

Guidance Note for Country Delegations

Contact Points:

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1. Background ~ the African Agricultural Growth and Investment Task Force

The AU-NEPAD Comprehensive Africa Agriculture Development Program (CAADP) has in partnership with the World Economic Forum initiated a task force with the goal to catalyse transformative public-private partnerships for agricultural growth in Africa. The new African Agricultural Growth and Investment Task Force (AAGIT) is a coordinating platform to support African governments in increasing private-sector investment, partnership and collaboration to accelerate sustainable growth in agriculture.

The Task Force is comprised of leading organizations, representing a diverse array of stakeholders, who will work to support national-level initiatives to engage private-sector investment and market-based solutions to increase economic opportunity and food security in an environmentally sustainable manner. The Task Force will support these national initiatives by engaging partners, facilitating and supporting partnerships, sharing best practices, and providing specific tools to enable action. The AAGIT is a unique public-private partnership that mobilizes private-sector action to achieve Africa's goals for sustainable agricultural growth. The primary focus of Task Force activities will be catalyzing and supporting country-level transformative partnerships to attract sustainable private-sector investment and partnership in agriculture.

The Task Force will work with an initial group of countries at the Grow Africa event in Dar es Salaam on November 8-9 to begin to develop concrete agricultural investment opportunities to be presented by public and private-sector champions at a Grow Africa Investors event convened in partnership by the African Union, NEPAD and the World Economic Forum on May 8-9, 2012 prior to the World Economic Forum on Africa in Addis Abeba, Ethiopia.

The Task Force engages leaders and participating organisations from key stakeholder groups including governments, companies, global and regional organisations, donor agencies, civil society, and farmers organisations. The Task Force is composed of four groups:

- **Patrons:** High-level leaders including heads of state and heads of international agencies, who mobilize awareness and support at leadership level.
- **Task Force members:** Senior representatives of participating organisations who mobilize support for national-level initiatives; consult stakeholder networks; and align with existing efforts.
- **Technical teams:** Experts or local representatives of Task Force partners who support country-level partnerships and drive knowledge-sharing.
- **Advisory groups:** Key stakeholders and experts who advise the Task Force strategy and follow up on country initiatives.

Organizations represented in the Task Force include:

- **Regional and inter-governmental organisations:** The African Union Commission; NEPAD Agency
- **Private Sector organisations:** The World Economic Forum, Unilever, Yara, Syngenta, Equity Bank
- **Donor and international agencies:** USAID, DFID, World Bank, IFAD
- **Farmers Organizations:** SACAUI

Overview of AAGIT Support to be Provided for Country-Led Investment Initiatives

Phase	Key steps	AAGIT support
Establish transformative partnership initiative	<ol style="list-style-type: none"> 1. Form coalition: Hold roundtable events to form multi-stakeholder working group with shared understanding and commitment to process. Continue building coalition over time. 2. Prioritisation: Take stock of existing initiatives, development priorities, business interests and available resources to create short list of initiatives 3. Goal-setting and roadmap: Working group reviews short list to define key priorities and vision for the initiative, and establishes a shared roadmap on how to develop, market and implement. 	<ul style="list-style-type: none"> • Initial briefing for government • Engaging networks of donors and private sector in country • Technical support for roundtable, stocktaking, selection and road-mapping, if unavailable in country.
Secure investment	<ol style="list-style-type: none"> 1. Blueprint: Engage stakeholders, analyse value chains and review best practice in order to create an overarching investment blueprint for each initiative. This highlights investment priorities, business opportunities, development goals, financial targets, and policy reforms. 2. Business plans developed for specific investment opportunities within blueprint 3. Enabling Environment: Government, civil society and development partners agree plan to promote enabling environment e.g. catalytic finance, infrastructure, capacity development. 4. Government commitment: Ministry of Finance to commit financial support and request development partners to do same 5. Marketing of investment opportunities to domestic and international investors, facilitating investment process. Consider a hosting a dedicated Investment Forum in country. 	<ul style="list-style-type: none"> • Sourcing technical support for blueprint design and business planning, if unavailable in country • Defining and sharing best practice on PPPs incl. technical support for the PPP's • Identifying and expanding sources of finance e.g. grants, guarantees, impact investors, patient capital. • Grow Africa Forums to promote investment blueprints, share best practice, and connect with investors.
Implement initiative	<ol style="list-style-type: none"> 1. Coordinate investments with improvements to enabling environment 2. M&E of actions, investments and impact 	<ul style="list-style-type: none"> • Lesson learning across countries
Institutionalise	<ol style="list-style-type: none"> 1. Institutionalise: Translate lessons and networks into permanent structures and capacity that will continue to attract investment and strengthen agricultural markets. 	<ul style="list-style-type: none"> • Sharing best practice and providing technical support if required.

2. Goals and Approach of the Grow Africa Forum

Across Africa, public-private partnership initiatives are getting launched through which to achieve national development goals for agricultural growth and improved food security. On 8th and 9th November 2011, the first Grow Africa Forum will be held in Dar es Salaam with a goal of supporting countries to strengthen these pioneering agricultural growth initiatives. This preparatory meeting will initiate a process through which countries can expand partnerships, integrate best practice and catalyse investment.

The Grow Africa Forum will provide expert input and facilitate focused discussions with leaders from the private sector and other stakeholders, in order to help shape these plans into “investment blueprints” and business plans that will both be commercially attractive, and will maximise their development impact.

Documents to be Prepared for the Event

Each country delegation is expected to prepare two documents in advance of the event that are to be presented and discussed at the Grow Africa Forum:

1. A **briefing document** on the country’s agricultural investment priorities and initiatives
2. A **draft roadmap** outlining a timeline for advancing the investment-mobilizing process

This Guidance Note is intended to help each country delegation prepare these documents. Countries are requested to submit their documents in advance by **November 1, 2011**.

“Co-Creation” of Investment Plans by Public and Private Sectors

A core principle that underpins the design of the Grow Africa Forum and that represents a new way of working for both public and private sector stakeholders is the approach of **co-creation**. Historically the public and private sectors have developed separate investment plans, then tried to enlist the support of the other – an approach that often fails. However when initiatives are developed jointly by the public and private sectors from their inception, they are more likely to thrive. The act of co-creation builds a common vision based on shared interests; aligns and leverages different stakeholders’ capacities for investment and action; and develops mutual trust and confidence. This normally requires the establishment of an independent brokerage and facilitation capacity at the country-level.

Hence, the Grow Africa Forum includes the following design features:

- **Country delegations** should be made up of leaders from government and the private sector and potentially development partners, farmers’ organisations and civil society. They should constitute a core group with the collective will and capacity to operationally advance the national investment priorities.
- The **country briefing documents** should be co-created by the country delegation
- Country delegations should be open to a process of dialogue and **co-creation with key stakeholders** including the international private sector, both at the event and beyond.

3. Guidelines for Briefing Documents

Each country delegation is requested to prepare a draft Briefing Document outlining priorities and plans for private-sector investment in agricultural growth initiatives; and a draft Roadmap outlining a timeline and key steps to advance the initiatives. These documents will provide a basis for dialogue at the Grow Africa Forum, and can serve as a starting point for co-developing more detailed investment blueprints or business plans.

Below are guiding questions for the content of the Briefing Document and Roadmap to be prepared by each country delegation. The suggested total length for both documents is 10-15 pages. The requested approach may be adapted to fit the priorities and status of each country's initiatives. Existing documents may be appended to provide additional detail, if desired.

Please submit your briefing documents by 1st November 2011 to:

- **Arne Cartridge**, World Economic Forum (arne.cartridge@weforum.org)
- **Boaz Keizire**, African Union Commission (keizireb@africa-union.org).

1) Briefing Document

Cover Page (1 page)

- Country Name and Title of Initiative(s)
- Statement summarising the investment priorities or initiative(s) of focus
- Point of contact for further information

National Goals and Priorities for Agricultural Growth & Investment (1 page)

- Does the country have a CAADP Investment Plan or other national agriculture-sector plan?
- What priorities for growth and investment have been identified in this plan?
- What role does the government envision for the private sector in these priority areas?
- How will these investment priorities impact food security, environmental sustainability and economic opportunity?

Current Status of Private-Sector Engagement (1 page)

- What efforts have been undertaken to date to engage private-sector investment around the identified priorities? Who is involved and what have been the results to date?
- What barriers to investment have been identified relevant to these priority areas, and how will they be addressed?
- What partnerships exist already that are relevant for your initiative.

Plans for Priority Investment Initiatives (3-5 pages)

- What plans have been developed around specific investment priorities? If applicable, please specify key points of the plans including:
 - Investment opportunities and expected impacts or returns;
 - Scale and potential sources of investment and partnership needed, from various stakeholders.
 - Action plan to realize these investments and partnerships.
- What stakeholders are currently involved in developing these investment initiatives; and which are targeted for involvement in the future?
- What key enabling factors must be in place to ensure successful realization of these investment priorities? (This may include policy, infrastructure, capacity-building, or other factors in the enabling environment)
- What risks or uncertainties may arise, and how will these be addressed or mitigated?

2) Roadmap (1-3 pages)

Please provide a timeline for steps to be undertaken to co-develop and mobilize investment around the identified priority initiatives. The timeline should include presentation of specific investment or business plans at the May 2012 Grow Africa Forum in Addis Ababa, Ethiopia.

Annex 1 ~ AAGIT statement on attracting additional finance

Alongside African partners, the Africa Agriculture Growth and Investment Taskforce (AAGIT) includes large international donors and private sector companies. African partners have asked for clarity on whether AAGIT will provide additional finance in support of CAADP¹ Investment Plans. In response, the following statement was agreed, explaining the catalytic role AAGIT seeks to play.

How will the “Africa Agriculture Growth and Investment Taskforce” support countries in attracting additional finance aligned to their CAADP Investment Plans?

National Agricultural and Food Security Investment Plans, established with the support of the CAADP process, provide the necessary framework around which individual countries are programming agricultural activities and around which, the donor community has aligned their financial and technical resources. In addition to country and donor financial support, the country investment plans articulate the need for private sector contribution to advance and sustain growth in the agricultural sector. The work of the Africa Agriculture Growth and Investment Taskforce (AAGIT) is intended to mobilize private sector investments to complement and help realize the country investment plans.

The African Agricultural Growth and Investment Task Force emerged from a high-level meeting convened jointly by the World Economic Forum (WEF), the African Union, and NEPAD at the World Economic Forum on Africa meeting in May 2011. The creation of the Task Force marries World Economic Forum’s private sector led New Vision for Agriculture with the AU/NEPAD CAADP process.

The Task Force, with both public and private sector participants, will work with Governments and other country-level stakeholders to translate their country investment plan into tangible opportunities for private sector investment, and work with countries to attract and mobilize private-sector investment in priority areas. To that end the Task Force will work closely with countries to develop “investment blueprints” or opportunities; to present them to private-sector investment at relevant investment forums, to engage investors in developing business plans for specific opportunities; and to implement these with support from relevant partners from government, the private sector and civil society.

The Task Force will encourage and support countries in establishing public-private partnership platforms to engage leadership-level commitment; set priorities; and coordinate investments by public and private-sector investors. Such platforms will provide an opportunity to better target and leverage public-sector funds (from both government and development agencies) to complement and catalyze private-sector investment, both domestic and foreign.

Through this process, countries will also develop internal structures and capacity that, over the long-term, will support greater private sector investment aligned to the country’s agricultural objectives and development goals.

¹ Comprehensive Africa Agriculture Development Programme