



TOWARD A CONTINENTAL AFRICAN AGRIBUSINESS APEX BODY: PHASE II - A SELECTED COUNTRY DIAGNOSTIC ASSESSMENT AND A SHORT TERM IMPLEMENTATION PLAN

October 2016

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IMPLEMENTATION PLAN**

DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE

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ABBREVIATIONS

3AGT	Africa Accelerated Agricultural Growth and Transformation
AAF	African Agribusiness Forum
AFAAS	African Forum of Agriculture Advisory Services
AGRA	Alliance for a Green Revolution in Africa
AGRF	African Green Revolution Forum
APPDF	Agricultural Public and Private Dialogue of the Ghana Private Enterprise Foundation
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASCCI	Association of SADC Chambers of Commerce of Commerce
AU	African Union
AUC	African Union Commission
ASUF	South African Agri-Sector Unity Forum
BDS	Business Development Services
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
CAADP	Comprehensive African Agriculture Development Programme
CAP	European Common Agricultural Policy
CBC	COMESA Business Council
CCIA	Senegal Chamber of Commerce, Industry and Agriculture
CEJA	European Council of Young Farmers
CFTA	Continental Free Trade Area
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
FAO	United Nations' Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
GIZ	German Development Agency
HoS&G	AU/ NEPAD Heads of State and Government
IDRC	Canada International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
JICA	Japan International Cooperation Agency
KAAA	Kenya Agribusiness and Agroindustry Alliance
NAAAO	Network of African Agricultural APEX Organizations
NAC	National Agribusiness Chamber
NAG	Nigeria Agribusiness Group
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
REC	Regional Economic Community
SAUF	South Africa Unity Forum
SMME	Small, Micro and Medium Enterprises
SNV	Netherlands International Development Organization
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development

I. Executive Summary

The work captured in this report should be viewed as a continuation of the project initially commissioned by the African Union Commission's Department of Rural Economy and Agriculture in January of 2016 which led to the preparation of the precursor report to this one, entitled "Toward a Continental African Agribusiness APEX Body: A Strategy and Action Plan."

The initial work and the current exercise presented herein build on the effort commenced in 2012 with the development of the NEPAD Continental Agribusiness Strategy which advocated for the establishment of strong public – private sector linkages toward the realization of CAADP and also increased support for African agribusinesses. This theme was further codified in the Malabo Commitments of 2014 which were endorsed by Africa's heads of state and government.

Lastly, it is important to recall that this current effort also stems from discussions which took place last August 18-20, 2015, in Accra, Ghana where DREA organized a stakeholder meeting under the theme "Development of an Implementation Plan and Roadmap for a Continental Agribusiness Strategy" as one of the outcomes of that meeting was a recommendation that a strategy and action plan be developed toward the establishment of a continental apex agribusiness body.

Following the preparation of the initial Strategy and Action Plan in April 2016, the consultants were invited to an AUC DREA Strategy development meeting with the Food and Agriculture Organization in Addis Ababa to present the findings of the report and brief stakeholders on the suggested action plan.

As an outcome of that meeting, the work undertaken in this current exercise, which consisted of undertaking a series of diagnostic visits and engagements in selected target countries and creation of a proposed Apex body structure and pathway toward operationalization of the organ, was conceptualized and commissioned.

The field work undertaken (i.e. the participation by the consultants in stakeholder engagement and diagnostic meetings in Ghana, Senegal, Nigeria, Kenya, Ethiopia, Zambia, DRC and South Africa) principally involved the consultants meeting with existing and potential apex body stakeholders in each country and posing the following questions:

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

5. In the absence of an Apex agriculture body in your country, who does government interact with most among non-governmental actors (i.e. farmers, agribusinesses, processors etc.) to gain insight about the challenges/ opportunities in the agriculture value chain?
6. From your perspective, what are some of the challenges that make it difficult to create strong private sector bodies, generally, and among agriculture stakeholder institutions specifically?
7. In your opinion, what type of capacity development, institutional support and/ or financial support is needed to establish a strong agricultural apex body in your country?
8. Are you aware of any regional agricultural apex bodies in the region that your country is located in? Y/N, If Yes, please provide name – and advise if you think that it is functioning well?
9. In your opinion, what countries in your region have the strongest relationships between the private sector and government and thus are potential models of cooperation that the AUC should be highlighting through this Apex Organ development process?
10. Would you personally be interested in having your organization be a part of this agriculture apex body development initiative? If No, why not?

The responses to these questions yielded the following assessment:

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

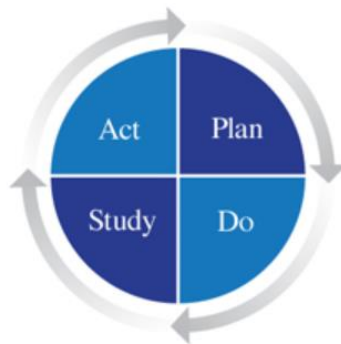
However, the outreach also found that new regional and continental agribusiness bodies were being successfully developed and this was quite encouraging. Organs such as the Kenya based African Seed Trade Association had successfully weaned itself from the donor support it had when it was created in 2000 and thus illustrative of what can be established on the continent in terms of developing organized business bodies in the agriculture sector. More recently the East and Southern African Fertilizer Trade Platform and West Africa Fertilizer Stakeholders Forum were also promising structures being developed by the African Fertilizer and Agribusiness Partnership.

Also, it was important to find that since 2014 (seemingly coinciding with the preparation of the 2014 NEPAD study entitled *“Taking Stock of Agribusiness Chambers in Africa: Lessons Learned, Success Factors, Good Practices”*) three new agribusiness apex structures in Kenya, Uganda and Nigeria have been established: a) Kenya Agro-Industry and Agribusiness Alliance, b) Nigerian Agribusiness Group, and c) the Uganda Agribusiness Alliance (although Uganda was not a country visited, research led the consultants to learn of UAA’s formation). Two distinct types of structures seemed to be emerging as well in terms of how these bodies were formed:

- 1) The Nigerian Agribusiness Group (like the South African Agricultural Business Chamber which was featured in both the 2014 NEPAD Study and Phase I of this Apex Body development consultancy) has been developed around a very strong focus on bringing leading agribusiness companies together to be able to speak with one voice and engage with government; and
- 2) The Kenya Agribusiness and Agro-industry Alliance and the Uganda Agribusiness Alliance are focused more on inclusively representing the spectrum of agribusiness stakeholders in the country, also though with the intent of speaking with one voice to government.

These institutions, along with a broader group of stakeholders comprised on institutional representatives engaged during the outreach diagnostic visits and other agribusiness stakeholders who have been involved in working with the AUC on the implementation of the Agribusiness Strategy were brought together from September 29-30 for a stakeholder validation workshop in Johannesburg, South Africa to review the consultants findings from the visits taken and the related proposed organization structure and road map to implementation for the continental apex agribusiness body.

Tentatively named the African Continental Agribusiness Consultative Alliance (ACACA), the proposed apex body would be developed to serve as the continental voice of African agribusiness and most importantly it would developed under within an “action learning” framework where rather than wait until all 54 countries had national apex bodies to form regional bodies and then have those bodies elect representatives to the continental organ, all three levels of development activity would be pursued simultaneously. Meaning those apex bodies existent currently would carry on with the exercise of forming the continental body.



Simultaneously regional network efforts would also be commenced and/or incorporated to include regional structures like the West African organ, the “Reseau des Chambres d’Agriculture de L’Afrique de L’Ouest” (RECAO) (www.recao.org) , a Canada supported network of seven French speaking countries (Benin, Burkina Faso, Cote d’Ivoire, Guinee, Mali, Niger and Togo) that was founded in 2001 and is headquartered in Bamako, Mali. And lastly, building on the momentum and interest emerging efforts would continue to establish national apex agribusiness bodies – with the support of the continental apex body within which a dynamic community of practice would continue to develop.

The proposal to pursue this multi-pronged approach was adopted by those attending the stakeholder meeting and the following time frame and action steps toward establishment of the apex body were approved. A key target timeline as an immediate next step was to recruit the suggested “founding members” of the apex body to meet in November on the margins of the forthcoming Specialized Technical Committee meeting of African agricultural ministers in November 2016. The intent would be to apprise the ministers of the efforts to form the ape body and to request their approval and support. Thereafter, the plan would be to formally launch the African Agribusiness Apex Body in January/ February 2017 on the margins of the AUC Annual meeting in Addis Ababa, Ethiopia.

Priority Action	Timelines for Implementation	Lead Institution	Other Collaborating & Contributing Institutions
Recruit existing agribusiness chambers for November inaugural Committee meeting (including quick mapping in interested countries)	October - November 2016	AUC/ NPCA	RECs, RECOA, ABG, Meeting Stakeholders
Support interested apex chamber development teams in Cameroon, Senegal, Ghana, and Ethiopia	October – March 2016	AUC/ NPCA	ABG
Identify and recruit potential corporate congress members for November inaugural Committee meeting	October - November 2016	AUC/ NPCA	Existing Chambers, RECs, Meeting Stakeholders, ABG
Develop draft Secretariat structure/ source funding	October - December 2016	AUC/ NPCA	Development Partners, ABG
Develop agenda and coordinate STC – Agric. meeting	October 2016	AUC/ NPCA	
Prepare for Continental Body launch	October - December 2016	AUC/ NPCA	ABG

II. Introduction

The diagnostic outreach efforts notwithstanding, the true crux of this Phase II project was about designing an organizational structure and plan of implementation for the apex body that would be workable, expedient and lead to the development of a sustainable body.

The key to all of this lay in the 7 step apex body development strategy presented in the Phase I report:

- 1) **Step 1 – Stakeholder Diagnostic** - Undertake a stakeholder diagnostic exercise to identify potential members of a national apex organ;
- 2) **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;
- 3) **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;
- 4) **Step 4 – Steering Committee** - Establish a representative steering committee to guide the development of the apex body;
- 5) **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;
- 6) **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
- 7) **Step 7 – Convene Inaugural Annual General Meeting** - Convene first annual general meeting.

As was suggested then, the development of the national apex agribusiness chambers (or bodies) will be considered to be the fundamental exercise in establishing regional organs and ultimately a continental apex body. The seven formative steps are also recommended for the establishment of regional “conferences” and ultimately a continental “congress”¹.

The importance of leveraging the skills and lessons learned of the existing cadre of apex bodies was also underscored during the September stakeholder and validation discussions as it became apparent that just getting the leadership of the existing apex bodies together was educational for them, and catalytic for observing representatives from countries aspiring to establish an apex agribusiness body.

Lastly, the focus on action – was a principle theme in the September discussions as it was recognized that implementation was where some of the loftier AUC plans and strategies have fallen down in the past. Learning (about apex body development) by doing – was very much the motto coming out of the dialogue

¹ Note that these names are placeholder ones and at the time when an organizing quorum is identified and convened the stakeholders would have the right and obligation to define the name of their apex bodies – at national, regional and at the ultimate continental level.

in Johannesburg. Starting where we are, with what we have > reviewing progress as we go > refining strategy and altering course when required > toward establishing the new course, > and continuing to build a better body – was the principal accepted by all as the workshop concluded.

III. Project Methodology

This report is the culmination of a two month project whose aim has been to move the idea of developing a continental agribusiness APEX body in Africa forward toward establishment. The exercise follows an initial three month project that was completed in April 2016 and culminated in the preparation of a project report entitled: “Toward a Continental African Agribusiness APEX Body: A Strategy and Action Plan.”

Furthermore, the current work continues to leverage upon work undertaken in the 2014 AU NEPAD study entitled *“Taking Stock of Agribusiness Chambers in Africa: Lessons Learned, Success Factors, Good Practices”*.

Under this assignment diagnostic missions and research were undertaken to and focused upon the following regions and countries:

Central Africa	East Africa	Southern Africa	West Africa
<ul style="list-style-type: none"> Democratic Republic of Congo 	<ul style="list-style-type: none"> Ethiopia Kenya 	<ul style="list-style-type: none"> South Africa Zambia 	<ul style="list-style-type: none"> Ghana Nigeria Senegal

Lastly, as part of the assignment an African APEX body design framework was conceptualized and this framework was reviewed and validated during a stakeholder workshop convened by AUC DREA in Johannesburg, South Africa.

The management of the assignment was overseen by:

Ghana based ABG Consultant Nana Osei-Bonsu took responsibility for coordinating the outreach diagnostic studies in Ghana, Nigeria and Senegal, and South Africa based Lead Consultant, Michael Sudarkasa, took responsibility for the DRC, Ethiopia, Kenya, South Africa and Zambia.

The primary institutions to be visited and those organs charged with completing the surveys or responding to the survey questions in discussions with ABG consultants included the following:

Ghana (Stakeholder meetings carried out between September 1 – 16)

- Private Enterprise Foundation

Nigeria (Stakeholder meetings carried out between September 12 – 16)

- Nigeria Agribusiness Group

Senegal (Stakeholder meetings carried out between September 19 – 23)

- APIX – National Investment Promotion Body

Ethiopia (Stakeholder meetings carried out between September 12 – 16)

- Agriculture Transformation Agency
- Pan African Chamber of Commerce and Industry

Kenya (Stakeholder meetings carried out between August 29 – September 9)

- Kenya Agribusiness and Agro-Alliance

South Africa (Stakeholder meetings carried out between September 12 – 23)

- Agriculture Business Chamber of South Africa

Zambia (Stakeholder meetings carried out between September 19 – 23)

- Zambia Chamber of Commerce and Industry
- Indaba Agricultural Policy Research Institute

Democratic Republic of Congo (Stakeholder meetings planned for September 19 – 23 but cancelled because of political violence related to planned 2016 elections)

- Fédération des Entreprises du Congo

While in Kenya for outreach meetings, the Africa Business Group team also took advantage of the timing of the annual African Green Revolution Forum (see www.agrf.org) in Nairobi, Kenya between September 5-9, 2016 to meet with additional stakeholders involved with agribusiness body development in Africa to solicit thought and input on the process and strategy for the successful establishment of a continental agribusiness apex body.

Lastly, during the AUC DREA coordinated stakeholder validation workshop held at the Birchwood Hotel and Conference Center in Johannesburg, ABG presented the team findings and also facilitated a day long interactive discussion and workshop, which in particular, reviewed for all of the delegates the rationale behind development of an apex body at national, regional and continental level and the steps to take to establish inclusive, government endorsed and sustainable apex bodies at each level.

The later discussion included delegates representing eleven countries and was participated in by representatives of five existing agribusiness apex bodies:

Countries Represented	APEX Bodies Represented	Countries Immediately Interested in Establishing an Apex Body
<ul style="list-style-type: none"> • Benin • Burundi • Cameroon • Ethiopia • Ghana • Kenya • Rwanda • Senegal • South Africa • Sudan • Tanzania • Tunis • Uganda • Zambia 	<p>National APEX Bodies</p> <ul style="list-style-type: none"> • <u>Benin</u> - National Chamber of Agriculture Benin • <u>South Africa</u> – Agriculture Business Chamber • <u>Sudan</u> – Chamber of Agriculture • <u>Uganda</u> – Uganda Agribusiness Alliance <p>Regional APEX Bodies</p> <ul style="list-style-type: none"> • <u>Reseau des Chambres d'Agriculture de L'Afrique de L'Ouest</u> – represented by National Chamber of Agriculture Benin 	<ul style="list-style-type: none"> • <u>Cameroon</u> – African Development Interchange Network • <u>Ethiopia</u> - Ethiopian Horticulture Producer Exporter Association • <u>Ghana</u> – Private Enterprise Foundation • <u>Senegal</u> – APIX to be catalyst • <u>Tanzania</u> – Tanzania Non-State Actors Forum • <u>Zambia</u> - Indaba Agricultural Policy Research Institute

IV. A Three-Pronged Implementation Strategy

At a session leaders briefing session held on September 26 just before the formal commencement of the stakeholder validation workshop in Johannesburg, the leadership of the AUC DREA Team managing this project reminded the ABG consulting team that the key outcomes desired over from the three day workshop would be: a) provision of a proposed APEX body structure, b) validation of that structure, and c) presentation of a pathway, timeline and proposed roles and responsibilities to arrive at the desired destination of launching the apex body in the first quarter of 2017 – on the margins of the forthcoming AUC annual meeting in Addis Ababa, Ethiopia.

Thus, the consultant's work was focused around extracting the desired outcome from the workshop and this also influences the content of this project report.

While the exercise captured in this report drew the consultants to many of the earlier conclusions found in the January - March exercise, the relevance of establishing the Apex Body sooner rather than at the end of a process purely focused on developing national – and then regional bodies – was influenced by the catalytic role that having a cadre of national apex bodies organized and driving a continental apex body can have on motivating and assisting neighboring countries to accelerate the formation of their own structures.

The meeting in Johannesburg proved to be illustrative of this potential as the representative from the more senior apex bodies – led by the South Africa's Agriculture Business Chamber which is 70 years old this year and including colleagues from Benin and Sudan's national agribusiness apex organs - helped provide useful information to the more junior apex body represented (the Uganda Agribusiness Alliance founded in 2014) and offered useful advice to those colleagues seeking to establish business bodies from Ethiopia, Ghana, Tanzania, and Zambia.

Furthermore, the dialogue between the existing and aspirant apex body stakeholders helped crystallize the inherent benefits of establishing a continental African agribusiness body:

- To help organize the African domestic private sector involved in agribusiness
- To create a platform for dialogue among domestic (and international) agribusiness stakeholders at national, regional and continental levels
- To offer a platform to develop and prioritize concerns, determine desired policy, and regulatory focus areas among African agribusiness private sector stakeholders
- To support enterprise development among members
- To support value chain development and increased competitiveness
- To support and facilitate intra-Africa trade and investment
- To facilitate intra-Africa knowledge and good practice sharing
- To provide strong partners to help attract foreign direct investment
- To support the development of national apex agribusiness bodies
- To provide a voice of the domestic agribusiness private sector for policy makers – at continental, regional, national, district levels, and to engage with development partners, and credibly participate in "Africa – other" bilateral partnerships

The three structures - national, regional and continental - can be developed in parallel – to accelerate value and benefit. It was also noted during the Johannesburg discussions that there are only eight years left to implement the 10 year Malabo Commitments and given the important role to be played by the private

sector, moving quickly to create the continental apex body and the underlying regional and national structures would help achieve the ends outlined in the commitments:

The Malabo Commitments – APEX Body Development Support

1. Recommitment to the Principles and Values of the CAADP Process

2. Recommitment to Enhance Investment Finance in Agriculture

- *Uphold 10% public spending target*
- *Operationalize the African Investment Bank*

3. Commitment to Ending Hunger by 2025

- *At least double productivity (focusing on Inputs, irrigation, mechanization)*
- *Reduce Post Harvest Losses (PHL) at least by half*
- *Nutrition: reduce and underweight to 5% and stunting to 10%*

4. Commitment to Halving Poverty, by 2025, through inclusive Agricultural Growth and Transformation

- *Sustain Annual sector growth in Agricultural GDP at least 6%*
- *Establish and/or strengthen inclusive public-private partnerships for at least five (5) priority agricultural commodity value chains with strong linkage to smallholder agriculture.*
- *Create job opportunities for at least 30% of the youth in agricultural value chains.*
- *Preferential entry & participation by women and youth in gainful and attractive agribusiness*

5. Commitment to Boosting Intra-African Trade in Agricultural Commodities & Services

- *Triple intra-Africa trade in agricultural commodities and services*
- *Fast track continental free trade area and transition to a continental Common External tariff scheme*

6. Commitment to Enhancing Resilience in livelihoods and production systems to climate variability and other shocks

- *Ensure that by 2025, at least 30% of farm/pastoral households are resilient to shocks*
- *Enhance investments for resilience building initiatives, including social security for rural workers and other vulnerable social groups, as well as for vulnerable ecosystems;*
- *Mainstream resilience and risk management in policies, strategies and investment plans.*

7. Commitment to Mutual Accountability to Actions and Results

- *Through the CAADP Result Framework – conduct a biennial Agricultural Review Process*

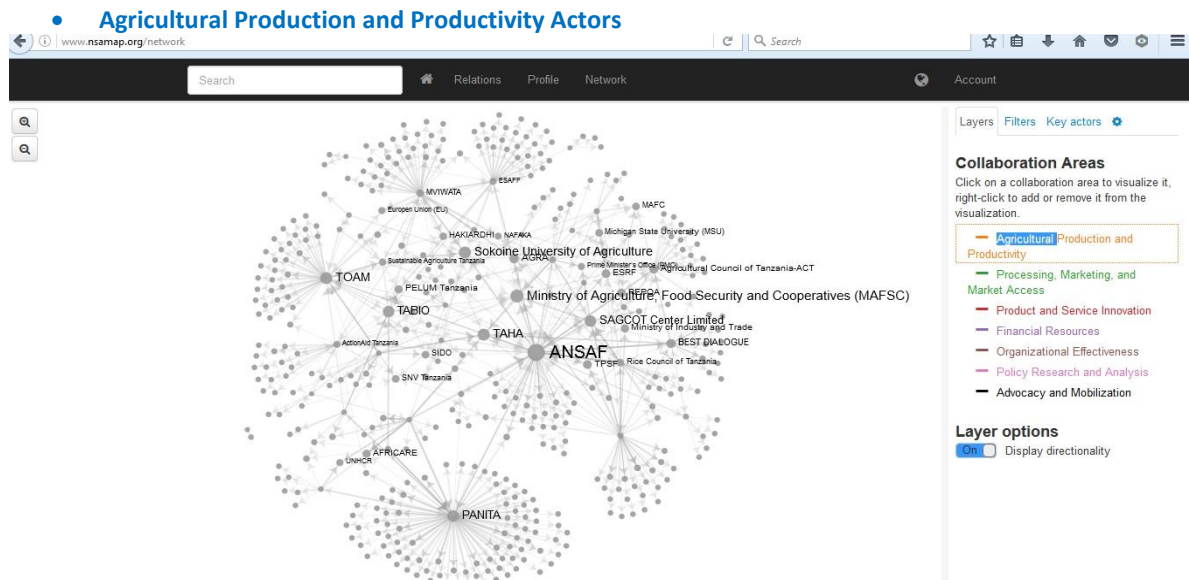
Achievement of Malabo Commitments 2 – 6, in particular, all can be supported and accelerated through the rapid establishment of a continental agribusiness apex structure.

In terms of process, the seven step exercise laid out in the April 2016 report that preceded this project remains relevant as a constructive and inclusive development process:

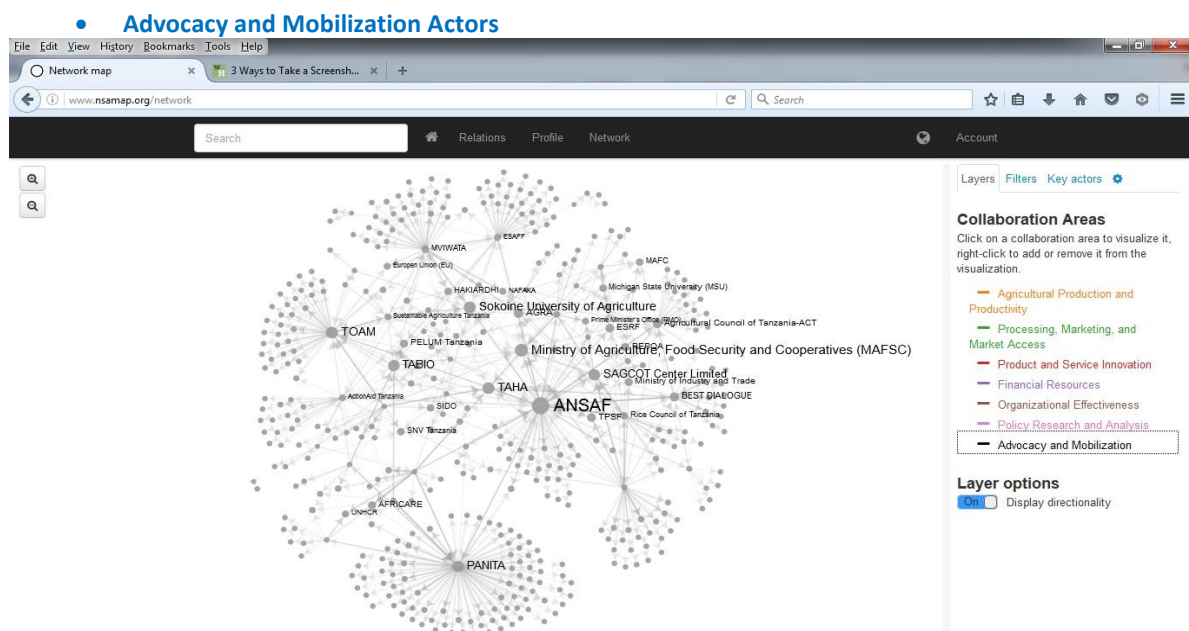
Step 1 – Community Diagnostic – Undertake desk research and stakeholder engagement meetings to identify the potential members that should be invited to be part of the formation of the body. This would include, but not necessarily be limited to: farmer organizations/ cooperatives; chambers of commerce; product associations; agribusiness firms and organs; logistics stakeholders; inputs and mechanization suppliers; financiers; non-governmental organs supporting the agriculture sector; development partners

funding the agriculture sector; traders; other off-takers – i.e. purchasers of agricultural products (including hotels, supermarkets, restaurants); and multinational companies in markets;

Examples of Stakeholder Mapping Exercise



Source: Non-State Actor's Forum, Tanzania



Source: Non-State Actor's Forum, Tanzania

[illegible]

Step 2 - Stakeholder Roundtable Discussion (s) – Agriculture Sector Town Hall Meetings - To be organized ideally with the national Chamber of Commerce, the national farmers' organization and government, this meeting(s) or series of meetings would be intended to serve as critical stakeholder canvassing opportunities to identify the needs and interests of the stakeholders and the role that all parties think that such a body can play in fostering increased public-private collaboration in the agriculture sector. The report that would emerge from this exercise would include a sector-readiness assessment that would incorporate a SWOT (strengths, weaknesses, opportunities and threats) analysis that focuses on the environment for the development of an apex body in the country. Lastly, if some efforts have already been launched by government – or the private sector to engage on agriculture issues, these existing talks could be expanded to ensure maximum stakeholder input and serve as the platform for the dialogue envisioned.

Step 4 - Develop Representative Steering Committee – During the process of executing the two processes mentioned above, it is likely that through a process of self-nomination, and/or collective attribution, several institutions and even perhaps some individuals (retired professionals from government and/or the private sector; important corporate figures given the leading national agriculture sectors etc.) will be identified to serve on a steering committee and collectively develop a proposed governance framework and leadership structure, and organizational by-laws.

Step 5 - Convene Consultative Validation Conference – Once draft documents are developed that incorporate the Steering Committee’s best efforts in designing the modalities of how the apex body would work, what services it would offer, and how it would be financially sustained (fee structure, revenue generation strategy), a broader meeting to ensure adequate buy-in should be convened to allow stakeholders to review the proposal, interrogate it and further develop it to the point where there is consensus about what should be done and how.

Step 6 - Formally Incorporate the Apex Body, Develop a 3 Year Organization Business Plan, and a 12 Month Operating Plan – After agreeing upon the structure of the organ it should be straight forward to incorporate it under the business formation laws and regulations of the country, optimally as a not-for-gain institution. Additionally, and parallel to the incorporation exercise, it will be important to prepare a business plan for the organization to identify its target market, define its clients (members) and the services it will offer, and to review its revenue targets and costing needs to ensure that the operational plan that management puts forth will be sustainable. Optimally, this business plan would be for three years, and a related operational plan would be developed to cover the first 12 months of operations (and thereafter update on an annual basis).

Step 7 - Convene First Annual General Meeting – With this process complete and institutional guideline documents prepared, it would be time to host the inaugural annual general meeting of the apex body. The meeting would ideally, involve an electoral process, if only to confirm the interim office holders (or it can be to elect new officers). Stakeholders at this meeting, may also seek to confirm a small non-elected secretarial staff who would be permanent (albeit with annual reviews and being subject to replacement for under-performance/ non-performance or malfeasance) launch conference.

During the Johannesburg validation workshop in September 2016, the stakeholders surmised that as each process would be unique in the different African countries, undertaking these steps could take anywhere from 3 – 6 months, with the intent that once the organ was three years old it could be able to financially sustain itself.

In discussions about the relevance of the seven steps for the creation of regional apex bodies, the conclusion was that the same steps would be remain useful – however, the order, or scope would be tailored as desired by the organizing stakeholders.

The validating stakeholders also noted that the operating advice and instruction chronicled in the 2014 NEPAD study also remained relevant and should serve as good practice guidelines for stakeholders considering and/or attempting to establish an apex agribusiness organ:

1. Strong Agribusiness Focus Among Founders - The members of a national agribusiness chamber (NAC) and any other agribusiness umbrella 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 umbrella 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 umbrella 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 umbrella 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 umbrella 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 should be provided by the commodity-specific member organizations, which are most likely to have the necessary knowledge. A NAC (an umbrella organization of private agribusiness apex organizations) should rather offer paid services, which are attractive to the majority of members. Such services include:
 - a. market information services;
 - b. investment and trade related support services;
 - c. organizing trade delegations and exhibitions;
 - d. capacity development for members;
 - e. liaising with other chambers (regional, continental and worldwide); and
 - f. general capacity and institutional development (including management, trainer's courses, budgeting and tender writing).

Again, these principles would apply across the board for the continental body, a regional body, and to the national structures.

The subject of sustainability and achieving independence from any one financial supporter (i.e. government, developing partners, large corporate members) and avoiding "capture" was also a recurring one during the September deliberations.

During intense discussion the stakeholders debated this subject over hours and finally agreed on the following "recipe" for the development of a sustainable national agribusiness apex body – under the premise that the regional and continental structures will ultimately only be as strong as the national bodies that undergird them.

Additional Key Components to Establishing a Sustainable National APEX Body

- Champions - Identify champion(s) institutions and people(aka “Points of Reference”) is important to give the organ initial credibility;
- Diagnostic Exercise and Roundtable Discussion - Undertake an inclusive stakeholder diagnostic and organizing a related stakeholder roundtable to assess interests, needs, policy priorities, technical and financial capacity of potential members will be critical;
- Government Validation - Seeking and achieving government validation and support are key - also to establish credibility;
- Lead Companies - Identifying and recruiting leading local agribusiness firms is also important – for credibility, potential leadership as such firms would bring useful value chain and sectoral knowledge and experience to the organ, and also potentially provide needed financial support;
- Varied Dues Structure – Developing a multi-tier fees/ dues structure was also deemed important to ensure that those who could pay more were charged more, and those who could only pay a lesser amount were not excluded;
- Service Offerings – Fee for Service offerings (research, facilitation of trade missions, group benefits – travel discounts, insurance etc.) were key and the mix and value add was important to attract and retain members;
- Cost Efficiency and Capacity - Sustainability as a priority would need to be a key focus at inception and a lean start that leveraged volunteers, seconded staff, and that sought to have near term impact were key to longevity (key staff skills at inception would include having experienced professionals to work on advocacy/ policy issues, the growth and development of members, and the identification and securing of resources);
- Dialogue Focus – The apex body should establish itself as “THE” platform for dialogue, development of shared opinions, and develop communication structures to engage members on subjects of: advocacy, capacity development needs, governance, networking, and trade/ partnership issues;
- Public-Private Dialogue and Finance Platforms – Establish Public-Private Dialogues and/or Investment Facilitation Platforms, as well as convening an Annual Conference and Exhibition for members and partners of the agribusiness community were noted as key potential fundraising opportunities;

One last theme that carried throughout the three day validation deliberations in September 2016, was the recognition that time was of the essence and moving forward toward implementing this initiative – to establish a continental apex agribusiness body and to accelerate the establishment of national and regional organs – was timely and critical.

Toward this end, the assembled community endorse and adopted the idea of expeditiously moving forward - adopting an action learning methodology that focuses on four cyclical components – Plan -Do – Study – Act and that is meant to drive continuous improvement and help avoid analysis paralysis as one tries to shift from planning to implementation.



Source: <https://www.deming.org/theman/theories/pdsacycle>

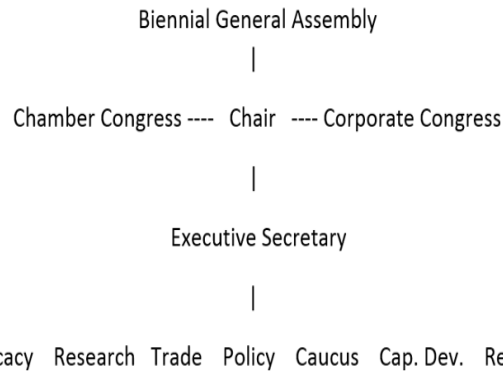
“The cycle begins with the Plan step. This involves identifying a goal or purpose, formulating a theory, defining success metrics and putting a plan into action. These activities are followed by the Do step, in which the components of the plan are implemented, such as making a product. Next comes the Study step, where outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement. The Act step closes the cycle, integrating the learning generated by the entire process, which can be used to adjust the goal, change methods or even reformulate a theory altogether. These four steps are repeated over and over as part of a never-ending cycle of continual improvement.”²

V. The Proposed Continental Agribusiness APEX Body Structure

Perhaps the key component of this assignment was the developing of a proposed structure for the continent-wide African agribusiness apex body.

Reflecting on the research undertaken under this task and the earlier assignment completed in April, and on the inputs gathered during the diagnostic missions, the determination was made that to maximize inclusiveness and provide two key constituents (larger domestic agribusiness companies and national and regional chambers of agriculture) with an opportunity to engage easily with one another and to collectively advocate for improvements in the continental agribusiness/ agriculture sector, the proposed agribusiness apex body should incorporate two key chambers .

² <https://www.deming.org/theman/theories/pdsacycle>



The criteria for membership in the “Chamber Congress” which would be comprised of national apex agribusiness leaders was proposed and accepted as follows:

Selected Criteria for Members of Chamber Congress

- Articles of Association – must be legally organized body under the laws of the country/ region;
- ~~Minimally a 1 year old organ~~³
- Membership Presentation – must present a roster of members;
- Public Private Dialogue Structure – must share strategy of how body engages with government
- Services - provide menu of services offered to members
- Sustainability Plan and Structure – provide overview of how body is structured and funded and if reliant upon government or development partner funding, advise on the proposed timeline and strategy to achieve financial independence
- Capacity Development Plan/ Program – provide an overview of how the organ seeks to develop its capacity/ or is developing its capacity (to manage organ, to manage projects, to undertake advocacy, to raise funds, to provide membership services etc.)
- Nominates Vice Chair (2 year term) – this arm of the Congress elects a Vice Chair to the Executive Committee.

Selected Criteria for Members of Corporate Congress

- Nominated (inaugural selection panel to be established by AUC/ NEPAD) (Thereafter regional nominating panels also established) – the idea is to develop inclusive criteria that offers the body diverse input from leading agribusiness entrepreneurs/ managers across the value chain;
- Regional Representation Key – 5 AUC Regions to be Represented – toward inclusion;
- 3 Year Term, can be re-nominated after two year cooling off period – aim is to have continuity but avoid capture through the body turning clique-ish;
- Nominations can be made every 6 months until regional cap reached (Intake) – rolling on-boarding will help members to get to know one another much as academic intake establishes “class” relationships;
- Inclusion Key: Women, Youth, Language – it will be important for the Congress to be inclusive and reflective of the varied players involved in African agribusiness;
- 500 Person Cap – 100 Delegates from Each Region - a larger body affords for the development of robust regional structures and the collection of valuable insights for policy makers;
- Members can be nominated for: a) Company Success; b) Private Sector Development Advocacy; c) Technical/ Professional Expertise – again this is to ensure diversity.

³ This criteria was objected to during the September validation meeting by a representative from Ethiopia who urged that once a national apex body had been formed, it should be eligible for admission to the continental body.

SELECTED PROSPECTIVE CHAMBER CONGRESS MEMBERS

Region	Established Body		In Progress
West Africa	Nigeria	Guinee	Ghana*
	Benin*	Mali	Senegal*
	Burkina Faso	Niger	
	Cote d'Ivoire	Togo	
East Africa	Kenya		Ethiopia*
	Uganda*		
Southern Africa	South Africa*		Zambia*
Central Africa			Cameroon*
			DRC
North Africa	Sudan*		
Regional Body	RECAU – Francophone countries in West Africa including (Benin, Burkina Faso, Cote d'Ivoire, Guinee, Mali, Niger and Togo)		

* 9 of 19 potential “founding members” were in attendance for the September stakeholder validation workshop in Johannesburg, September 27-29, 2016

SELECTED PROSPECTIVE CORPORATE CONGRESS MEMBERS

Central Africa	East Africa	North Africa	Southern Africa	West Africa
<ul style="list-style-type: none"> Compagnie du Komo – Gabon CECAGADIS – Gabon 	<ul style="list-style-type: none"> East African Breweries – multiple countries Nakumatt – multiple countries UCHUMI – Kenya BIDCO – multiple countries Tanzania Breweries – Tanzania Bhakresa – multiple countries 	<ul style="list-style-type: none"> Benamor Group – Algeria Cairo Poultry – Egypt Delta Sugar – Egypt Upper Egypt Flour Mills – Egypt Juhayna Foods – Egypt Societe Frigorifique et brasserie de Tunis – Tunisia Poulina Group – Tunisia SMNVT – Monoprix – Tunisia 	<ul style="list-style-type: none"> Choppies – multiple countries Sefalana Holding – Botswana Food and Allied Group of Companies – Mauritius Namibia Breweries – Namibia Tiger Brands – South Africa Pioneer Foods – South Africa Tongatt Hulett – South Africa Rainbow Chicken – South Africa Angolvaal Industries – South Africa Shoprite – South Africa PicknPay – South Africa AFGRI – South Africa Clover Holdings – South Africa Royal Swaziland Sugar National Foods – Zimbabwe 	<ul style="list-style-type: none"> PALM CI – multiple countries Produce Buying Company – Ghana Flour Mills of Nigeria – Nigeria Dangote Group – Nigeria Nigeria Bottling Company – Nigeria UAC of Nigeria – Nigeria Comptoir Commercial Sope Nabi – Senegal



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In terms of establishing the continental apex body, in addition to the overview of the suggested structure above, a proposed budget was also developed:

Proposed Line Items (approximately \$400,000/ per annum) (\$1.2 million over 3 years)

Expense	% of Budget	USD Amount
• Offices/ Equipment	5%	20 000
• Salaries	65%	260 000
i. Executive Secretary		
ii. Administrative/ Financial officer		
iii. Advocacy/ Policy/ Research Manager		
iv. Capacity Development Manager		
v. Trade/ Partnership Manager		
• Technical Consultants	5%	20 000
• Travel / Outreach/ Events	10%	40 000
• Capacity Development Program (for internal use and to assist w/ country apex body formation)	10%	40 000
• Marketing and Communications	5%	20 000

While at inception it is unlikely that the continental apex body will be able to generate adequate income to cover all of its overhead, it will be expected to collect dues from founding members to illustrate the commitment of members and to defray some of the organization's costs. Other potential earnings may come from:

- Establishment of an annual conference/ exhibition;
- Establishment of an annual or twice yearly Investment Facilitation Platform;
- Pursuing a contract from a development partner to seek funds for advisory assistance to teams in various countries that want help to establish national apex bodies (such a contract might be undertaken in partnership with the NEPAD Agency or AUC DREA);
- Organization of members to participate in relevant Africa – other country/ region bilateral conferences such as TICAD (Japan); FOCAC (China); Africa – EU Partnership; India – Africa Partnership etc.

VI. Appendices

a. A Draft Concept Note for Convening an Inaugural APEX Network Meeting

Toward an expeditious commencement of organizing activities related to developing the apex bodies, the draft concept note for an inaugural meeting of stakeholders – under the guise of establishing an initial committee to form the continental agribusiness apex body is put forth below:

Theme:

Expanding the voice of the Domestic Private Sector in African Agriculture: Toward a Continental APEX Agribusiness Body

Introduction:

The African Union declared 2014 the “Year of Agriculture and Food Security” marking the 10th anniversary of the Comprehensive African Agriculture Development Programme (CAADP) on January 30, 2014 during the 22nd Assembly of the African Union in Addis Ababa, Ethiopia under the theme “Transforming Africa’s Agriculture for Shared Prosperity and Improved Livelihoods: Harnessing Opportunities for Inclusive Growth and Sustainable Development”. In commemoration of the year, the African Union Commission (AUC) had various consultations with key stakeholders, including AU Member States, farmer, women and youth organizations, including development and technical partners across the continent to review, strategize and set goals, actions and targets for the next decade as part of sustaining *the CAADP Momentum*.

The climax of the 2014 AU Year of Agriculture and Food Security was marked during the Twenty Third Ordinary Session of the AU Assembly in Malabo, Equatorial Guinea, from 26-27 June 2014 during which the Heads of State and Government (HoS&G) of the African Union adopted a Declaration on Accelerated Agricultural Growth And Transformation for Shared Prosperity And Improved Livelihoods (Doc. Assembly/AU/2(XXIII) (also known as the “*Malabo Declaration*”).

The *Malabo Declaration* adopted the following seven key commitments comprising the 2025 vision and goals of Africa Accelerated Agricultural Growth and Transformation (3AGT);

- (i) Recommitment to the Principles and Values of the CAADP Process;
- (ii) Commitment to Enhancing Investment Finance in Agriculture;
- (iii) Commitment to Ending Hunger in Africa by 2025;
- (iv) Commitment to Halving Poverty by the year 2025, through Inclusive Agricultural Growth and Transformation;
- (v) Commitment to Boosting Intra-African Trade in Agricultural commodities and services;
- (vi) Commitment to Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and other related risks;
- (vii) Commitment to Mutual Accountability to Actions and Results

The role of the private sector towards the realization of the Malabo commitments is critical. Indeed, one of the commitments in the Malabo Declaration which is on “*Enhancing Investment Finance in Agriculture*”, calls for increased involvement of the private sector, in its diversity, both local and international, in African agricultural development, especially targeting strategic agricultural commodities value chains at national, regional and continental level.

While CAADP implementation in the last decade focused on mobilizing public sector financing to address the agriculture sector investment requirements, there is evidence that private sector investments will continue to be central to leveraging existing public sector efforts. Under the right conditions, private sector investments have the potential to drive agricultural development and strengthen food security.

The pivotal role of the private sector in promoting agribusiness also guided the development of the NEPAD Continental Agribusiness Strategy in 2012. The strategy gives a clear indication of the direction continental agencies are taking with agribusiness promotion, identifies the elements to be carried forward, and outlines the institutional and thematic set-up for agribusiness and trade promotion at the various levels.

This Concept Note provides the background for the establishment of an initial continent wide agriculture/agribusiness network of African private sector stakeholders at the national, regional and continental levels to secure buy-in and support for the implementation of a 24 month action plan to establish a continent wide agribusiness apex organ – that would stand on a pillar of regional and national agribusiness apex organs representing the five regions of the African Union.

Background:

The various consultations undertaken by the AUC and NPCA as part of “*Sustaining the CAADP Momentum*” and the experience by AU Member States, and RECs in CAADP implementation have highlighted and underscored the need to strengthen private sector participation in CAADP’s implementation as part of expanding and strengthening agribusiness in African agricultural value chains.

As part of the process to support the deepened engagement of the private sector in CAADP, the AUC and NPCA have continuously engaged the private sector and agribusiness stakeholders to identify ways and means through which the contribution of this critical stakeholder group can be expanded and made more effective in contributing to the agricultural development in the continent through CAADP.

As part of the “*Sustaining the CAADP Momentum*”, the AUC and NPCA have also launched efforts to engage the private sector community in identifying opportunities for their increased participation in agricultural value chains development in Africa. In addition to some of the consultations held as part of the commemoration of the 2014 African Union Year of Agriculture and Food Security, including the 10th CAADP Partnership Platform Meeting held from 19-22 March 2014 in Durban South Africa, and the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture, held from 01-02 May 2014 in Addis Ababa, Ethiopia, three separate meetings were specifically organised for the private sector.

These included: 1) the conference on “*Strengthening the Engagement of African Private Sector in Unlocking Investment to Agricultural Development through CAADP*”, which was held from 7 - 8 October 2013 in Lusaka, Zambia (hereafter known as “*The Lusaka Conference*”); 2) the 1st African Union Private Sector and Agribusiness Forum held on 22nd June 2014, in the margins of the 23rd Ordinary Session of the AU Assembly in Malabo, Equatorial Guinea (hereafter known as “*The Malabo Forum*”), and 3) the 2nd African Union Private Sector and Agribusiness Forum, held on 16 & 17 October in Kigali Rwanda (hereafter known as “*The Kigali Forum*”).

Between August 18 -20, 2015 in Accra, Ghana, the African Union convened a workshop of strategic stakeholders to engage toward the “*Development of an Implementation Plan and Roadmap for the Continental Agribusiness Strategy*”. A key outcome of this meeting was a committee to commission a strategy for the implementation of a continental apex agribusiness body - and the work undertaken toward this end has led to the convening of an interim initial network of stakeholders that are being asked to work together over the next two years to help establish a more formal continental apex organ.

After commissioning two related assignments to design and structure a continental agribusiness apex body during the period January – September 2016, between September 27-29, AUC DREA convened a validation workshop where the proposal for a continental agribusiness body was presented and endorsed by the stakeholders assembled. This approval included an endorsement for the AUC DREA to convene this meeting of initial prospective apex agribusiness body members.

Objectives of the Meeting:

The *CAADP Results Framework 2015-2025* places emphasis on the role of the private sector as a central catalyst and driver of inclusive agribusiness development for sustainable agricultural growth. The framework is further underpinned by a strong commitment to realise improved African agriculture performance through increased private sector investment along the continent's agricultural value chains. This meeting will provide an opportunity for the Strategy to be aligned with the Malabo Declaration and for the private sector to contribute towards this process for effective implementation.

- a) To review and comment upon the draft strategy to develop a continental agribusiness apex organ;
- b) To revisit continental good practice on the establishment of national and regional apex business organs;
- c) To agree upon the proposed roadmap, meetings and milestones put forth in relation to the formation of the APEX organ;
- d) To ensure that the process conceptualized to achieve the establishment of the desired APEX organ is inclusive.

Expected Outcomes:

- a) Confirmation of apex organ development strategy;
- b) Agreement of 24 month road map and action plan of interim continental agribusiness network
- c) Establishment of calendar of activity for 2016-2017;

Target Participants:

- Representatives of selected national agribusiness apex organs
- Representatives of selected regional agribusiness apex organs
- Selected heads of organizations of continental agribusinesses

Draft Agenda:

- I. Welcome and Introductions
- II. Overview of Draft APEX Organ Development Strategy
- III. Overview and Intent of Proposed Continental APEX Agribusiness Organ
- IV. Review of Proposed 2016-2017 Action Plan and Milestones
- V. Adjourn

Location and Meeting Dates:

The meeting will be held on _____

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