



GROWAFRICA

Annual Report
2017



“Agricultural transformation requires the coordinated efforts of a vast number of partners. That is why we need large-scale platforms for public-private sector collaboration of the kind that the World Economic Forum has supported through co-founding and incubating Grow Africa.”

Dr Ibrahim Hassane Mayaki,

CEO NEPAD Planning and Coordinating Agency



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FOREWORD

The Grow Africa Partnership Platform has come a long way since its inception in 2011, with a remarkable history of mobilising private sector investment commitments in the agricultural sector, facilitating conversion of commitments to actual investments on the ground, reaching out to millions of smallholder farmers and creating jobs in local economies.

Grow Africa has been incubated at the World Economic Forum since its inception. In 2016, the Grow Africa Secretariat moved from the World Economic Forum, to an African base at NEPAD Planning and Coordinating Agency in Johannesburg, South Africa. With the move came a Strategic refresh process that resulted in a new operational strategy for 2016-2020.

The new Strategy shifts focus from private sector engagement and mobilisation through Letters of Intent, to a more structured value chain development approach that encompasses all value chain stakeholders and is better aligned to National Agriculture Investment Plans.

In order to practically deliver this new strategic focus on the ground, Grow Africa has worked with the African Union Commission and the NEPAD CAADP Team to develop a Country Agribusiness Partnership Framework (CAP-F), a country engagement tool that mobilises private sector action aligned to National Agriculture Investment Plans. This work is within the context of the Malabo Declaration on African Agriculture and CAADP. The CAP-F tool has been deployed in two countries, with further roll out expected in the coming year.

Building on its networking and convening power linked to its founding partners, Grow Africa will continue to mobilise leadership commitment to action on issues affecting private sector participation in the agricultural transformational agenda. Several national level partnerships have been initiated in partner countries, promoting specific value chains.

It has been a unique year of many firsts for Grow Africa. Going forward it remains important that the interest, commitment and momentum initiated through roll out of the new Strategy be sustained to continue yielding tangible impacts in the coming years.

William Asiko

Executive Director

Grow Africa

EXECUTIVE SUMMARY

Operating from its new base at the NEPAD Planning and Coordinating Agency, Grow Africa has continued to engage the private sector in meaningful ways that support the development of African agriculture.

Strategic Partnerships have been pursued with several institutions to work jointly towards achievement of common goals of investment mobilisation for agriculture and value chain development. These partners include Alliance for Green Revolution in Africa (AGRA), the Economic Commission for West African States (ECOWAS), African Development Bank (AfDB), German Development Cooperation (GIZ) and many others, with potato and rice as the two key crops that have been jointly supported in this regard.

The process of transition to an African base at the NEPAD Planning and Coordinating Agency in Johannesburg South Africa, completed this year. A team of 11 African-based officers have been hired covering regional and country engagements and Secretariat cross-cutting functions such as Communications, M&E, Finance and Procurement. Financial and procurement systems have now been integrated with those of the NEPAD Agency.

Under **governance and coordination**, two Steering Committee meetings were held this year, with resolutions made to streamline the governance structure into an Advisory Council and a Future Funding mobilisation committee. A new private sector engagement model was also adopted.

In continued efforts to **mobilise high level commitment to policy reform**, Grow Africa hosted two private sessions at the World Economic Forum for Africa held in Durban, South Africa to identify opportunities for alignment between private and public sector investments in agriculture and facilitate greater returns. Several key recommendations emerged from the two sessions, and these are being escalated at subsequent engagement platforms of Grow Africa at national, regional and continental level for action. Further events were held during AGRF17 and the CAADP Partnership Platform to introduce a new private sector engagement model.

A new **Private Sector Engagement Framework** was jointly developed by African Union Commission and the CAADP team at NEPAD Planning and Coordinating Agency. Known as the Country Agribusiness Partnership Framework (CAP-F), the framework was launched during the 13th Annual CAADP Partnership Platform meeting in Kampala in May 2017. CAP-F deployment has rolled out in Uganda and Senegal, commencing with the country stocktaking process, with prospects to roll out in six additional countries in 2018.

Mobilising Investment for African Agriculture - Grow Africa supported session development on "Closing the Deal-Investing in African Agriculture" at AGRF17, which focused on moving the agribusiness agenda forward on priority value chains. Potential exists to unlock US\$470 million in private sector investment pledges for the rice value chain, as well as nearly US\$500 million infrastructure investment to improve access to farms and markets for rice.

Private sector engagement - At country level, Grow Africa engages the private sector through multi-stakeholder platforms and private sector bodies. New platforms were launched in Benin and Cote d'Ivoire focusing on pineapple and rice respectively. In Benin the pineapple platform was formed in collaboration with the Benin Pineapple Interprofessional Body and will support national strategies to increase production and marketing in regional and international markets. In Cote d'Ivoire the platform was launched in collaboration with the Office National de Developpement de la Riziculture (ONDR).

In Kenya collaboration continued with the National Potato Council of Kenya and Alliance for Green Revolution in Africa in the potato value chain. Grow Africa provided the potato platform with a grant that supported development of the County Potato Strategy in Nyeri, with similar work to be undertaken in Nakuru, Narok, and Meru Counties. The platform has facilitated market linkages for three farmer groups selling an estimated 34,000 metric tonnes of potato within the year at a market price of Ksh2 higher compared to prevailing traders' prices. Over 3,000 farmers have been registered on an ICT platform that connects them to other farmers and supplies technical advisory information.

The work of the potato consortium in Kenya is to be extended to Tanzania, where Grow Africa and AGRA have partnered with the Tanzania Horticulture Association (TAHA) in Northern Tanzania to formalise a potato platform.



The Commercial Agriculture Support Services (CASS), is Grow Africa's engagement partner in Malawi. The platform was formally launched during the year, and Grow Africa is finalising a financing grant to support organisational development and capacity development of the secretariat. Through CASS, blended finance models are being developed to support legumes development, with US\$1.5 million already guaranteed. A similar grant is under preparation for Rwanda, where Grow Africa has partnered with the Rwanda Horticulture Working Group.

In Nigeria and Ghana, Grow Africa supports the national cassava platforms in partnership with the Sustainable Trade Initiative (IDH). The two platform secretariats received two-year operational grants from Grow Africa and IDH to support member mobilisation and registration, organisational development and building of business cases.

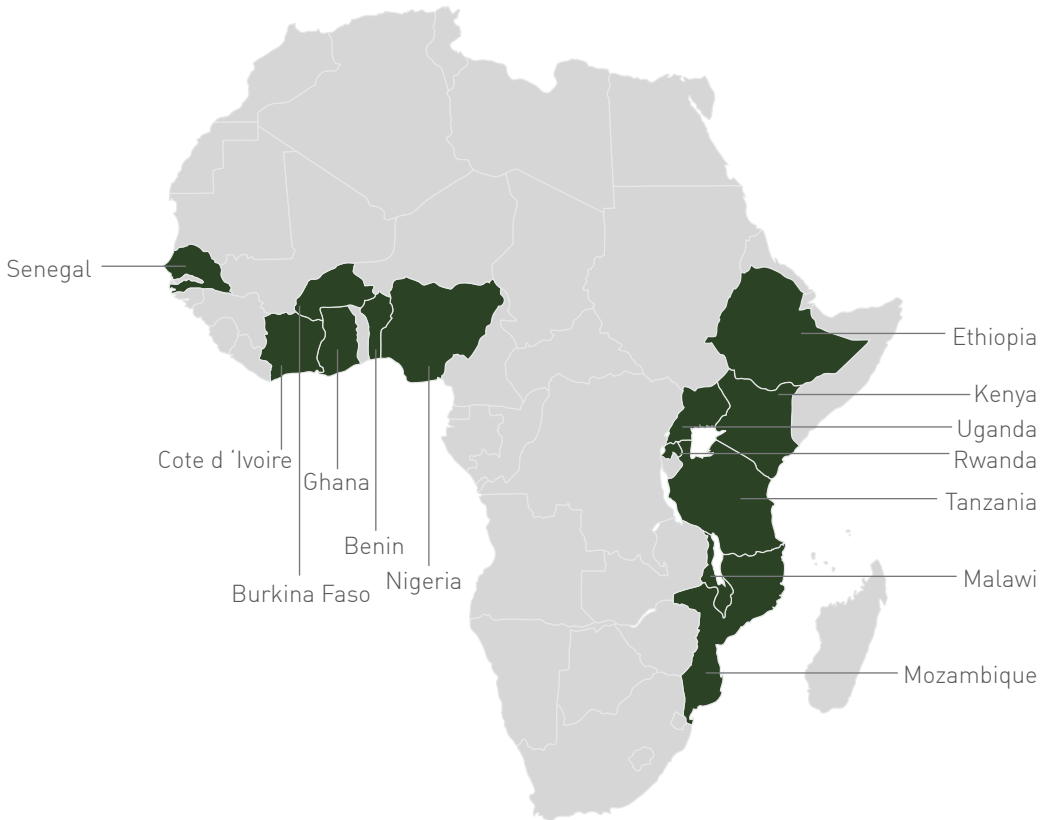
Looking forward

As Grow Africa moves into its second year of strategy implementation, efforts will continue to streamline work at national, regional and continental level through effective convening and partnering at country level (via multi-stakeholder platforms) as well as regionally and continentally. Building on the lessons of 2017, the focus will be on deployment on CAP-F, business case development and operationalisation of multi-stakeholder platforms.

LIST OF ACRONYMS

AfDB	African Development Bank
AGRA	Alliance for Green Revolution in Africa
AGRF	African Green Revolution Forum
ATA	Agricultural Transformation Agency
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CAP-F	Country Agribusiness Partnership Framework
CARI	Competitive Africa Rice Initiative
CASS	Commercial Agriculture Support Services
DREA	Department of Rural Economy and Agriculture of the African Union
EU	European Union
GABC	Grow Africa Business Council
GASC	Grow Africa Steering Committee
GIE	Inter-professional Association of Pineapple of Benin
GIZ	Deutse Gessellschaft fur Internationale German Development Cooperation
ICSAN	Industrial Cassava Stakeholders Association of Nigeria
ICSP	Industrial Cassava Stakeholders Platform (Ghana)
IDH	Sustainable Trade Initiative
NABG	Nigeria Agri Business Group
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for African Development
NPCK	National Potato Council of Kenya
ONDR	Office National de Developpement de la Riziculture (Cote d' Ivoire)
PSDTF	Private Sector Development Task Force
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RHWG	Rwanda Horticulture Working Group
TAHA	Tanzania Horticulture Association
USAID	United States Agency for International Development
VC	Value Chain
WEF	World Economic Forum

COUNTRY FOOTPRINT



- Operational in 13 countries
- Works in 6 value chains
- Works with 6 country level multi-stakeholder platforms
- Partners with 5 country level private sector bodies

Engagement Model

Grow Africa's strategy focuses on convening multi-stakeholder platforms around priority agricultural value chains as the most effective means of aligning private and public sector, as well as development partner investments in African agriculture. Assessment criteria are applied to determine value chain focus by country and region.

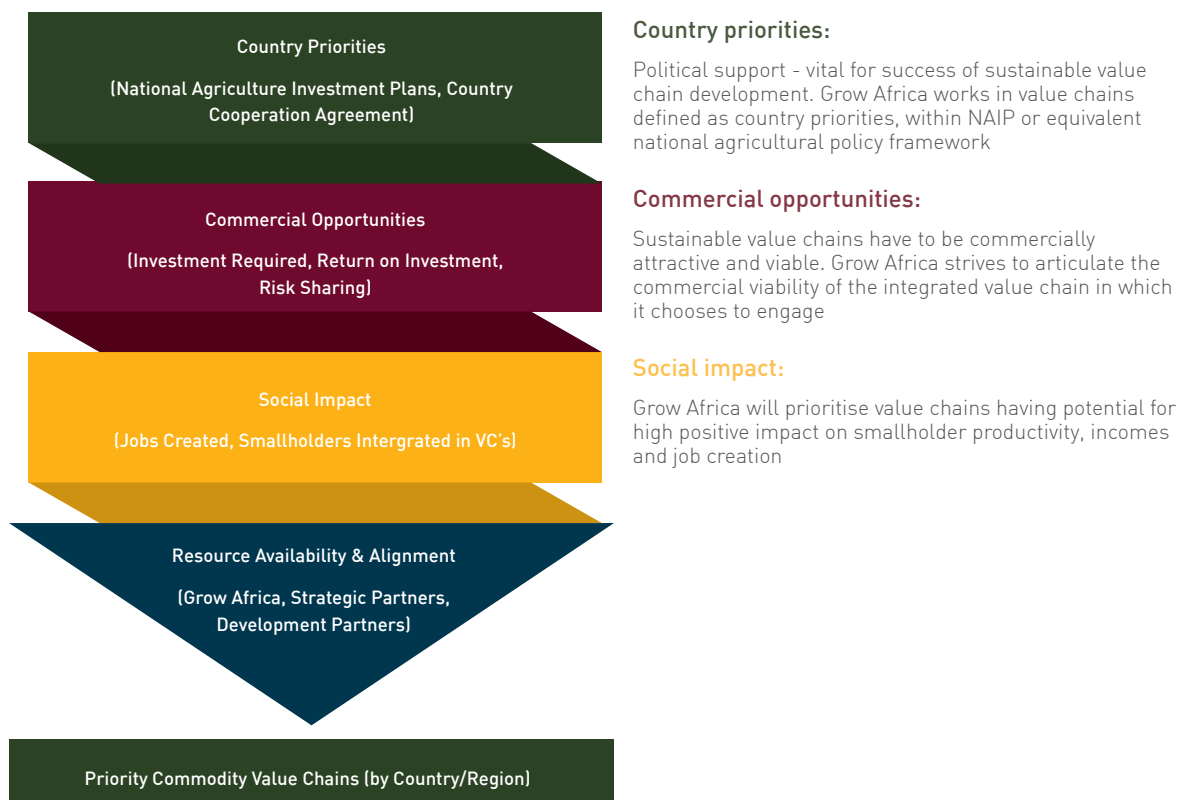


Figure 1.2: Value Chain Selection Criteria

Our Results Chain

Grow Africa's goals are fully aligned to Aspiration 1 of Agenda 2063; "A prosperous Africa, premised on inclusive growth and sustainable development". Within this framework, Grow Africa contributes to Goal 5 of Aspiration 1 "Modern Agriculture for Increased Productivity and Production" and priority area "Agricultural Productivity and Production". Grow Africa's work is grounded on the Comprehensive Africa Agriculture Development Programme (CAADP), and the Malabo Declaration, which advocates a change from results based on public investments to a stronger emphasis on stimulating private sector investments for agricultural transformation.

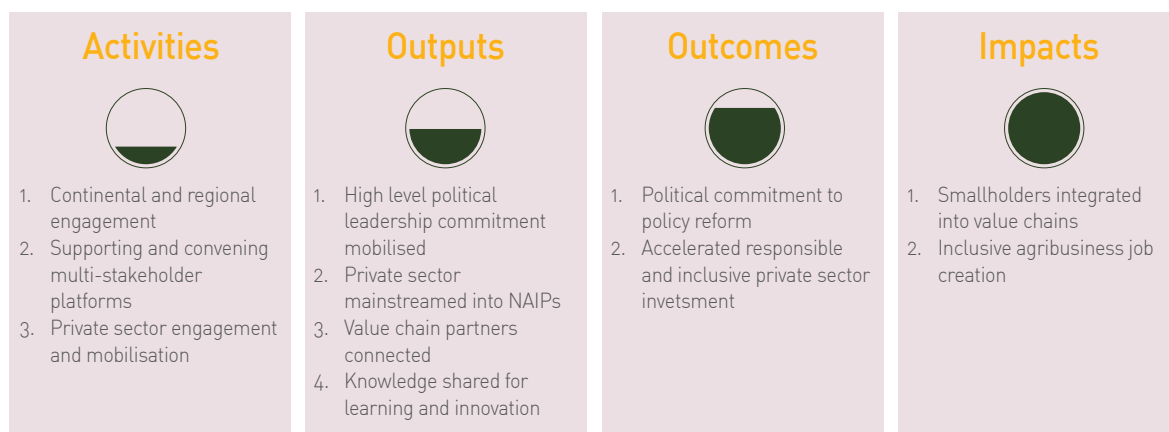


Figure 1.3: Grow Africa Results Chain

OPERATIONAL UPDATES

Governance and Coordination

Grow Africa Steering Committee

Two Steering Committee meetings were held this year, and several key resolutions were made to change the governance and oversight structure of the Committee to provide better oversight and support the resource mobilisation drive for the Grow Africa Secretariat. The following key resolutions were adopted by the GASC and are currently in effect:

Adopted changes to Grow Africa Steering Committee Structure

Approved structure and membership of new governance subcommittee structures, namely:

1. **Future Funding Subcommittee** – Chaired by NEPAD, the key role is to support resource mobilisation for the Secretariat and value chain activities and develop sustainable funding models.

The Funding Subcommittee met during the year, and recommended to pursue funding for the Grow Africa secretariat costs through AU/NEPAD budget while that for regional/country activities to be pursued through donors/private sector

2. **Governance Reform Subcommittee** - Chaired by WEF, the key role is to provide guidance on appointment of a new co-chair, membership renewal and future operational oversight.

The Subcommittee met during the year, and recommended to structure Grow Africa's governance into two subgroups as follows:

- Grow Africa Advisory Council: To comprise senior executives representing key stakeholder groups engaged by Grow Africa, including strategic partner institutions and donors; and
- Grow Africa Steering Committee: To serve as subset of the Advisory Council, with 5-7 members and to provide ongoing oversight and decision-making on Grow Africa's strategic and operational activities.

Grow Africa Business Council – This will be a CEO level private sector agricultural investment advisory panel for African Heads of State and high level African policymakers, providing leadership and advice on a wide range of agribusiness related challenges. Grow Africa Secretariat is working internally to launch the Council at the AU Summit of July 2018.

Adopted Private Sector Engagement Model

Steering committee resolved that Letters of Intent no longer be the focus of Grow Africa's strategy and that a new engagement model for the private be developed by the Grow Africa Secretariat with input from concerned stakeholders. CAP-F has since been adopted as the anchor for the new strategy and model for private sector engagement.

Transition of the Secretariat to an African Base

Grow Africa begun the transition from WEF to NEPAD Planning and Coordinating Agency in Johannesburg, South Africa in 2016. The Secretariat now consists of Africa based staff, with ongoing support in Finance and Procurement from WEF until the expiry of the current USAID funding. All financial and procurement systems of Grow Africa are now integrated with those of NEPAD under the SAP management system for finance, procurement and human resources management.

PROGRAMME ACHIEVEMENTS

Outcome 1: Facilitate Political Commitment to Policy Reform and Implementation

Grow Africa engages with high level policymakers and stakeholders at continental and regional level to “mobilise high level leadership on continental and regional challenges” and to “secure commitment towards reforms that create enabling environment for private sector”. To this end, several high level engagements have been undertaken in partnership with stakeholders this year.



Grow Africa Executive Director, Mr William Asiko making a point during the Development Partners Briefing on CAP-F held at AGRF17

CAP-F Development

The Country Agribusiness Partnership Framework (CAP-F) was conceptually designed by the African Union Commission, NEPAD Planning and Coordinating Agency, and Grow Africa as a tool for stimulating increased private sector investment in agriculture in the context of the Malabo Declaration on Agricultural Growth and Transformation. CAP-F is a country engagement and partnership tool that mobilises private sector action in line with National Agriculture Investment Plans. The framework is premised on the post Malabo CAADP process, which emphasises the role of the private sector (see Figure 3.1) in agricultural transformation.

Grow Africa’s role in this framework is to provide private sector coordination and support, with the NEPAD CAADP Team and AUC DREA and ReSAKSS providing public sector coordination and support, and the CAADP Technical Network for Agro-industry and Value Chain Development providing continental coordination and support.

An initial eight countries (Malawi, Cote d’Ivoire, Ghana, Kenya, Nigeria, Rwanda, Senegal and Tanzania) have been selected for deployment of the framework. Selection of the countries is based on readiness to implement, with several factors considered including NAIP alignment with Malabo Declaration, quality of institutional relationships among partners, and strong interest from government and private sector to implement.

CAP-F Deployment

CAP-F Launch at the Annual CAADP Partnership Platform Event

Grow Africa led the launch of the CAP-F at the 13th Annual CAADP Partnership Platform held in Kampala in May 2017. At the launch, Senegal, Malawi and Uganda expressed interest to apply the framework in their country processes.

Development Partners Briefing on CAP-F

Grow Africa held a briefing session for development partners on CAP-F during AGRF17, where several partners such as USAID, GIZ, EU Commission, AfDB, AGRA, CAADP Non State Actors Coalition, Rabobank, AUC, and NEPAD Planning and Coordinating Agency were in attendance.

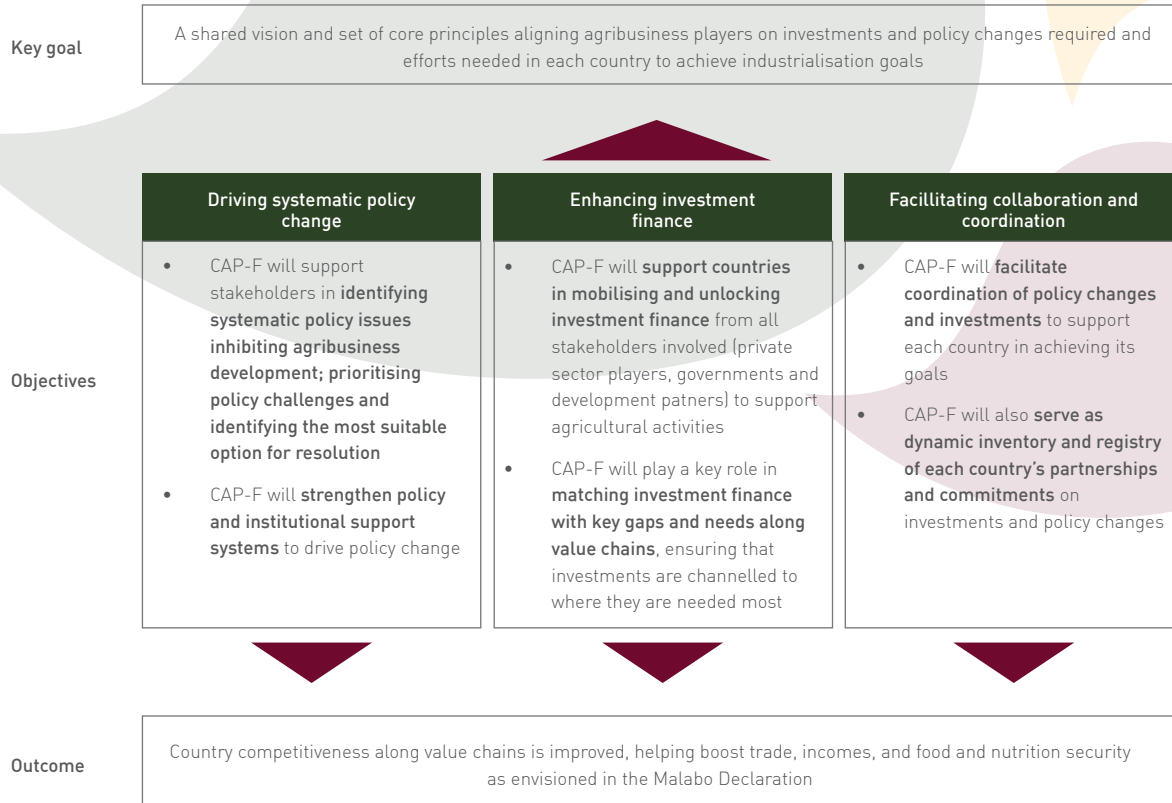


Figure 3.1: The CAP-F Value Proposition

Country Level CAP-F Deployment

At country level, Grow Africa has deployed CAP-F process in Uganda and Senegal, with country stocktaking exercises recently concluded in the two countries and outcome reports expected early 2018. During the stocktaking process, stakeholders are consulted on key issues that provide an understanding of constraints, opportunities and desired areas of engagement. Existing policy and institutional frameworks are reviewed for alignment, willingness and capacity to reform key issues identified.

Key steps in the stocktaking process

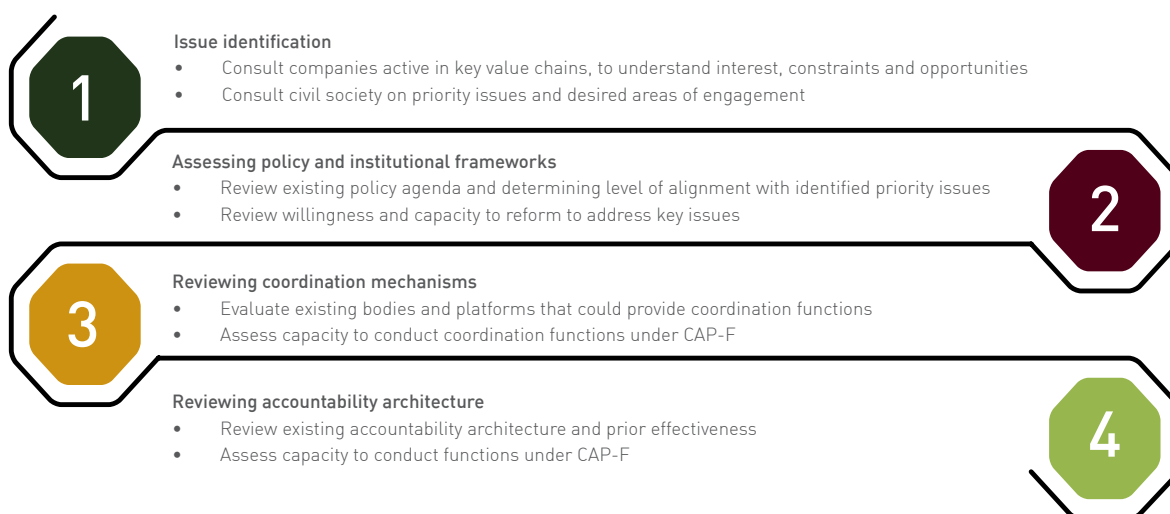


Figure 3.2: Key Steps in the Country Stocktaking Process

As part of the CAP-F deployment process, a country implementation guide has been developed and widely distributed to stakeholders.

Grow Africa at World Economic Forum for Africa

Grow Africa hosted two private sessions at the World Economic Forum for Africa held in Durban in May 2017. The aim of these sessions was to identify opportunities for alignment between private and public sector investments in agriculture to facilitate greater returns. The two sessions brought together development partners and senior representatives from government and the private sector.

- **Session 1 – Improving investment for African agriculture** – surfaced issues hindering inclusive investments in agriculture and packaged them into concrete commitments from business and governments; and
- **Session 2 – Improving alignment in African food systems** – shared best practices to improve stakeholder alignment in food systems and policy priorities, and effective business models for blended finance instruments.

Recommendations from the two sessions have been escalated at subsequent engagement platforms of Grow Africa at national, regional and continental level for action. Overall, the key message was recognition and commitment to a revolution that changes the current public and private sector interaction. One specific recommendation being pursued by Grow Africa following this high level engagement is the integrated approach to de-risking finance, involving various actors in the value chain.

A detailed outcomes report of these sessions is available online at <https://www.growafrica.com/groups/grow-africa-2017-world-economic-forum-africa>

Grow Africa at the 2017 African Green Revolution Forum

Grow Africa supported session development on “**Closing the Deal - Investing in African Agriculture,**” which focused on moving the agribusiness agenda forward on priority value chains. An estimated US\$6.5 billion investments commitments in palm oil, pulses, potato and rice – mainly in West Africa – over the next eight years, were made.

Grow Africa will work with the private sector to translate these commitments into actual investments with specific focus on the following:

- **Rice:** Establish the West African Regional Rice Task Force and assist in developing a continental investment plan on rice self-sufficiency in Africa (CIPRISSA). Potential exists to unlock US\$470 million in private sector investment pledges for the rice value chain, as well as nearly US\$500 million infrastructure investment to improve access to farms and markets for rice;
- **Potato:** BlackPace committed to invest US\$103 million in Nigeria and US\$120 million in Rwanda. Kenya’s Agricultural Finance Corporation committed to invest \$2 million lending to potato farmers; and
- **Legumes:** Mahindra committed to buy all green grams produced in Africa, including the setting up of a processing plant with a crushing capacity of 40,000 metric tons in Ethiopia. Grow Africa to link Mahindra Agribusiness in countries where it is already working on developing the legumes value chain, such as Malawi.

Outcome 2: Accelerating responsible and inclusive private sector investment in integrated agriculture value chains

Grow Africa supports and co-convenes a number of multi-stakeholder platforms on the continent. The platforms have a value chain focus and connect value chain actors, enhance finance and technical assistance interactions, and promote knowledge sharing and learning. Grow Africa is currently active in seven multi-stakeholder platforms on the continent, and working with local partners to establish three value chain platforms in Mozambique, Burkina Faso and Senegal. Through working with country level stakeholders in these platforms, Grow Africa makes a contribution to accelerating private sector investment in agricultural value chains.



Grow Africa Regional Director for West and Central Africa, Mr Ibrahim Gourrouzza, signs a Memorandum of Understanding with Director General of ONDR, Mr Yacouba Dembele during the launch of the National Rice Multi-stakeholder Platform in Cote d'Ivoire

Benin - Establishment of Multi-stakeholder Pineapple Platform

Grow Africa worked with the Pineapple Inter-professional Association of Benin to engage stakeholders and secure commitment to formalise the Inter-professional body into a multi-stakeholder platform. Partners engaged include Réseau des Producteurs d'Ananas du Bénin (REPAB) – network of pineapple producers in Benin; Initiative pour la Relance de l'Ananas (IRA) – agricultural cooperative for growers and processors of pineapple juice; research institutes; the Ministry of Agriculture; and development partners.

This collaboration led to a multi-stakeholder pineapple platform being formally launched during the year. The platform, co-convened by GIE and Grow Africa, will support the country's export diversification initiative, whose goal is to increase production and marketing of pineapple fruit and its derivatives in regional and international markets. Following this successful launch, an operational plan has been developed for 2018, and recruitment is underway for a local focal point to coordinate work of the platform. Grow Africa will provide financial support for operationalisation of the platform from 2018, with funding to be disbursed after a Technical Organisational Capacity Assessment of the GIE Secretariat is concluded.

Burkina Faso - Scoping of value chains supported

Grow Africa undertook a consultation with stakeholders in the agriculture sector to identify priority value chains in which the Burkina Faso government is engaged, have interest from private sector and impact a high number of smallholder farmers. Among the stakeholders consulted were Ministry of Agriculture, Ministry of Commerce and Industry, research institutions and members of the private sector. Based on the outcome of this consultative process, the priority value chains that emerged were cotton, cashew, sesame and shea. Grow Africa will continue its work in Burkina Faso by partnering with existing players in any one of these value chains from 2018.

Cote d'Ivoire - Establishment of Multi-stakeholder Rice Platform

Grow Africa worked with the Office National de Developpement de la Riziculture (ONDR) to secure interest and commitment from stakeholders in the rice value chain, which led to formal launch of a national rice platform. The platform will be pivotal in supporting implementation of the National Rice Development Strategy, whose goal is to meet national consumption requirements for quality rice and build an export surplus.

The highlight of this launch was the signing of a Memorandum of Understanding between Grow Africa and ONDR outlining specific engagement to be pursued within the partnership. The Platform has so far developed an operational plan for 2018, and a local focal point has been hired to coordinate implementation of activities. Grow Africa will financially support operationalisation of the platform from 2018, and funding will be disbursed after a Technical Organisational Capacity Assessment of the GIE Secretariat is undertaken early next year.

Ghana - Operationalisation of Industrial Cassava Stakeholders Platform

Grow Africa has an ongoing collaboration with the Dutch Sustainable Trade Initiative (IDH) supporting the Industrial Cassava Stakeholder's Platform (ICSP). A two-year grant has been awarded to the ICSP Secretariat, co-financed by IDH and Grow Africa. An initial 50% of this funding has been released to the platform to secure office space, recruit a focal point, and establish modus operandi. The funding will also support member mobilisation, registration and capacity building for the secretariat to be self-sustaining.

Aside from the cassava platform, Grow Africa has partnered with Private Enterprise Foundation (PEF), a private sector apex body working towards an enabling environment for private sector growth and development. During the year, Grow Africa and PEF held a consultative meeting with members of the private sector, commodity platforms and different value chain actors to deliberate on potential areas of collaboration to enhance private sector investment. A Memorandum of Understanding was signed between Grow Africa and PEF to further collaboration in development of business cases.

Kenya - Supporting Scaling of Potato Platform Interventions

Grow Africa has ongoing collaboration with Alliance for Green Revolution in Africa (AGRA) supporting the National Potato Council of Kenya (NPCK). The potato platform works to address bottlenecks in the industry in inputs, infrastructure and processing to help unlock private sector investment. In this year, Grow Africa supported the platform with an operational and capacity building grant which was used for the development of county potato strategies, capacity building of stakeholders, and creating market linkages. Specific achievements include:

- **County strategies** – Supported the development and subsequent launch of Nyandarua County Strategy which is currently under implementation. Engagement is underway with other counties (Nakuru, Narok, Meru and Elgeyo Marakwet) to commence development of their respective strategies;
- **Strengthening potato production and creation of market linkages** - The platform has mapped its member profiles into an ICT platform that is used to share technical advisory information and link members to market. Over 3,000 farmers have been registered on the platform this year and are benefiting from technical advisory messages related to the value chain. Two farmer groups (Green Silver and Tunza Afya) from Nyandarua County and Milima Mitatu Group from Nakuru County have connected to markets through the system and supplied an estimated 34 tonnes of potato at a buying price Ksh 2/kg higher compared to traders price.

A rapid appraisal of Meru potato markets was also conducted to gather market intelligence and create market linkages. The exercise facilitated market linkages for local potato producers around Meru, with 500 groups connected to markets out of this initiative;

- **Potato fairs** - The platform hosted a potato fair for the eastern and central regions of Kenya in Nyeri County. The aim of the fair was to increase awareness and share innovations and technologies in the potato industry. The fair also provided opportunity for stakeholder networking and created awareness on development in the potato industry. Grow Africa sponsored over 2,000 delegates (including smallholder farmers) from the Potato Platform to attend the event; and
- **Policy engagements** - The platform has been instrumental in promoting implementation and enforcement of the recently enacted regulation on maximum 50 kg packing and pricing among its membership.

Malawi - Supporting the Commercial Agriculture Support Services Platform

Grow Africa collaborates with the Commercial Agriculture Support Services (CASS), a multi-stakeholder platform comprising membership from farmer organisations, civil society, government and private sector. The value chain promoted is pulses and oil seeds, and the platform seeks to contribute to the country's national agriculture strategy objective of "doubling contribution of legume and oilseed crops in overall production and exports, especially in processed form".

The Commercial Agriculture Support Services was formally launched this year, with commitment of support from government and development partners. Grow Africa will provide the platform with an organisational development grant to support recruitment of a focal point, membership mobilisation and establishment of a secretariat. In this year Grow Africa has worked with the platform to develop blended finance models, and has approached IDH to provide financial guarantee in the models.

- **Project 1000 BFM** – Partnership to develop legumes with the New Finance Bank (to provide finance), CASS (to provide coordination), and Stanfield Motors (mechanism guarantor), and Agriculture Commodity Exchange (off-taker). Project 1000 BFM will target three anchor farmers that will have linkages with a further 600 smallholders. Grow Africa is working with IDH to serve as guarantor for the NFP and offer technical assistance to this arrangement. US\$ 1.5 million already guaranteed.
- **Aulia Agro Equipment Industries** – Company seeking to invest in oilseed processing. Prospect of US\$1 million to be invested, and partners include NASFAM, CASS and ATEVET (NEPAD Vocational Skills Programme). The model is at development stage.
- **Press Agriculture** - Blended finance model (targeting ethanol) involving Press Agriculture investment in ethanol, NASFAM, CASS and ATEVET (NEPAD Vocational Skills Programme), African Leasing and Eclectics International. Discussions are still underway.

Nigeria - Support to Industrial Cassava Stakeholders Association of Nigeria

Grow Africa has collaborated with Sustainable Trade Initiative (IDH) in supporting the Industrial Cassava Stakeholders Association of Nigeria (ICSAN). A two-year grant is in effect with 50% of the funding released in this year. The funding has supported securing office space and recruitment is underway for a focal point to coordinate the work. Activities to be driven by the focal point include member mobilisation, registration and capacity building for the secretariat to be self-sustaining.

Grow Africa has also partnered with Nigeria Agribusiness Group (NABG), a private sector led platform supporting growth of the agricultural economy through investments that create jobs and contribute to poverty reduction. A joint stakeholder meeting was hosted by Grow Africa and NABG with members of the private sector where delegates dialogued on private sector contribution to achieve national agricultural strategies in the spirit of CAADP. The main outcome was the signing of a Memorandum of Understanding between Grow Africa and NABG to advance collaboration through business cases and facilitating further investment in the agriculture sector.

Rwanda - Collaboration with Rwanda Horticulture Working Group

In Rwanda, Grow Africa collaborates with the Horticulture Working Group, which was launched in 2015 with support of International Finance Cooperation (IFC). The grouping has membership from National Agriculture Export Board, Horticulture Export Association of Rwanda, Rwanda Horticulture Growers Association, and Rwanda Horticulture Inter-professional Organisation. The working group operates in line with the Rwandan government long-term strategy "to increase horticulture exports from US\$6 million in 2013 to US\$16 million by 2018".

In this year, the grouping underwent an internal leadership change process to increase the participation of private sector players to the working group. In this context Grow Africa has finalised an organisational development grant, which comes into effect in 2018.

Tanzania - Collaboration with Tanzania Horticulture Working Group

Grow Africa has partnered with AGRA and the Tanzania Horticulture Association (TAHA) to formalise a potato platform in Northern Tanzania. Stakeholder engagement was undertaken and commitment secured to formally establish a platform to be co-convened by the three parties. This will be pursued in 2018 as Grow Africa's engagement process in Tanzania has been affected this year due to the vacancy of Country Representative.

REFLECTIONS, LEARNINGS AND OUTLOOK FOR 2018

Reflections and Learnings

This has been a unique year for Grow Africa, as it embarked on its first year of implementing a new Strategic Plan (2016-2020), moved to an African base, and was challenged to build on the historic achievements of the platform in engaging the private sector. Looking back, the following reflections and learnings will inform priorities as it moves into a new year of implementation:

- **Building relationships takes time** – identifying and engaging stakeholders requires significant commitment in time, financial and human resources plus focused partnership and action to keep stakeholders engaged and to deliver on expectations; and
- **Results take time to manifest** – The nature of stakeholder engagement undertaken through multi-stakeholder platforms from conception to implementation, the impacts of platforms may take time to manifest. There are, however, quick wins to be gained, and these will be documented and measured through the Multi-stakeholder Survey.

Looking Forward to 2018

As Grow Africa moves into the second year of its Strategy implementation, it will continue to streamline its work at national, regional and continental level through effective convening and partnering at country level (via multi-stakeholder platforms) and regionally and continentally. Specifically, the following will be pursued:

- **CAP-F deployment in eight countries** – to particularly support mobilisation of the private sector around NAIPs and creating a structured mutual accountability framework;
- **Business Case Development** – At least 15 business cases;
- **Establishment of the Grow Africa Business Council** - a CEO level private sector agriculture investment advisory panel for African Heads of State and high-level African policymakers, offering private sector leadership and strategic advice on a range of agribusiness related development challenges;
- **Support operationalisation of Multi-stakeholder Platforms** launched in 2017, by providing organisational development support; and
- **Launch new multi-stakeholder platforms** in collaboration with country partners. These include tomato in Nigeria, cotton in Benin, and cassava in Kenya.



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