6) Interdepartmental Chambers of Agriculture (CIA) and the National Chamber of Agriculture (CNA). The CIA and the CNA have been granted new statutes and approved by Decree No. 2001-097 of 20 February 2001. The figure below illustrates how each CIA is devolved down to the level of towns and villages.

Figure 4: CIA structure



The Chamber is also part of a Francophone West Africa network of chamber of agriculture – founded with Canadian support (www.recao.org) and which includes: Bénin, Burkina Faso, Côte d'Ivoire, Guinée, Mali, Niger, and Togo as members. RECAO was founded in 2001 and its headquarters is in Mali.

4.4 Needs Analysis of Existing Agribusiness Apex Bodies

Based upon the review of past AUC studies, engagement with selected of the agriculture sector stakeholders that participated in the various validation exercises convened by the AUC, and electronic engagement with some agribusiness apex bodies, the following needs were identified:

- **Overall Structure** – Existing agriculture umbrella organizations focus on primary agriculture (production issues) rather than development of communities along viable agribusiness value chains;
- **Management** - Existing commodity umbrella organizations do not operate as other umbrella organizations for trade, industry and extractive sectors; They also do not have capacities for self-management, instead they are often co-managed by government or donors, providing sponsorship and funding support;
- **Mission and Aim** - Community specific umbrella organizations appear to operate more as welfare organizations and at best politico-advocacy groups rather than providers of service that will enhance the economic growth of their constituents;
- **Viability/ Sustainability** - Due to their general non-profit nature, constituents have no incentive to contribute resources (both time and money) to sustain the organization;
- **Governance** - They lack transparent governance structures and guidelines that are known to all constituents; Most of them seem to be managed by a few people who often entrench themselves so they become co-terminus with the organization; thus, rather than being employees, they become owners and faces of the organization.
- **Limited Financial Resources** - Although some agencies exist, they generally lack the resources (material, financial and human capital) to meet the requirements of viable and sustainable agribusiness umbrella organizations. As such, their constituent members tend to belong or maintain their membership status mainly in fulfilment of government/ donor requirements.
- **Poor/ Limited Service Provision** – Few of the institutions consistently offer their members value through programs, networking events, market development initiatives and/or resource mobilization initiatives. This makes it difficult to keep members engaged as up-to-date dues paying members.

Of course, not all organs suffer from all of the challenges identified, but it was useful to identify the needs as in aggregate they represent areas that need consideration for improvement for most African national apex bodies.

4.5 Priority Areas to Be Improved Toward Viability and Sustainability

In order to address the weaknesses identified, the following measures were identified as areas of potential focus for capacity development:

- **Operational and Administration/ Management Expertise** – NAAC management teams, many of which are often not from the business world, must build certain core competencies that include: a) Advisory/Advocacy program design and service delivery; b) Membership program design and implementation; and c) financial management training so that the organization can manage cash flow and operate in a compliant manner.

1. *Organizational leadership skills – understanding of fundamentals of organizational management and development, including leadership, human resource management and organizational strategy development;*
 2. *Financial and enterprise management skills – understanding of fundamentals of financial management and the development of financial controls and strategies within a not-for-profit structure;*
 3. *Digital and print publishing skills – capacity to clearly articulate in writing the aims of the organization, to capture ideas and plans and to be able to present and publish those for dissemination within the body and within the broader stakeholder community;*
- **Resource Mobilization Assistance** - Resource Mobilization – support in helping the leadership to improve their ability to mobilize resources and to value adding services to members will also universally be needed. The NAAC's sources of income /revenue should be stable, sustainable and highly diversified and come from multiple sources. The umbrella organizations should aim to be financially independent with sufficient earnings – from membership fees, paid services or implementation of projects, as well as some innovative and alternative funding mechanisms. As a consequence, whether solicited or offered, government support and donor funding should only cover a portion of the whole need.
4. *Fundraising skills – understanding of how to raise capital, fund projects and seek out and secure funding partners and to identify government, foundation/ corporate and development partner pools of capital that are designated for areas of interest of the organization - and as such the institution is eligible to pursue these funds;*
- **Assistance in Building Engagement Platform(s)/ in Providing Robust Advocacy Services** - Developing and pursuing strategies that make the apex body relevant to constituent members and encourage 'ownership' (buy-in) by addressing constituent needs. There is also a great need for building a strong and inclusive platform for collaboration and effective participation. NAACs must unite a country's essential agribusiness associations, such as farmers' organizations, trade associations, financial institutions and other service providers; NAACs should thus build the capacity to provide a platform(s) for mobilizing agribusiness at the national and sub-national level to promote their interests and engage with political leadership at that level.
5. *Public speaking skills – having the capacity to articulate strategy and positions in a clear manner, publicly and in smaller group sessions;*
 6. *Media relations skills – understanding how to use traditional and social media to promote/ advertise and explain developments within the organization;*
 7. *Advocacy skills – knowledge of best practice in institutional advocacy, consensus building, and how to effectively provide oral and written advocacy, understanding how to organize stakeholders, find consensus, negotiate compromise where views, aims, even needs differ amongst members of an apex organization. Knowing how to forge many views into agreed key overarching points to be able to have the body speak with one voice.*
- **Assistance in Sub-dividing Sectors within Agribusiness Value Chain Roles** - Need to consider categorizing agribusiness groups into: i) Commodity-based agribusiness entities (production, aggregators/distributors, processors, marketers etc.); ii) Service providers (input dealers,

extension services, transporters, financial institutions, suppliers and providers of logistics supports) and iii) Importers and Exporters. In dis-aggregating members, the NAAC can then develop programs and services that specifically support each constituency.

8. *Stakeholder engagement skills – understanding of how to identify key stakeholders (within existing agricultural bodies in the country, within local and national government, and within development partners and continental agriculture development focused institutions (research bodies, regional economic communities, development finance institutions) and how to reach out to them to seek their support, cooperation/ collaboration and participation in initiatives of mutual prospective benefit;*
- **Assistance in Database Development for CRM** – As NAACs grow, communication needs require that the organization be able to maintain a credible data base (register) of members including Farmer Organizations (FOs) of the NAAC; how many of them are operational and what is the number of constituent members contributing to operations? Introducing CRM systems is one way that could assist in this regard.
9. *Computer Literacy /ICT Knowledge and Skills - capacity to use computers and ICT skills to manage accounts, develop and implement communication strategies and to develop communication linkages within Apex body members.*
- **Value Chain Capacity Building Training** – Programmatically, in addition to policy advocacy, a key area of need amongst members in most countries involves general value chain capacity building. NAACs are expected to provide a range of technical services including advisory services and to be able to help enhance the operational capacity, efficiency and sustainability of the constituent members as well as the apex body. And it must be recognized that due to the differing nature of activities that the various stakeholders venturing into agribusiness engage in, their needs vary quite significantly.
10. *Project management skills – knowledge of how to identify needed projects, design projects, management and implement projects and undertake monitoring and evaluation activity related to projects that support the aims of the institution (and assist members’ development);*
11. *Event management and facilitation skills – knowledge of how to conceptualize and organize (including understanding what tasks and skills can be outsourced) knowledge and trade events such as seminars, conferences, and exhibitions to support knowledge sharing, education and business development among members;*

4.6 Capacity Development Levers

Toward the aim of working to improve the capacity of national Apex agribusiness bodies, three other key strategies emerge: a) benchmarking structures against other African and international bodies to identify good practice, b) modeling capacity development courses for African national apex bodies after those developed for longer standing international apex body leadership training programs, and c) the promotion of peer-to-peer learning.

a. Benchmarking

In Section 4.3, four African NAACs that cover three regions were profiled as potential institutions that could be assessed for use as centers of excellence in each region, given their inclusive structures,

consistent engagement with government, advocacy and enterprise development program activity, and their stability to date financially.

If international good practices were considered, the US Agribusiness council could also be considered – as a stretch target for the African NAACs in terms of what an APEX body can grow into over time.

The Agribusiness Council (ABC) is a private, nonprofit/tax-exempt, membership organization dedicated to strengthening U.S. agro-industrial competitiveness through programs which highlight international trade and development potentials as well as broad issues which encompass several individual agribusiness sectors and require a "food systems" approach, including commercialization of new technology/crops, environmental impacts, human resource development, trade and investment policy, natural resource management, and rural development.

ABC was initiated under Federal government auspices by President Lyndon B. Johnson in 1967. The Agribusiness Council was formed by a group of business, academic, foundation and government leaders in order to facilitate American agribusiness participation in agricultural trade and development programs with developing countries - and represent private-sector agriculture interests to Federal government decision-makers.

Although U.S. agriculture is represented by state and local agribusiness associations, national farmer and cooperative organizations, and trade/commodity groups, the Agribusiness Council is the only national private sector group positioned to embrace U.S. agriculture and its allied industries -- whether in sponsoring trade missions or representing concerns to government.

The Council's major means of achieving its objectives include:

- Evaluation of investment climate and growth sectors for private agro-enterprise in emerging country economies;
- Analysis of basic sectoral investment opportunities and limitations;
- Identification of specific agribusiness needs and opportunities for members/subscribers;
- Organization and implementation of agribusiness trade and development missions;
- Facilitation and encouragement of U.S. agribusiness participation in international agriculture forums and national networking activities;
- Communication of private sector concerns to U.S. government policymakers;
- Establishment and maintenance of international agribusiness contact and information database;
- Coordination of international agribusiness management education/training, and
- Identification of individuals and issues contributing to the nation's history in an effort to preserve the nation's agricultural heritage

ABC is guided by a board of directors, a Washington advisory committee, and a small Washington-based staff headed by president and chief executive officer. Financial support is derived primarily from the membership, subscription and program fees of private companies, foundations, universities, and individuals committed to the international expansion of U.S. agricultural markets and more effective policy coordination.

As an agribusiness association, the Agribusiness Council provides access to a communications network encompassing small and medium-sized agribusiness companies, university/research institutions, other nonprofit organizations, as well as public sector agencies. It represents a unique neutral "umbrella" under which the entire range of U.S. agro-industry players can come together for

constructive, informal dialogue and action within the vast arena of intricate agricultural business, education and policy issues.

Also, as an organization with international linkages, the Agribusiness Council seeks to strengthen the U.S. agricultural sector's international outreach through stimulating private enterprise trade and investment solutions to support agro-industrial development in global emerging economies - and to foster heightened public awareness of agriculture's vital importance in national and global economic health.

In order to enhance the Council's responsiveness to local/regional U.S. agro-industry (especially small and medium-sized agribusiness, and farmers) and to effectively facilitate the transfer of information from the national and international levels, the Council is informally linked to a growing number of state/regional agribusiness council groups around the United States. Commonalities and complementarities between emerging country and state/regional expertise and capabilities are thus more readily identified.

The relevant capacity development lessons that can be gleaned from exploring how all of these "benchmark" institutions operate are in the areas of: 1) **Structure** – how are they developed to provide inclusivity and from a financial sustainability standpoint; 2) **Program Activity** – what are their key activities and how do they add value for their members – which are both institutional (i.e. smaller membership organs) and the underlying firms in the sector; and 3) **Resource Mobilization** – how are they financed and how do they go about raising funds to use to undertake their mandate?

b. **Training**

To address the capacity needs identified from the exercises that have been undertaken over the past three years, the theme that has emerged is how best can AUC-DREA (with support from the FAO) pursue the development of an effective agriculture apex body capacity development program cost effectively.

It would be prudent and help avoid "recreating the wheel" for the AUC and FAO to consider the development of a "Train the Trainer" program that would be based on capacity development content developed by the Center for International Private Enterprises (CIPE) and/ or the US Chamber of Commerce's Institute for Organization Management (IOM). The modules from these programs could then be adapted to the African context (see Annex with briefs of nearly 40 IOM courses).

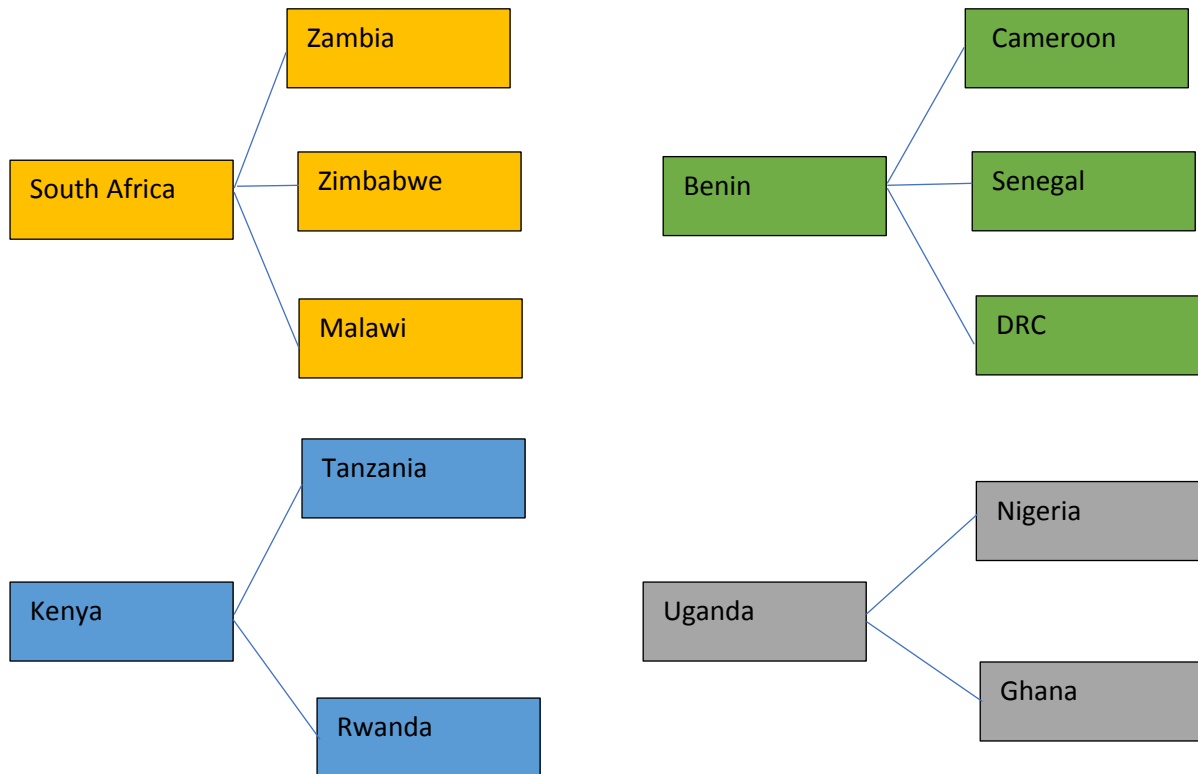
While there are a number of courses that might be modeled, key courses can be clustered into three categories are 1. Organizational Development (8 courses); 2. Financial Management (3 courses); and 3. Stakeholder Engagement (6 courses). Those that stand out as relevant for African Apex bodies are described in the Annex.

c. **Peer to Peer Learning**

Recognizing that there are relatively few national apex agriculture and/or agribusiness bodies in Africa at present, it is suggested that rather than wait for a continental apex body to be formed, once there are at least 3-4 apex bodies in each of the five AUC regions (as this will take time to achieve), an interim continental apex body network be developed among existing structures, and a regional peer-to-peer support and development program be launched to accelerate the development of Apex organs in countries where they are weak at this stage or where they do not exist.

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 set of possible pairings might be developed as follows:

Figure 5 Illustrative Hub and Spoke Model Peer-to-Peer Learning Pairings



Through these linguistically organized pairings, it is envisioned that among the pairings, chamber leadership (and members) could engage and share good practices about management development, membership development and retention, service offerings, fundraising and resource mobilization, advocacy and policy development/influence and stakeholder engagement.

5.0 Key Messages from Validation Workshop

A regional workshop was convened in October 2017 in Accra to validate the findings from the needs assessment and capacity building measures. The list of participants can be found at Annex X. Several focus areas were identified by participants as key to the development of agribusiness apex bodies. These are outlined below:

5.1 Advocacy

- a. Key stakeholders of an agribusiness apex body who need to be influenced are its own members along the value chain, government line ministries, development partners, market and media and peer learning and network with similar institutions in various countries and regions.
- b. Advocacy will be prioritised on key issues relevant to members and on the basis of the country's National Agricultural Investment Plans which will include land management issues, influencing policy, Legal and Regulatory framework to create an enabling business environment, mind-set and behavioral change towards Agriculture (agribusiness), access to

markets (Domestic, Regional and International), access to cost-effective financing, certification and standards, and responsible and Inclusive engagement of women, youth and small holder farmers.

- c. Skills that must be developed for the successful execution of advocacy activities include knowledge management and strategic analysis skills, communication, research, negotiation, lobbying, facilitation and networking skills.
- d. The most effective ways and the key communication tools that are needed for effective advocacy include use of print and electronic media, advertising, policy briefs and communique, lobbying, and participation in internal and external fora.
- e. Effective advocacy can be measured through the rate of change in response to advocacy agenda, increase in membership and partners, enhanced livelihoods and increased incomes of members including small holder farmers along commodity value chains and increased attention to the advocacy agenda in the public domain.

5.2 Membership Program Design and Implementation

- a. Some existing tools used to determine what services members want include Farmers Advocacy Consultative Tool (FACT Tool) to identify the capacity needs of the farmers and also assist farmers to advocate on issues, organizational capacity assessment (OCA) an internal capacity assessment tool to identify basic managerial capacity needs, and Online survey to determine the general needs of members. Periodic General Assembly, scheduled face to face visits and engagement of consultant to evaluate.
- b. Key services that members want/need that should be offered to member organisations within the apex organization include, technical training on business development services, advocacy and Information dissemination, resource mobilization, national, regional and continental representations and networking are key services.
- c. In addition, services related to access to finance, access to markets and market information, identifying investment and business opportunities, training on business skills, improving standards for individual enterprises (including producer groups) should be offered.
- d. Critical skills/ knowledge required for effective delivery of the above-named services are: research, communication, negotiations, analytical skills, trainer of trainers (tot), grants and proposal writing skills, managerial (policy, marketing and finance) and organizational development.
- e. Member services delivery can be measured through the use of performance indicators, monitoring and evaluation against business plan, lifestyle changes of members, value chain analysis, improved business climate, members loyalty and payment of dues.
- f. Potential partner institutions that can help an agribusiness apex body deliver value to members include academia and research institutions, relevant Government agencies (such as local government, Ministry of Agriculture, Ministry of Transport, Ministry of Environment), Traditional rulers, the media, development partners and continental bodies such as the AUC and NEPAD.

5.3 Finance and Resource Mobilization

- a. An agribusiness apex body can generate income through the provision of business development services and consultancies for members and non-members, payment of membership subscription fees and levies, organizing income generating activities (e.g. congresses, exhibitions and study tours-discount for members, full fees for non-members), income derived as a percentage of taxes from agriculture related transactions or specific government approved tariff payable to the Apex body.
- b. An agribusiness apex body can mobilize external technical expertise/resources to help sustain / support its programs and operations through various options including application for grants, creating partnerships with existing donors to take advantage of technical programs that they (donors) have, participating in volunteer programs, design/initiate new programs aligned with those of external partners - potential donors, and partnerships with financial institutions.
- c. The skills that are needed within the National Agribusiness Apex body to mobilize financial resources to support operations include grant and proposal writing skills, lobbying and negotiating skills, financial management, accounting and policy development skills, public relations, branding and marketing skills.
- d. Key officials within an agribusiness apex body who need capacity development to ensure effective and sustainable resource mobilization include the Leaders in charge (CEO, MD) Finance Executive, Business Development Officer, Programs and Operations Manager, Monitoring and Evaluation Personnel.
- e. Effective ways to improve capacity of an agribusiness apex body for resource mobilization include capacity building trainings, coaching, peer to peer learning, established organizational procedures and guidelines.
- f. Prospective partners who can assist in resource mobilization efforts include;
 - i. Technical Management Support Partners, Fiscal Technical Support (e.g. Already established Apex bodies that can provide financial support like SWOFON, ACTIONAID, CNC and ACCORD) and Collaborative Partners.
 - ii. Other foreign and domestic organizations like Trademark East and West Africa, AFDB, EU, IFAD, FAO, Bill and Melinda Gates Foundation, Rockefeller Foundation, MasterCard Foundation, International corporations through (CSR).
 - iii. International partners with seed grants for starters, GIZ, Africa Lead can readily fund/ provide technical assistance to new Apex bodies.

5.4 Types of Skills Development/ Improvement Methods and Duration

- a. Recommended skills development/ improvement methods/ programs that are most effective to help develop capacity of agribusiness apex bodies include short courses and seminars, conferences and workshops/ learning journeys, distance learning, Job shadowing/ externships/ internships.

- b. The ideal type/ length of capacity development course recommended to support skills development in this area are 3-7 days period, workshop/ training session, distance learning, part -time degree programs.

6.0 Recommendations and Next Steps

The main conclusions, recommendations and proposed actions for the strengthening of national agribusiness apex bodies are summarized below.

To improve the capacity of national agribusiness apex chambers (NAACs), three key levers emerge: a) benchmarking against other African and international bodies to identify good practice and share experiences; b) capacity development courses adapted from those developed for established apex body leadership training programs; and c) promotion of peer-to-peer learning.

A fourth exercise, which would involve the completion of individual needs assessment survey by institutions interested in being catalyst organizations for the creation of a NAAC in their country, would also be key – indeed as a first step in the process. This survey/ questionnaire, would help identify key organizations that might form the NAAC, leading sectors/ value chains in the country, existing government engagement platforms (if any), key businesses in the agriculture/ agribusiness space as stakeholders, recognized and trusted people who might serve as champions for a NAAC development effort, and lastly, prospective funders of a NAAC development effort.

6.1 Step 1 – Status Quo and Needs Assessment

The abovementioned diagnostic exercise or interested party survey would be undertaken and submitted within a certain agreed upon timeframe.

6.2 Step 2 - Peer-to Peer NAAC “Introduction and Learning Workshops”

Recognizing that there are relatively few national agribusiness apex bodies in Africa at present, a continental apex body network could be developed among existing structures, and a regional peer-to-peer support and development program launched to accelerate the development of apex organs in countries where they are weak or where they do not exist.

Recognizing that there are not that many examples of well-functioning national apex bodies on the continent, it would be ideal to begin the formal interactive exercise by holding a series of relatively intimate peer-to-peer workshops where those institutions identified as mentors could walk prospective NAAC development stakeholders through the processes they went through to form their organizations and in some detail discuss key areas such as: administration and management; program development and management; fundraising; advocacy program development; communications and marketing; enterprise development and trade program design and implementation.

These hosting organizations could eventually serve as models of excellence/ mentors for the modeling and counseling of other efforts to develop NAACs.

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.

6.3 Step 3 – Course Training/ Distance Education/ Webinars

To help avoid ‘recreating the wheel’ it would be prudent to consider the development of a Train the Trainer program based on the content developed by the Centre for International Private Enterprise (CIPE) or the US Chamber of Commerce’s Institution for Organization Management (IOM). The modules from these programs could be adapted to the African context. Key courses could be clustered in three categories: 1) organizational development (8 modules); 2) financial management (3 modules); and 3) stakeholder engagement (6 modules). Those that stand out as relevant for African apex bodies are described in the annex. Additionally, online course material, webinars and useful conferences could be added to this curriculum based upon suggestions from the Peers.

6.4 Step 4 - Benchmarking

Some of the “benchmarking” would likely commence informally through the interaction with the peers, however, each developing NAAC could develop a development timeline with its mentors and come up with milestones that can be pursued toward the achievement of target levels of improved capacity in identified areas of need. Periodic engagement with the mentors and potentially even learning journeys to visit international institutions with good practices could be organized as part of the benchmarking program.

6.5 Next Steps

At the closing of the October 2017 meeting, the following action items chart was presented and approved by the delegates:

Priority Action	Timelines for Implementation	Lead Institution	Other Collaborating & Contributing Institutions
Recruit existing agribusiness chambers for March 2018 inaugural Committee meeting (including quick mapping in interested countries)	February - March 2018	AUC/ NPCA	FAO, RECs, RECOA, PEF, ABG, Meeting Stakeholders
Develop a guide for apex body capacity development	February – March 2018	AUC/ NPCA	FAO, ABG, PEF
Support interested apex chamber development teams in Cameroon, Senegal, Tanzania, Botswana, Rwanda, Ghana, and Ethiopia -Develop training/ capacity development program	April – October 2018	AUC/ NPCA	PEF, ABG
Identify and recruit potential corporate champions to support apex body development – in advance of 2018 mid-year AU Summit	April – June 2018	AUC/ NPCA	Existing Chambers, RECs, Meeting Stakeholders, ABG, PEF

7.0 APPENDICES

7.1 List of Attendees at October 2017 Validation Meeting

INSERT

7.2 Selected Model Courses

Institute for Organizational Management (IOM)

It is a unit or department of the U.S. Chamber of Commerce Foundation, which offers first class capacity building programs for associations, chambers, and nonprofit professionals aimed at fostering personal career/professional development through interactive learning and networking opportunities. Its program is designed to enhance individual performance, elevate professional standards, and recognize association, chamber of commerce, and other nonprofit professionals who demonstrate the knowledge essential to the practice of nonprofit management.

Duration of courses

Its curriculum is made up of four week-long sessions taught by university professors, industry experts, and leading practitioners in the chamber and association industries. Each session is five days long and is offered at five locations across the country annually. Each year, attendees take six (6) core courses and select three (3) elective courses based on the person's interest. Upon graduation, each student earns a total of 96 credit hours.

Fee Structure

Members of U.S. Chamber of Commerce pay \$1,295.00 for the early enrolment and \$1,495.00 for late enrolment each year.

Non-members early enrolment fee is \$1,745.00 and \$1,945.00 for late enrolment.

These enrolment fees include tuition, materials, scheduled mails, breaks and receptions. Participants are also responsible for their transportation, to and from the site, their housing, non-program mails and incidental expenses.

Certificates awarded

Graduates of the four-year Institute for Organization Management program receive the IOM Graduate Recognition, signifying 96 hours of course instruction in nonprofit management.

Additionally, the curriculum is tied to the Certified Association Executive exam (CAE) and Certified Credit Executive (CCE) bodies of knowledge, allowing participants to earn credit for an industry certification.

Provision of Scholarships

Institute for Organization Management offers dozens of partial scholarships to participants each year. Each scholarship is evaluated with the same criteria and is awarded based on an evaluation of an applicant's financial need, involvement in industry professional organizations, community service, and professional background. Each applicant is required to electronically upload a resume and two letters of recommendation for consideration by the IOM.

Location of trainings

The Institute program is offered at five sites across the country each year. They include Winter Institute (University of Arizona, Tucson, AZ), Midwest Institute (University of Wisconsin, Madison, WI),

Southeast Institute (University of Georgia, Athens, GA), West Institute (Loyola Marymount University, Los Angeles, CA) and Northeast Institute (Villanova University, Villanova, PA). The institute does not offer online courses.

Below is a listing of some courses offered by the IOM for consideration.

First Year IOM courses

C110 Financial Fitness

One of the leading reasons for subpar financial performance and job loss in the nonprofit industry is poor financial managerial skills. Don't let this area be the cause of your demise. Learn what makes a nonprofit organization different from a for-profit company and maximize your potential.

Course topics:

- Establishing better comprehensive financial reporting procedures and analysis.
- Implementing strong internal financial controls and internal control building blocks.
- Understanding advanced compliance issues related to the Form 990 and governance.

C125 Hiring, Firing, and Everything In Between

Recruiting, retaining, and supporting employees can be among the most difficult and time-consuming duties of any supervisor. Learn techniques for managing employees—from recruitment to separation—and key benefit trends for retention.

Course topics:

- Hiring, orienting, and training top-notch employees.
- Evaluating work performance.
- Ensuring compliance and effective steps for separation.

C130 Unleash the Leader Within

As we manage people, tasks, and our careers, focusing on our personal leadership style sometimes falls to the wayside. Leadership is an integral part of becoming a successful professional. Acquire the skills you need to become the leader you want to be.

Course topics:

- Utilizing tools needed to be a leader.
- Understanding deterrents to successful leadership.
- Identifying styles of effective leaders.

C150 Communicating with Confidence

Delivering an important message can be a difficult skill to master. Learn to communicate your message whether in the mailroom or boardroom.

Course topics:

- Honing your verbal and non-verbal communication skills.
- Delivering your ideas as messages that resonate.
- Building an effective presentation.

C180 Guide to Governance

A sound governance structure is needed to ensure success at all levels of an organization. Create a great organization through strong relationships with volunteers.

Course topics:

- Building a solid governance structure.
- Enhancing volunteer support for governance.
- Reviewing key governance documents.

C185 Recruit, Engage, and Retain Your Members

Organizations that retain their members listen to them and exceed their expectations. Identify the myths and realities about keeping members and become familiar with approaches that you can use to deliver products and services to meet members' ever-changing needs.

Course topics:

- Understanding typical member retention rates and patterns.
- Identifying ways to gauge member needs and satisfaction.
- Implementing techniques to identify and deliver the products and services your members want.

Second-Year IOM Core Courses

C220 Is That Legal?

Perhaps the most important part of any job is knowing the law. Don't put your career on the line because you are simply misinformed on legal issues.

Course topics:

- Recognizing corporate and operational legal issues.
- Identifying areas in which legal problems are most likely to occur.
- Understanding legal trends that affect nonprofits.

C230 Managers Who Motivate

You play an integral part in empowering your colleagues to achieve greatness. Learn how to assess and improve your own management style tailored to the needs of your diverse workforce.

Course topics:

- Developing your personal management style.
- Setting expectations and coaching your team.
- Managing conflict and change.

C250 Customer Service Inside and Out

It is essential to possess a customer service mentality. Discover ways to outline and refine a quality vision statement for your customers to keep them satisfied.

Course topics:

- Learning to cultivate a customer service vision within your organization or department.
- Earning a reputation for superior customer service.
- Understanding and managing customer expectations.

C260 Marketing Strategies

Learn how to create and implement a marketing plan to promote your organization and community. Find out how to target specific audiences, develop effective one-to-one and one-to-many communications, and assess marketing programs.

Course topics:

- Identifying key elements of a marketing plan.
- Implementing techniques for researching your audience and measuring success.
- Utilizing marketing tools for nonprofits.

C261 Events: Strategy and Operations

Events and programs typically bring together a wide range of stakeholders for a specific purpose. Examine events that exceed the needs and expectations of all involved.

Course topics:

- Creating events with a strategic purpose.
- Utilizing technology to improve the bottom line and increase attendee satisfaction.
- Examining financial management, stakeholder management, and event design.

C270 Effective Government Affairs Programs

Nonprofits serve as advocates for their members and communities. Despite your experience or your organization's size, establishing a grassroots network doesn't have to be overwhelming. Learn the basics of a successful approach to legislative advocacy and policy.

Course topics:

- Determining who should be involved in the program and why.
- Creating a legislative policy.
- Running a grassroots network.

Third-Year IOM Core Courses

C310 Budgeting and the Bottom Line

Every organization tries to stretch available dollars as far as possible through wise spending, responsible income forecasts, and sound expense projections. Examine the concepts you need to put together meaningful budget-based financial reports to help you better manage your organization during difficult times.

Course topics:

- Developing program-based budgeting for tracking the real financial results and staying ahead of the curve.
- Building a better budget.
- Exploring other critical budget considerations.

C330 Everyday Ethics

Become aware of the pitfalls, red flags, and troublesome routine activities to avoid. Learn how to protect your character and your organization.

Course topics:

- Examining how individuals and organizations think, act, and develop policies.
- Learning how to perform an ethical analysis of an organization.
- Determining if structure or policy changes are necessary to avoid ethical conflicts.

C340 Strategic Planning

Successful organizations plan strategically for the future. By following a few basic principles, your organization can develop a strategic plan to give direction for governance and management.

Course topics:

- Understanding processes for strategic planning.
- Implementing strategic planning tools and techniques.
- Translating the strategic plan into action.

C341 Win-Win Partnerships

Long- and short-term partnerships with other organizations can help your organization reach community goals that may be unattainable if attempted alone. Form cooperative arrangements with others to pool resources and to achieve great things.

Course topics:

- Understanding the benefits of coalitions and strategic alliances.
- Identifying different types of coalitions and alliances.
- Implementing steps for effective collaboration.

C360 Innovate or Die

Organizations compete to show their value and relevance among current and potential members. Learn how to build a creative and innovative culture in your organization. Utilize tools to select the best ideas, evaluate the details, and see the best ideas through.

Course topics:

- Building a creative and innovative culture to generate ideas.
- Using research to determine your members' needs and discern the real costs and returns.
- Revitalizing a product, program, service, or your organization.

C380 Volunteer Development

It is challenging to identify, attract, and retain quality volunteer leaders. Examine leadership and succession programs in nonprofit organizations through strategic volunteer development.

Course topics:

- Developing volunteer leadership.
- Implementing successful strategies to recruit organizational leadership.
- Building a volunteer structure for future leaders to emerge.

Fourth-Year IOM Core Courses

C420 Current Legal Issues Facing Your Organization

Timely legal issues that can and will suddenly strike; and when to contact your attorney!

Course topics:

- Examining issues affecting your organization and the legal pitfalls.

- Understanding employment agreements at both executive and junior levels
- Exploring anti-trust laws and how they relate to not-for-profit organizations.

C430 Becoming a Strategic Leader

Strategic leaders foster collaborative teams that can position the organization toward success within the business community and external organizations.

Course topics:

- Building positive relationships with your team and external stakeholders and collaborators.
- Understanding the diversity of the business community and external organizations.
- Measuring results.

C441 Industry Forecast

Is your organization ready for the future? Explore trends and issues affecting the nonprofit world and prepare for the future.

Course topics:

- Discovering essential industry trends.
- Understanding how the changing complexities of the global market affect your members.
- Preparing to manage workforce trends and demographic shifts.

C460 Integrating Strategic Technology Solutions

Integrating a dynamic website, contact database, and accounting program is essential in doing business today. Take the necessary steps to further develop a technology plan that works for your organization.

Course topics:

- Creating a technology plan and budget.
- Developing technology strategies for your organization.
- Protecting and maintaining your technology solutions.

C470 Advocacy and Alliances

Once your advocacy program is in place, you are ready to take the next steps. Position your organization to be a leader in advocacy within the community and external organizations. Delve into the ins and outs of the different channels of coalition building.

Course topics:

- 8 Developing political coalitions and alliances.
- 9 Preparing issue papers and other materials.
- 10 Building and managing relationships with your elected officials.

C490 Organization Leadership for the Future

Maximize your organization's potential by keeping current on trends and the environment around your organization. Create a synergistic environment through trust, appropriate culture, and the ability to affect change when needed.

Course topics:

- Utilizing situational awareness.
- Implementing techniques to lead change.
- Developing a culture of leadership.

Electives

a. Elective Courses – Group One

E110 Revving Your Revenue Stream

Identify new ways to fundraise, sponsor, and build partnerships to bring revenue into your organization. Learn the steps involved to establish partnerships, including due diligence and safeguards to protect your organization and its members.

Course topics:

- Discovering avenues to bring revenue into your organization.
- Examining potential new sources of non-dues revenue through creative funding.
- Understanding the financial and legal implications associated with different revenue streams.

E120 Executive Law

There are many situations in which your organization may be found legally responsible. Examine common areas of risk for nonprofit membership organizations and discuss strategies to manage liability risk.

Course topics:

- Recognizing issues that land a nonprofit professional in legal trouble.
- Implementing safeguards to protect your organization.
- Managing roles and responsibilities of the board, committees, and task forces.

E126 Dealing with Challenging Employees

Handling difficult employee situations can be one of the most tedious and anxiety-producing aspects of management. By handling such situations effectively, it is often possible to turn a difficult situation into a great one.

Course topics:

- Defining unsatisfactory employee performance behaviors.
- Learning tools and techniques to address problematic staff behavior.
- Identifying actionable steps if you can't turn it around.

E140 Building Organizational Excellence

Excellent organizations begin with a determination to be the best. When your board asks, "Are we the best?" know how to answer their question.

Course topics:

- Identifying the principles and best practices of successful organizations.
- Benchmarking your organization's performance against the standards of other top organizations.

- Implementing best practices.

E142 Fundamentals of Community and Economic Development

Learn the fundamentals of community and economic development to enhance your organization's relevance.

Course topics:

- Defining economic development, including the various types and forms.
- Developing existing business retention and expansion programs.
- Building collaborative economic development relationships and receiving examples of funding structures for economic development organizations.

E161 Business Communication Technology Trends

Keeping up with technology and social media can be challenging in any industry. Discover the latest trends to effectively and efficiently grab the attention and esteem of your members.

Course topics:

- Understanding current trends in technology and social media.
- Linking your organizational strategy to the use of technology and social media.
- Reaching your audience with the latest technology and social media tools.

E163 Communicating Through the Media

There are times when you want or need to be out front on an issue and times when the best defense is a good offense. Learn how to maximize, or minimize, attention on an issue or event with the media.

Course topics:

- Understanding the vehicles for sending your message.
- Communicating your message with impact to different media outlets.
- Messaging with maximum preparation.

E180 Building Better Boards and Committees

Learn to build strong boards and committees from recruiting the right people to successfully orienting board and committee members and planning for succession.

Course topics:

- Recruiting board members that reflect the diversity of your members.
- Structuring a board or committee orientation program and setting expectations.
- Coaching the board or committee to think strategically and prepare for succession.

b. Elective Courses – Group Two

E210 Executive Finance

Executives who ignore key financial compliance issues can end up with unanswered questions in front of the board, empty corporate accounts, fired, or even jailed. This course covers advanced compliance and financial issues to keep you out of trouble.

Course topics:

- Identifying and documenting unrelated business income tax.
- Recognizing how audits have changed in recent years and how to be better prepared to meet the new standards.
- Understanding the impact of the Form 990 on your organization.

E211 Sponsorship Solicitation

Sponsoring events, publications, and programs can be a significant source of revenue. Learn how to structure sponsorship opportunities, develop a price, and solicit the right organizations to meet your goals.

Course topics:

- Developing sponsorship pricing structures, factors, and packaging.
- Identifying the right organizations to solicit sponsorship.
- Making the sponsorship sales pitch and showing the return on investment.

E230 Managing Upward

You are in charge of your performance and career development. Discover new ways of working with your supervisor to build cooperation and achieve success that benefits both of you.

Course topics:

- Understanding your manager and building the relationship.
- Developing your value to your organization.
- Building trust with your manager.

E240 Strong Associations for the Future

Government regulation, technology, public trust, volunteerism, and a host of other issues affect the relevance and viability of associations. Become aware of key trends and issues that impact associations and discuss steps to ensure the future of the association industry.

Course topics:

- Examining marketplace trends in the association industry—income, revenue, and membership metrics.
- Identifying shifts in trends to ensure that your organization stays ahead of the curve and delivers member value.
- Investigating innovative programs, governance, and operating procedures of trailblazing associations.

E241 Strong Chambers for the Future

Government regulation, technology, public trust, volunteerism, and a host of other issues affect the relevance and viability of chambers. Become aware of key trends and issues that impact chambers and discuss steps to ensure the future of the chamber industry.

Course topics:

- Understanding income, membership, and competitive marketplace trends in the chamber industry.

- Identifying shifts in trends to ensure that your organization stays ahead of the curve and delivers member value.
- Examining innovative programs, governance, and operating procedures of trailblazing chambers.

E243 Developing a Competitive Workforce

Employers across the nation agree that a qualified and well-trained workforce is key to sustained growth and competitiveness. Learn the various roles your organization can play in this arena and the resources you can tap.

Course topics:

- Understanding workforce development activities and terminology.
- Identifying common initiatives and roles of chambers in workforce development.
- Exploring resources to assist you in your workforce development program.

E244 Using Data to Grow and Sustain Your Organization

The flow of knowledge is a competitive advantage. This course explores a people-first and principle-centered approach to leverage knowledge in nonprofits.

Course topics:

- Evaluating relationship management systems and information that should be captured.
- Understanding how to link member data and forecast trends.
- Developing and analyzing data through surveys and other research tools.

E250 PACs and Political Endorsements

Is your organization ready to begin a political action committee and engage in political party endorsements? This class will provide step-by-step instruction on how to establish and grow successful political action committees and endorse candidates.

Course topics:

- Addressing ballot initiatives and referendums.
- Creating and maintaining a PAC.
- Building an airtight endorsement strategy.

Elective Courses – Group Three

E310 Dues and Don'ts

Do you plan to reevaluate or restructure your organization's membership investment schedule? This session looks at the major issues in developing a dues schedule and the approaches that different organizations use.

Course topics:

- Evaluating advantages and risks of various dues schedules.
- Identifying steps for conducting a review of your organization's dues structure.
- Implementing techniques to ensure smooth implementation of a dues schedule change.

E330 Learning to Let Go

The stress that comes from being responsible and accountable for performance can hinder success and job satisfaction. Delegation gives others a greater stake in organizational outcomes and can increase productivity. Explore strategies for empowering others to assume more responsibility.

Course topics:

- Identifying what and what not to delegate.
- Understanding how to delegate to the right person at the right time.
- Implementing ways improve staff accountability.

E331 CEO Lessons Learned

Learn how to thrive as a nonprofit executive. Gain insight and refinement as an executive in the industry. Tips, lessons, and stories are captured and shared during this interactive session.

Course topics:

- Sharing best practices.
- Exploring habits and behaviors of nonprofit executives, from challenges to everyday opportunities.
- Assessing your career stage and growth opportunities.

E342 Advanced Strategies of Community and Economic Development

Expand your organization's role in economic development and learn strategies to compete globally.

Course topics:

- Structuring a deal, identification, and use of incentives.
- Understanding redevelopment, revitalization, and regionalism.
- Utilizing technology in economic development.

E350 The Art of Persuasion and Negotiation

Persuasion and negotiation require patience and determination. Learn to shift opinions through key people, case studies, power words, and presentations. Convince others to step up and take on new initiatives. Learn how to obtain the results you want through negotiation.

Course topics:

- Understanding the types of decision makers and how they can be most effectively persuaded.
- Identifying words and techniques to convince others to take action.
- Implementing a plan of action for negotiations.

E360 Strategic Communications

Your communications strategy needs to effectively convey organization products, programs, and services. Learn to evaluate your communications and marketing strategy to ensure that your organization is properly branded to reach its critical audience.

Course topics:

- Evaluating and structuring an effective communications strategy.
- Targeting the right audience for various communications efforts.

- Determining the appropriate brand within the market.

E362 Policy Development and Implementation

Policies and procedures exist to protect the organization and the professionals within it. Determine the differences between policies and procedures and learn how to implement an appropriate structure in your organization.

Course topics:

- Identifying differences between policies and procedures.
- Exploring the process for implementing policies.
- Understanding risk management.

E380 Delivering Value

Nonprofit organizations face an increasingly competitive market for members and customers. Learn how to develop your organization's value proposition and convey the significance of your services to current and prospective members and customers.

Course topics:

- Identifying your value proposition.
- Communicating your value proposition.
- Measuring your value proposition.