



**Country Agribusiness
Partnership Frameworks
(CAP-F)**

**An Implementation
Guide for
Governments and
their Partners**

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Prepared by Grow Africa in support of the Comprehensive Africa
Agriculture Development Programme (CAADP)

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Foreword: Unlocking the role of African agribusinesses

Agribusinesses must play a central role in realising Africa's ambitions. In 2014, through the Malabo Declaration, Africa's Heads of State committed to some very ambitious goals for agriculture on the continent – 6% annual sector growth, doubling productivity, halving post-harvest losses, jobs for 30% of youth, reducing poverty, eliminating child under-nutrition. On a day-to-day basis, these goals will be achieved through the actions and leadership of processors, traders, seed companies, fertiliser distributors, cooperatives and rural finance firms. Agribusinesses like these are working with Africa's smallholder farmers to transition from subsistence to commercial production. They need and deserve help.

In response to the Malabo Declaration, African governments are renewing their **National Agricultural Investment Plans**. These set national sectoral priorities for investment and policy reform. They are forged in consultation with farmers, businesses, non-state actors, and development partners, to identify the best opportunities for inclusive agricultural growth. They will determine **priority value chains** which offer both compelling commercial and development returns; and call for the formation of **agribusiness partnerships** around each of these.

By coordinating new private investment, policy reforms and development interventions, agribusiness partnerships are a proven vehicle for overcoming the value chain weaknesses that constrain farmers and agribusinesses. They are difficult though. It takes work to crowd in and coordinate such diverse partners within a complex and evolving market context. Someone must facilitate planning, learning and mutual accountability between partners.

A **Country Agribusiness Partnership (CAP) Framework** is a tool to support a country's flagship agribusiness partnerships. It funds effective **coordination**. It generates a roster of cross-sector commitments for **investment** and **policy change**. It facilitates learning and **mutual accountability** for partners.

The CAP Framework concept was developed by African Union Commission (AUC), NEPAD Agency and Grow Africa to build on the successes and challenges of the Country Cooperation Agreements established under the New Alliance for Food Security and Nutrition. Importantly, CAP Frameworks are fully anchored within the national and continental policy architecture of the Comprehensive Africa Agriculture Development Programme (CAADP).

This implementation guide is therefore for governments and their partners seeking to establish a CAP Framework, and thereby effectively support the emergence of vibrant agribusiness partnerships aligned to national sectoral priorities. We encourage you to provide the leadership and resourcing required; and we commit our institutions to providing advice and support in this important endeavour to unlock the role of agribusiness in Africa's agricultural transformation.



Dr Ibrahim Mayaki, CEO, NEPAD Planning and Coordination Agency

Introduction

Welcome to the Implementation Guide for a Country Agribusiness Partnership Framework, also commonly referred to as CAP-F. This is primarily written for leaders in government agencies responsible for implementing National Agriculture Investment Plans (NAIPs) and delivering on the Malabo Declaration in the context of the Comprehensive Africa Agriculture Development Programme (CAADP). Other cross-sector partners will also find it useful.

The guide is not prescriptive. It will need adaptation to your national context, to ensure it aligns with and strengthens existing efforts and institutional architecture.

Purpose of the frameworks

The desired **impact** of a CAP Framework is to unlock the private sector investment necessary to achieve national and continental goals for the agriculture sector.

The **outcome** of a successful CAP Framework is a set of flagship “**agribusiness partnerships**” that enable companies, governments and farmers to strengthen priority value chains in a country.

The **function** of a CAP Framework is to support these agribusiness partnerships through 1) **coordination**; 2) **policy change**; 3) **investment mobilisation**; and 4) **mutual accountability**.

It achieves this by establishing and monitoring a register of the partnerships and related commitments from companies, government and partners. This guide provides further detail on each of these elements.

Role in relation to National Agricultural Investment Plans

A NAIP is the overarching strategic plan that articulates all aspects of how a country will improve its agriculture sector. A CAP Framework is a specific tool in support of that agenda. It focusses on how to structure the contribution of governments, the private sector, non-state actors and development partners. It engages agribusinesses through concrete value chain partnerships that aim to deliver direct commercial benefit, and thereby warrant substantive investment of time and resources by private sector partners.

Work on a CAP Framework should get initiated as part of the NAIP appraisal process. During the NAIP appraisal, the private sector community is consulted on priority value chains and weaknesses within the enabling environment. Following this, the NAIP should define priority value chains, and commit to policy changes that will enable inclusive investment and growth. A CAP Framework is then launched to structure partnerships around the priority value chains, mobilise investment and track progress by cross-sector partners.

Transitioning from Country Cooperation Agreements

There are 10 countries who established Country Cooperation Agreements (CCA) under the New Alliance for Food Security and Nutrition. The CAP Framework concept builds upon the successes and challenges faced by these pioneering countries. Changes include stronger country ownership, a focus on clustering commitments around agribusiness partnerships, and better anchoring within the CAADP process. The New Alliance initiative has agreed that all countries should transition their CCA into CAP Framework. This will require reviewing which policy or investment commitments remain relevant, and working to restructure and refresh these around agribusiness partnerships.

Design principles

The CAP Framework concept was developed by AUC, NEPAD and Grow Africa. It is grounded in the following design principles, which build upon lessons learnt from implementation of CAADP and Country Cooperation Agreements.

- **Country-led:** Owned and anchored in CAADP-based NAIP agenda. Coordination functions should be held by existing bodies and platforms.
- **Partnerships:** Facilitation is vital to ensure that cross-sector partners generate shared value from structured, long-term collaboration.

- **Inclusivity:** Transparent and inclusive engagement of the relevant stakeholder groups at all stages.
- **Mutual accountability:** Disclosure of commitments directly to those on whom the stakeholder has an impact and who have an impact on the stakeholder.
- **Information and rectification:** Open forum to access information on the commitments, express grievances and receive appropriate responses.

Companion documents

This implementation guide is intended to be brief, accessible, and focused specifically on CAP Frameworks. It can usefully be read alongside the following three documents that give more detailed advice and best practice in relation to CAADP implementation, multi-stakeholder collaboration, and inclusive value chain partnerships.

Topic	Document	Authors
CAADP implementation	CAADP Country Implementation Guide	AUC and NEPAD
Inclusive value chain partnerships with smallholders	Chain-Wide Learning for Inclusive Agrifood Market Development – A guide to multi-stakeholder process for linking small-scale producers to modern markets	Wageningen University & Research Centre; IIED
Models of multistakeholder collaboration for inclusive agricultural growth	Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action	World Economic Forum (New Vision for Agriculture)
Recalibrating policies, resources and capabilities for accelerated CAADP implementation	Country Agribusiness Partnerships Framework (CAP-F): Recalibrating Policies, Resources and Capabilities for Accelerated CAADP Implementation	AUC and NEPAD

Agribusiness Partnerships: Driving inclusive value chain development

A CAP Framework is a government-led instrument to support agribusiness partnerships. Before examining the CAP Framework in detail, this section will provide an overview of why agribusiness partnerships are useful and what makes them successful.

Why agribusiness partnerships?

Agribusiness partnerships are bringing together private companies, national governments and smallholder farmers to strengthen priority value chains across Africa. They aim to 1) make key agriculture value chains more efficient; 2) strengthen commercial returns for private sector companies and smallholder farmers; and 3) improve regulatory agribusiness environments to the mutual benefit of governments, private sector companies and smallholder farmers.

Agribusiness partnerships are needed where markets are failing to inclusively deliver the public goods of food security and wealth creation for smallholder farmers; and individual companies are unable to overcome market weaknesses through their own commercial endeavour. Coordinated collective action is needed by actors along the value chain, and improvements are needed to the enabling environment. Public sector investment and leadership is warranted by the potential development returns if the value chain works effectively.

Who is involved in an agribusiness partnership?

- **Private sector companies:** Both international and domestic agribusinesses with commercial interest in collaborating along a particular value chain. Diverse companies are needed for inputs, services, finance, processing, production, infrastructure and ICT.
- **Government:** Usually under the leadership of the Ministry of Agriculture, multiple ministries and agencies may be involved to address policy constraints ranging from land tenure to trade. Local government at district or county-level may play an important role in geographically-focussed value chain initiatives.

- **Smallholder farmers:** Organised smallholder farmers' groups are central to the agribusiness partnerships as they produce the commodities in which private sector companies off take, process (value addition), market and sell. They may be formal or informal groups, with aggregation led by the farmers, non-governmental organisations or commercial partners.¹
- **Non-state actors:** Non-state actor organisations provide vital technical support to farmers and SME partners, especially where public goods can be achieved by overcoming market weaknesses.
- **Multi-stakeholder platform:** Agribusiness partnerships usually require a backbone organisation, often called a multi-stakeholder platform or a secretariat, that facilitates collaboration and accountability between diverse partners. This body may be an independent agency or embedded within an existing institution.

Success factors

The following factors are common across successful value chain partnerships:

- **Private sector led:** Agribusiness partnerships are most likely to succeed where there is strong private sector leadership. Value chain growth depends on commercial viability, and companies will only invest their time and resources in a partnership where market potential exists.
- **Clarity of intent:** Private sector partners will engage where the partnership has clear, focused ambitions that they can directly benefit from. This usually means focusing on specific geographies, commodities and market systems.
- **Cross-sector commitments:** Each value chain actor depends on others, so they need confidence that all will act and invest together to overcome market weaknesses. This is helped by compiling and monitoring specific time-bound commitments for investments by companies, policy reforms by government, and catalytic support from development partners.
- **Coordination:** Rarely can an individual company justify the investment to coordinate a partnership. Instead a specialist body/multi-stakeholder platform is needed to convene partners, help them plan, track progress and overcome problems. This function is likely to need public or development partner funding, at least until the value chain and partnership achieves maturity.²
- **Mutual accountability:** Disclosure of commitments directly to those on whom the stakeholder has an impact and who have an impact on the stakeholder.
- **Transparency and trust:** Open forum to access information on the commitments, express grievances and receive appropriate responses.
- **Smallholder inclusion:** Even if the value chain strengthens, this does not necessarily translate in to increased profitability for smallholder farmers. Even with the best intentions, more influential commercial actors are likely to capture any additional value. Public sector resources should target those value chains and interventions which are most likely to yield development returns. This requires careful early analysis, and then targeted interventions to ensure smallholders can benefit from the value chain development.³
- **Politically anchored:** Most substantive value chain development in Africa will hit problems that are political in nature. This could relate to trade policy, land tenure, community relations, or access to foreign currency. Partners are more likely to overcome these barriers if their efforts are anchored politically at the executive level (national parliaments). Hence partnerships can benefit from formal linkages to the national plans and institutional architecture for governance of the agricultural sector.

Why link to a CAP Framework?

Agribusiness partnerships can and do operate independently from wider national efforts. Indeed, they may initially progress faster while operating independently. However, for the reasons outlined above, to be transformative they are likely to need active engagement with government and its partners.

¹ For more information, read "Grow Africa Briefing Paper: Aggregation Models".

² For more detail read "Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action".

³ For more information, read "Chain-Wide Learning for Inclusive Agrifood Market Development – A Guide to Multi-Stakeholder Process for Linking Small-Scale Producers to Modern Markets."

A CAP Framework provides a private sector-oriented bridge between the national agricultural agenda, and the practicalities of making specific agribusiness partnerships work. By linking with a CAP Framework, partners benefit from technical and financial support for 1) coordination; 2) policy change; 3) investment mobilisation; and 4) mutual accountability.

As a CAADP instrument, the CAP Framework raises the accountability of governments. Progress reporting not only feeds in to a national “Joint Sector Review”, but also to the African Union’s biennial continental reviews of progress towards achievement of the Malabo Goals. Regional Economic Communities (RECs) also play a key role for CAADP in promoting regional trade, and can assist agribusiness partnerships in addressing related constraints.

Agribusiness Partnership Case Study: East Africa Potato Consortium

The East Africa Potato Consortium brings together key partners across the potato value chain in East Africa to address the key bottlenecks of: 1) smallholder access to inputs; 2) storage infrastructure; 3) processing; and 4) unlocking investments through the formalisation of value chains. This agribusiness partnership was established following dialogue between government and businesses that highlighted the potato value chain as offering high potential for public and private benefits. The consortium has already unlocked growth within the potato supply chain in East Africa to the benefit of processors and smallholder farmers alike, to meet the growing market demand by the East African middle class for potato chips and French fries.

Successes:

- 23,000 farmers in 13 potato-producing counties in Kenya have signed contracts with processors to buy potatoes to supply enough food to consumers.
- Potato processors have committed to purchase 2,650 metric tonnes per month to meet consumer demand and streamlining the potato value chain to benefit farmers and processors.

Partners:

- Government
- Processing companies
- Farmers (through organised umbrella bodies)
- Buyers
- Input suppliers
- Financial institutions
- Non-state actors and development partners

Additional agribusiness cases studies and resources in rice, cassava and horticulture are available on www.growafrica.com/projects-platforms.

Elements of a CAP Framework

A CAP Framework supports a country's flagship agribusiness partnerships through 1) coordination; 2) policy change; 3) investment mobilisation; and 4) mutual accountability. It achieves this by establishing and monitoring a register of the partnerships and related commitments from companies, government and partners.

Coordination

Coordination is fundamental to inclusive value chain development, and yet is often under-resourced. Only when a single private sector actor dominates a value chain can they viably take on the burden of coordination. In most situations, the initiative and funding for coordination must come from a government or development partner, at least until the value chain matures to establish and self-fund its own mechanisms.

A CAP Framework requires that a government agency establishes coordination architecture that can support agribusiness partnerships until they reach maturity. The following elements are proposed, but will need to be adapted to each context to ensure relevance and integration with existing efforts.

Role	Body	Description
Collaboration	Multistakeholder Platforms/ Working Groups	<ul style="list-style-type: none"> • Convening actors to advance concrete partnerships within priority value chains. • Defines partnership goals, targets and workplan. • Sustains communication and problem-solving.
Facilitation	Secretariat	<ul style="list-style-type: none"> • Mobilises new partnerships and related commitments for investments and policy reforms. • Supports Multistakeholder Platforms and Working Groups. • Advocates for progress on policy change. • Monitors, evaluates and reports on progress. • Contact point for all stakeholders.
Strategy	Steering Committee	<ul style="list-style-type: none"> • Cross-sector leadership group to oversee Secretariat and set strategic direction. • Promotes alignment of government and development partner initiatives to support agribusiness partnerships. • Reports to Agriculture Sector Working Group.
Accountability	Government	<ul style="list-style-type: none"> • A conclave of national ministers (agriculture, finance, industry, trade and commerce) led by the Head of State/ Government or government agency. • Undertakes annual review of progress. • Ensures political accountability, especially on policy changes.

The document "Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action" provides much more detail on the options and considerations when establishing in-country architecture for coordination.

Policy change

The viability of each agribusiness partnership will be constrained by specific policy issues within each value chain. The success of a CAP Framework depends on simultaneously getting government to commit to key policy reforms, alongside companies committing to investments.

Policy issues will vary in each context, but may include policy on trade, finance, production standards, seed, land, natural resources and labour. Issues are equally likely to relate to enforcement, alteration or implementation of existing policies.

Considerations when defining a policy agenda should include:

- **Less is more:** Progress and accountability on policy reform is much stronger when there are a few, high-priority reforms that will target the most pressing issues.
- **Realism:** Some policy issues are highly politicised, such as land tenure or trade in staple crops. It is better to have a realistic policy agenda, so that companies retain confidence and can make strong investment decisions.
- **Private sector consultation:** The policy reform agenda should emerge from ongoing private sector consultation during the NAIP appraisal, partnership development, and then during progress reviews.
- **Smallholder inclusion:** Companies alone are unlikely to advocate for the policies that secure smallholders a greater share of any value creation. Farmer consultation and careful policy analysis should identify the reforms that will help smallholders increase their incomes, their resilience and their food security.

The document “Chain-Wide Learning for Inclusive Agrifood Market Development – A Guide to Multi-Stakeholder Process for Linking Small-scale Producers to Modern Markets” offers a detailed practical process for developing an inclusive policy agenda that supports value chain development.

Government policy commitments

Policy commitments and reforms made by national governments, aim to build domestic and international private sector confidence to increase investments in African agriculture. These commitments are surfaced in the NAIPs and should be prioritised accordingly. An effective policy commitment should answer:

- **Issue:** Clearly and concisely describe, what is/are the issue(s) or problem statement?
- **Desired change:** What is the desired change that this policy commitment or reform will address?
- **Reform process:** Are there existing process reforms to actualise the policy commitment? Is a new reform process required?
- **Timelines:** What are the timelines in which a policy commitment will be raised, debated, and signed into law? This timeline should be realistic in nature and grounded within existing process reform timeframes.
- **Responsibilities:** Clearly identify who is responsible for each step of actualising a policy commitment (identifying the issue, desired reform, reform process, setting timelines and follow up).
- **Target impacts:** What targets impacts will be used to measure the success of the policy commitment? i.e. \$ investment, ease of doing business indicators, number of new jobs created, increased smallholder incomes, nutrition indicators, gender indicators and environmental indicators.

Each national government should reaffirm its intention to provide human and financial resources and mechanism for discussion with the private sector, farmers and other stakeholder to inform effective policy commitments.

Investment mobilisation

Whilst CAP Frameworks are focussed primarily on mobilising private sector investment, they also seek to mobilise or align catalytic investments from government, development partners and non-state actors. These two types of investment are described separately.

Private sector investment

For each agribusiness partnership, mobilising concrete investment commitments has multiple benefits:

- Generates **momentum** and confidence that the value chain will strengthen, thereby crowding in more partners and investment.
- Creates basis for **progress reporting**, so that cross-sector accountability is elevated, and partners are proactively learning about emergent issues and opportunities.
- Increases **transparency** so affected stakeholders can access information and highlight concerns.
- Provides **political capital**, so that government leadership retains interest in the sector.

In mobilising investment commitments, the secretariat should seek to crowd-in the right mix of partners to overcome value chain constraints. For example, a rice partnership may need companies to coordinate investments in irrigation, mechanisation, processing, finance and storage.

To formalise their engagement in a partnership, companies are asked to submit a Term Sheet, formally referred to as a Letter of Intent (LoI). A Term Sheet is a voluntary confidential document co-signed by a private sector company and the national government (agreed to by the steering committee and blessed by senior members of government) which outlines the company's commitments to invest, in support of an agribusiness partnership. Term Sheets are not binding contracts to invest, but rather outline the following:

- Record investment commitments from private sector company in US dollars.
- Record investment commitments from government.
- Annual milestones for investment and implementation.
- Number of smallholder farmers to be reached (directly and indirectly).
- Any other development and business bottom line impacts.
- Commitment to practice socially responsible investing.
- Alignment between the investment, the agribusiness partnership and the priorities within the NAIP.
- Engagement with key national processes and platforms, such as Joint Sector Reviews or NAIP appraisals.

Catalytic funding

To secure public goods from private investment, most partnerships will also require the government, development partners or non-state actors to make parallel investments that are beyond the scope of commercial actors alone. This may, for example, include funding technical assistance (to smallholders or businesses), infrastructure, affordable working capital or reducing risk exposure.

The secretariat should also secure a Term Sheet from such catalytic investors, as the basis for confidence-building, accountability and learning with other partners.

Mutual accountability

Mutual accountability is the process by which two or more parties hold one another accountable for the commitments they have voluntarily made to one another. It is a key principle for CAADP implementation, because agricultural transformation requires diverse cross-sector partners to act in concert⁴.

The CAADP Mutual Accountability Framework⁵ highlights three elements of mutual accountability:

- Shared goals and objectives
- Monitoring and reporting performance
- Review dialogue and debate.

A CAP Framework ensures these elements are well managed for each agricultural partnership. This work by each Secretariat serves both to incentivise delivery of commitments, and to drive learning and continual improvement as partners make progress in a challenging and evolving context.

Each CAP Framework feeds in to the wider CAADP mutual accountability processes: nationally for the Joint Sector Review⁶ for the NAIP; and continentally for the Malabo Biennial Review. These linkages drive accountability and learning up to the highest political levels.

Through its Secretariat, a CAP Framework facilitates mutual accountability through the following processes:

⁴ For more information read the "CAADP Country Implementation Guide".

⁵ For more information read the "CAADP Mutual Accountability Framework".

⁶ For more information read the "CAADP Country Implementation Guide".

Goals and commitments	<ul style="list-style-type: none"> • Maintaining an Annual Public Register of agribusiness partnerships and supporting commitments: <ul style="list-style-type: none"> • Goals and targets for partnerships • Letters of Commitment from companies for investment, government for policy change, and other partners for catalytic funding. • All commitments updated annually. • New commitments sourced to address gaps and expand partnerships. • Summaries of all commitments publicly available.
Reporting	<ul style="list-style-type: none"> • Annual stocktaking gathers updates on progress and challenges for all partnerships and commitments. CAP Framework Secretariat to coordinate with tools and support from Grow Africa and ReSAKSS. • At a minimum each partnership and LOC should report annually on: <ul style="list-style-type: none"> • Quantity of actual investment expenditure • Number of jobs created • Number of smallholders with increased incomes. • Data validation: Partners cross-check accuracy of self-reporting (as part of country review). • Country reports: Analysis of aggregated country data compiled as Agribusiness Chapter for Joint Sector Review. • Biennially, JSR chapters contribute Agribusiness Chapter for Malabo Progress Report
Review	<ul style="list-style-type: none"> • Joint Sector Review – CAP Framework Sub-Review: Cross-sector partners analyse progress and impact agribusiness partnerships in context of wider NAIP. Two outputs: 1) JSR Agribusiness Chapter; and 2) New or updated commitments for next year. • Country Report presented to CAP Framework Steering Committee and then Council of Ministers for review. • NEPAD Head of State & Government Orientation Committee hosts meeting with Grow Africa Africa’s Business Council (national and regional business leaders) to annually review continental progress of CAP Framework and how to better unlock agribusiness contribution to CAADP implementation. • Malabo Biennial Review: Primary continental CAADP review integrates aggregated data from CAP Frameworks across Africa, thereby reaching Heads of State.

Launching a Framework

All CAADP countries are encouraged to establish a CAP Framework as an output of their NAIP appraisal. A new Framework will require that government and their partners provide significant leadership, through high level endorsement and CAP-F launch by the head of state and key ministers. Resourcing to generate sufficient initial interest, clarity and capacity are also required from government. This section outlines some considerations when launching a new framework, and proposes a general roadmap for adaptation to the national context.

Considerations

Sequencing with NAIP appraisal

The NAIP appraisal should include consultation and analysis to identify priority value chains around which to build agribusiness partnerships. This exercise should be undertaken with a CAP Framework in mind. The agribusinesses and related partners convened for that exercise, are likely to form a core group of champions who will drive each partnership.

To sustain the interest of private sector partners, the government must engage them in opportunities of direct commercial relevance and then make rapid practical progress. Hence work on specific value chain partnerships will need to progress on its own timeline, rather than getting postponed until after the formal validation and approval of the National Agricultural Investment Plan from which it was initiated. Similarly, work on launching the CAP Framework will need to progress in parallel to the NAIP renewal.

Anchoring within existing institutional architecture

Wherever possible, the CAP Framework should integrate and strengthen existing institutional architecture. This may include:

- **Council of Ministers:** Is there a cross-Ministry group that oversees agricultural sector reform?
- **Framework Steering Committee:** Is there a sub-committee of the Agriculture Sector Working Group that can serve this function? Consider expanding a sub-committee to be more inclusive of private sector representatives.
- **Secretariat:** Is there an existing backbone organisation that acts as a neutral broker to promote agricultural investment? Is there a CAADP focal point or implementation unit that can provide leadership from within the Ministry of Agriculture? Note that the CAP Framework Secretariat is best managed by an institution with a strong private sector orientation and delivery focus. This is often not a Ministry with its political pressures.⁷
- **Platforms and Working Groups:** Is there an Agribusiness Chamber of Commerce or similar, that could be an initial platform for engaging with the private sector? Are there commodity associations that convene leading actors within priority value chains?

Aligning with existing and nascent agribusiness partnerships

Private sector leadership will be vital to any agricultural partnership. If there are existing or nascent agribusiness partnerships then consider rallying to them. They may benefit from the attention and support that a CAP Framework provides in mobilising investment, reforming policy and increasing accountability.

Implementation Roadmap

The Implementation Roadmap is divided into two phases: Phase 1 countries have already participated in a NAIP refresh, and Phase 2 countries have yet to participate in a NAIP refresh. The Implementation Roadmap below is divided into four steps (planning, stocktaking, design and launch) for Phase 1 countries. Once a Phase 2 country participates in its NAIP refresh it graduates to Phase 1. It is important to flag that from the beginning of Step 1 (planning) through to Step 4 (launch) it may take an average of one year after the NAIP refresh.

Work streams:	Coordination	Policy Change	Investment	Mutual Accountability
Step 1: Planning	<ul style="list-style-type: none"> • Core partners agree NAIP refresh roadmap (E.g. Sector Working Group with private sector representation) • Resources identified to support roadmap 			
Step 2: Stocktaking	<ul style="list-style-type: none"> • Evaluate existing bodies and platforms that could provide coordination functions 	<ul style="list-style-type: none"> • Review existing policy agenda and capacity for reform 	<ul style="list-style-type: none"> • Consult companies active in key value chains, to understand interest, constraints and opportunities 	<ul style="list-style-type: none"> • Review existing accountability architecture and capacity • Consult civil society on issues and engagement

⁷ For the strengths and weaknesses of different approaches to structuring the Secretariat, please refer to “Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action”.

Work streams:	Coordination	Policy Change	Investment	Mutual Accountability
Step 3: Design	<ul style="list-style-type: none"> Define CAP-F Secretariat, Steering Committee and Ministers Group and agree ToRs Establish CAP-F strategy with goals and timelines Identify resources 	<ul style="list-style-type: none"> Secure government readiness for reform agenda 	<ul style="list-style-type: none"> Define initial members of each VC partnership, including leaders Create ToRs and roadmap for each partnership Set up platforms to support each or all VC partnerships 	<ul style="list-style-type: none"> Define roles, responsibilities and work plan for mutual accountability
Step 4: Launch	<ul style="list-style-type: none"> High profile launch attended by senior government officials (ideally head of state), private sector companies, non-state actors and development partners to establish cross-sector commitment and common understanding Communication tools in place 			

Resourcing

Governments and their partners must provide initial resourcing, both funding as well as strategic and technical assistance to successfully launch and attract interest of a CAP Framework.

Funding

As the CAP Framework is owned by national governments and implemented at country-level it is integral to secure funding from national level actors towards agribusiness partnerships which may include:

- **National government:** ministerial funding which is allocated for spending in support of increasing investments in agricultural, capacity building and making agriculture value chains more efficient.
- **National development partners:** National level bilateral development partners, investing in country-level agriculture which may include USAID, DFID, GIZ, CIDA, etc.
- **Private sector:** Dues or membership fees from national or international private sector companies who understand the social and commercial benefits of engaging in CAP-F implementation.
- **Agriculture APEX bodies:** APEX Bodies can act as think tank, research centers, information banks, development catalyst and monitoring centre for food and agriculture sector at a national level.

Strategic and Technical Assistance

- **Grow Africa:** Grow Africa brokers collaboration between governments, international and domestic agriculture companies, and smallholder farmers to lower the risk and cost of investing in agriculture, and improve the speed of return to all stakeholders.
- **AUC:** The AUC provides supports to national African member states on Malabo Declaration compliance, NAIP domestication and biennial reporting (agriculture sectoral performance reporting to heads of state).
- **NEPAD:** The NEPAD Agency facilitates and coordinates the development of CAADP, mobilises resources and engages regional economic communities and member states in the implementation of CAADP.
- **CAADP Technical Network for Agro-industry & Value Chain Development:** The Agro-industry & Value Chain Development Technical Network provides technical assistance to national governments on value addition to agricultural commodities and general agro-industrial development, including supporting actor empowerment, product quality, appropriate technologies, policies and organisation of last-mile delivery of agricultural inputs and services.

Annual Management Cycle

Considerations

The work continues well after the launch and establishment of an agribusiness partnership and its implementation roadmap (planning, stocktaking, design and launch) with ongoing annual management stages. It is important to measure national level progress against commitment generation, implementation, stocktaking/reporting and review to maintain momentum and achieve successful agribusiness partnerships.

Stages

Workstreams:	Coordination	Policy change	Investment	Mutual accountability
Commitment Generation Commitments developed in response to areas of private sector interest aligned to NAIP priorities. Best practice is to generate commitments around priority value chains, geographic areas or market systems	<ul style="list-style-type: none"> Active coordination from CAPF secretariat New partners crowded in as required Steering Committee approve CAP-F document 	<ul style="list-style-type: none"> VC partnerships consulted on policy needs Government drafts or updates policy agenda 	<ul style="list-style-type: none"> VC strategy updated Companies draft or update Letters of Intent, outlining investment commitments 	<ul style="list-style-type: none"> CAPF drafted Civil Society reviews VC strategy and draft LoCs
Implementation Each country context will be different, but will need to adopt a grievance mechanism, demonstrate policy reforms and investments made	<ul style="list-style-type: none"> Ongoing support and problem solving, including grievance mechanism 	<ul style="list-style-type: none"> Work on policy reforms 	<ul style="list-style-type: none"> Investments made 	<ul style="list-style-type: none"> Planning for stocktaking
Stocktaking/ Reporting Annual stocktaking and progress reporting gathers updates on progress and challenges for all commitments	<ul style="list-style-type: none"> Coordination of stocktaking 	<ul style="list-style-type: none"> Progress reporting on last 12 months 	<ul style="list-style-type: none"> Progress reporting on last 12 months 	<ul style="list-style-type: none"> Data gathering Report drafted
Review Cross-sector partners analyse progress and impact of CAP-F in context of wider NAIP	<ul style="list-style-type: none"> Steering Committee approves progress report Ministerial review 	<ul style="list-style-type: none"> Emergent issues and opportunities identified 	<ul style="list-style-type: none"> Emergent issues and opportunities identified 	<ul style="list-style-type: none"> CAPF Progress Review, within Joint Sector Review

Resourcing (ongoing)

Continued funding alongside strategic and technical assistance of a Secretariat is required for sustained agribusiness partnerships under the CAP Framework.

Funding

As outlined in the “Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action”, two funding models of agribusiness partnership Secretariats have emerged:

- **Multistakeholder:** Securing ongoing funding for a Secretariat through grant agreements made by national governments, development partners and/or civil society.
- **Private sector:** Securing ongoing funding for a Secretariat through nominal membership fees from companies and institutions, an annual membership fee from companies and/or a core set of companies committed to five-year funding to ensure the sustainability of the Secretariat function.

In addition to funding the Secretariat, project funding under each agribusiness partnership is necessary and should be built on strong business cases. Project funding may be secured from:

- **Private sector:** Participating companies can act as the primary source of project investment, and financing.
- **Public sector co-investment:** Governments have formal or informal investment mechanisms in place that can be aligned with private sector funding.
- **Development partner grants:** Development partners can contribute funding to projects that advance environmental and social goals, especially as related to smallholder farmers.

Strategic and technical assistance

Over time, as agribusiness business partnerships mature, national strategic and technical assistance requirements will also adapt. It is our hope that CAP-F champions emerge and transfer their knowledge to other national value chain partnerships and geographies. Grow Africa, AUC, NEPAD and the CAADP Technical Network for Agro-industry & Value Chain Development remain committed to supporting and strengthening agribusiness partners under the CAP Framework at the request of national governments.

Further support

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Tools and key resources

Topic	Document	Authors
Letter of Commitment (LoC)	Letter of Commitment (LoC) Template	Grow Africa
Measuring Smallholder Impact	Measuring Smallholder Impact by Agribusinesses	Grow Africa
Guidance on building an effective multistakeholder partnership	Building Partnerships for Sustainable Agriculture and Food Security: A Guide to Country-Led Action	World Economic Forum (New Vision for Agriculture)
NAIPs	National Agriculture Investment Plans	ReSAKSS
Joint Sector Reviews (JSR)	JSR Reports	ReSAKSS

Glossary

The African Union Commission (AUC): The AUC is the key organ playing a central role in the day-to-day management of the African Union. It represents the Union and defends its interests; elaborates draft common positions of the Union; prepares strategic plans and studies for the consideration of the Executive Council; elaborates, promotes, coordinates and harmonises the programmes and policies of the Union with those of the Regional Economic Communities (RECs).

Country Agribusiness Partnership Framework (CAP-F): CAP-F is a framework tool used to structure agribusiness partnerships around priority national priority value chains, mobilise investment and track progress towards increasing investments in African agriculture. The CAP-F is part of the NAIP process, which is aligned with the Malabo Declaration and CAADP.

Country Cooperation Agreement (CCA): In 2012, Country Cooperation Agreements were established by the New Alliance (with Grow Africa) as a tool for galvanising private sector investment aligned to CAADP plans. Based on lessons learnt from the first round of CCA's, they were updated and re-branded as CAP Frameworks.

The Comprehensive Africa Agriculture Development Programme (CAADP): CAADP is Africa's policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth and prosperity for all. In 2003, the African Union (AU) Summit, in Maputo made the first declaration on CAADP as an integral part of the New Partnership for Africa's Development (NEPAD).

Grow Africa: Grow Africa is a partnership that was jointly founded by the African Union (AU), The New Partnership for Africa's Development (NEPAD) and the World Economic Forum in 2011. Grow Africa works to increase private sector investment in agriculture, and accelerate the execution and impact of investment commitments. The aim is to enable countries to realise the potential of the agriculture sector for economic growth and job creation, particularly among farmers, women and youth.

Joint Sector Reviews (JSR): The Joint Sector Review, operationalises the mutual accountability framework at country level by 1) assessing the performance and results of the agriculture sector; 2) assisting governments in setting sector policy and priorities; and 3) assessing how well government, the private sector and non-state actors have implemented their respective commitments.

Malabo Declaration: In 2014, Africa's Heads of State made the Malabo Declaration, setting goals to accelerate agricultural growth, with support from the African Union's Comprehensive Africa Agricultural Development Programme (CAADP).

National Agriculture Investment Plans (NAIP): NAIPs are multi-year national strategy, investment and spending plans for the agricultural sector; frequently lead by the Ministry of Agriculture, with support from additional government ministries such as trade or finance.

New Alliance for Food Security and Nutrition (The New Alliance): The New Alliance is a shared commitment to achieve sustained inclusive, agriculture-led growth in Africa. Launched in 2012, the New Alliance for Food Security and Nutrition sets out to: 1) reaffirm continued development partner commitment to reducing poverty and hunger; 2) accelerate implementation of key components of the Comprehensive Africa Agriculture Development Programme (CAADP); 3) leverage the potential of responsible private investment to support development goals, 4) help lift 50 million people out of poverty in Africa by 2022; and 5) achieve sustained inclusive, agriculture-led growth in Africa.

NEPAD Planning and Coordination Agency (NEPAD): Established in 2010, The NEPAD Agency is the implementing agency of the African Union that advocates for NEPAD, facilitates and coordinates the development of NEPAD continent-wide programmes and projects, mobilises resources and engages the global community, regional economic communities and member states in the implementation of these programmes and projects.

New Vision for Agriculture Initiative: The New Vision for Agriculture, defined by World Economic Forum partners in 2009, holds that to meet the world's needs sustainably, agriculture must simultaneously deliver food security, environmental sustainability and economic opportunity. The Vision sets a goal of 20% improvement in each area per decade until 2050. Achieving those goals requires a transformation of the agriculture sector, leveraging market-based approaches through a coordinated effort by all stakeholders, including farmers, government, civil society and the private sector.

ReSAKSS: The Regional Strategic Analysis and Knowledge Support System (ReSAKSS) supports the successful implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) by providing policy-relevant data; facilitating dialogue among stakeholders; monitoring progress in reviewing goals; and strengthening mutual accountability processes at continental, regional, and national levels.



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