



*Empowered lives.
Resilient nations.*

POST COMPACT REVIEW: GUIDELINES

ANNEX 3: “Private Sector Investor Opportunities Brief” Preparation Guidelines

March 2013



UNDP African Facility for Inclusive Markets and

African Union Commission / NEPAD Planning and Coordination Agency

TABLE OF CONTENTS

Abbreviations	i.
Acknowledgement	i.
Executive Summary	1
1. Introduction	3
2. Understanding the Components of the CAADP National Agricultural Investment Plan	4
3. Understanding How Government Investment can Serve as a Lever To Attract Increased Private Sector Investment	6
4. Developing the Private Sector Investor Opportunities Brief	8
5. Conclusion	10

Abbreviations

ADWG	Agricultural Donor Working Group
AFIM	African Facility for Inclusive Markets
CAADP	Comprehensive African Agriculture Development Programme
CSO	Civil Society Organization
DFI	Development Finance Institution
DPAC	Development Partner Agricultural Committee
GIZ	German Development Agency
JICA	Japan International Cooperation Agency
M & E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MFW4A	Making Finance Work for Africa
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
SME	Small and Medium Sized Enterprise
UNDP	United Nations Development Programme

Acknowledgement

This document is the culmination of feedback and input received during a November 20-21, 2012 technical workshop led by UNDP's African Facility for Inclusive Markets and the NEPAD Agency, and further stakeholder inputs submitted thereafter.

The Technical Workshop brought together CAADP Focal Points and Country representatives from: Nigeria, Ethiopia, Ghana, Liberia, Botswana, Zimbabwe, and the Common Market for East and Southern Africa, along with development partner representatives from JICA, GIZ and the aforementioned UNDP.

The multi-donor platform, Making Finance Work for Africa was also represented, as was the Alliance for Commodity Trade in Eastern and Southern Africa, the Forum for Agricultural Research in Africa, the Banking Association of South Africa, the Southern Africa Confederation of Agricultural Unions, the NEPAD Business Foundation, and representatives of the University of Pretoria, Audit Control and Expertise Global (ACE), Accenture, Illovo Sugar, and Nedbank.

The UNDP African Facility for Inclusive Markets and the NEPAD Planning and Development Agency extend their appreciation to all who participated.

Executive Summary

This is a complementary document to the Comprehensive African Agricultural Development Programme (CAADP) implementation Guide. It is meant to serve as a practical primer for developers and implementers of CAADP Investment Plans on how to use the extensive content gathered in the production of the Investment Plan to extract and produce a shortened private sector focused document to facilitate dialogue and investment negotiations with private sector.¹ At the time of the preparation of this publication 30 countries have signed formal CAADP Compacts of which 26 countries have developed Investment Plans.²

In countries still developing their Investment Plans, this document is also intended to serve as a guide on how to use the Investment Plan development process to research and package local agricultural and socio-economic data in a way that presents clear business and investment opportunities for private sector investment.

Although purposefully narrow in its construct and focus, this document also seeks to highlight for CAADP stakeholders other selected guidelines and agreements that support best practice in the area of responsible agricultural investments and the engagement of non-state actors in the agricultural sector development process. These other publications offer useful additional insight on important factors for consideration by national stakeholders seeking to stimulate domestic and foreign direct investment in the agricultural sector. These further guidelines and useful sets of principles for review by CAADP NAIP committees, include the following: a) [The Johannesburg Declaration on Engaging the Private Sector in Furthering Africa's Agribusiness, Food Security and Nutrition Agenda](#); b) [The Principles of Responsible Agricultural Investment](#); c) [The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security](#); d) [Guidelines for Non-State Actor Participation in CAADP Processes](#); e) [CAADP Guidelines for Undertaking Agriculture Joint Sector Reviews](#); and f) [The June 29-30, 2011 Making Finance Work for Africa "Kampala Principles"](#).

The document also reflects the evolution within CAADP from an initial focus on getting governments to invest 10 per cent of their annual budget to the agriculture sector, to a revised focus on discerning what amount of investments will be required to achieve 6 per cent growth in the agricultural sector and then exploring how governments - in partnership with private sector investors – can invest the funding required to achieve the target growth.

CAADP countries that have become involved with the [Grow Africa](#) initiative³ are also being introduced to the fact that private sector agricultural sector investors typically are keen to understand how they can leverage public sector and development partner investment in the agricultural sector - and to see how they can align their interest and expertise in value chain development with the sectoral priorities of the country/ region.

Thus, for CAADP countries, having clear, straightforward and easily available information about the following is important in attracting private sector investment:

1. The availability of incentives and government finance programmes (tax incentives, employment creation incentives, SME and micro-finance etc.);

¹ This document was reviewed and commented upon by selected CAADP stakeholders from the private sector, public sector and from among the development partner community as part of a private sector investment attraction and promotion process undertaken by the NEPAD Planning and Coordination Agency and the UNDP's African Facility for Inclusive Markets (AFIM) which included a two day Technical Workshop held in Johannesburg, South Africa from November 20-21, 2012.

² The CAADP Compacts involve a pledge by African governments to: a) increase public investment in agriculture by a minimum of 10 per cent of the national budget, and b) to raise agricultural productivity by at least 6 per cent. See further - www.caadp.org

³ Grow Africa is a Joint AUC, NEPAD Agency and World Economic Forum initiative to catalyze private sector investment financing in Agriculture within the context of the National (CAADP) Agriculture and Food security investment plans

2. The existence of a strong legal framework and judiciary (relating to land tenure, regulations, policies, contract enforcement), and efficient dispute resolution mechanism;
3. The availability of debt and equity finance supporting agriculture and insurance products supporting farmers;
4. Strong macro-economic, solid national financial structures that allow profit repatriation, and the availability of investment guarantees;
5. Existing infrastructure and funded development plans (for projects such as rural roads, electricity, water, one stop border posts, rural electrification, and rail and port development);
6. The existence of clear cross border trade policies, with preferably low, or few non-tariff barriers;
7. Already developed sectoral clusters and organized farmer cooperatives (specifically, producer or marketing cooperatives) and/or contract production structures (such as out-grower schemes, lead farmer structures, warehouse receipt programmes);
8. Sector mapping studies which highlight what crops grow well where (agro-ecological mapping⁴), which track rainfall patterns/ trends, which indicate where transport corridors exist, value chain mapping etc.;
9. Export and trade mapping studies that highlight national demographics related to population flow, local markets, regional markets and international trade markets and key players within the market (producers, processors, traders, off-take and/or international buyers which these initiatives act as further inducements for private companies to pursue investment project development in a given country/ jurisdiction; and
10. Available independent economic, political and sector related risk assessment(s).

Private sector investors also look to government to invest in basic infrastructure, to set conducive policies for sector development and to provide incentives for sectoral development. Quite often they are not aware of the development activities of development partners, but if promoted to the private sector by the CAADP governments, the additional infusion of capital and technical expertise in the market by development partners and the development consulting firms and NGOs who typically facilitate the implementation of their programmes and assist small hold farmers, develop semi-processing and storage facilities, and help to create and sustain new market opportunities, becomes an additional incentive for private sector development.

The contents presented in this annex have been developed in part based upon selected existing components of existing National Agriculture Investment Plan (NAIP) agenda sections, that include: CAADP Objectives, Pillars and Principles; Social and Economic Context; Policy Framework; Key Issues, Objectives and Priorities, and the Investment Framework. While all NAIPs are tailored by the national stakeholder committees that develop them, they all include sections that discuss the abovementioned items and these are thus relevant to be incorporated within the “Private Sector Investor Brief”.

Lastly, the aim of this document is to help guide those interesting in crafting a “private sector investment” focused publication to recognize that, as with the overall NAIP process, stakeholder input is important and a public-private collaborative effort will help yield the most compelling output.

The key steps to developing an instructive Brief include:

- a) Step 1 – Expand the local CAADP Committee to include increased private sector participation including organized business bodies, financial institutions, selected individual corporations and selected farmer led institutions – and which involves selected leading public sector architects and stakeholders of the NAIP process;
- b) Step 2 – Convene a workshop to discuss and prioritize the key agricultural investment opportunities in the country; to map these opportunities across the country; to highlight the incentives and sector

⁴ See [FAO Agro-Ecological Zoning Guidelines](#)

development support available; to assess the level of local investment capital available (from government and development partners) and to recognize where this funding is targeted, to also assess the capacity of the human capital available in the various regions and the country overall; and to discern what the ideal type of investor/ investment would be for the respective regions, specifically, and the preponderance of the country, overall. This exercise would help establish the private sector investment needs assessment;

- c) Step 3 – Draft the “Brief” based on the inputs gathered during the workshop, with the aim of creating a concise yet comprehensive guide to the country’s investment opportunities and investment-support mechanisms and programmes. The “drafting” can be done by internal stakeholders or commissioned. If commissioned, the selected author should be engaged and required to participate in the workshop that precedes the development of the publication.

1. Introduction

The purpose of this document is to guide stakeholders in the CAADP process, including African governments, development partners and the private sector, who have developed, or are in the process of developing, National Agriculture Investment Plans in their efforts to attract private sector investment and partnership through the NAIP framework - toward the realization of the country’s agriculture sector development goals.

This guide is also meant to support the focus of the post-compact strategy and roadmap development process to enable the country to move rapidly towards implementation of quality agriculture programmes.

This intended annexure to the CAADP “Post-Compact Review: Guidelines” focuses on guiding NAIP development stakeholders in extracting from existing Investment Plans (or gathering if the NAIP production process is yet underway) key information of particular relevance to prospective private sector investors. The document is also meant to serve as a guide to organizing the extracted/ gathered information in an easy to understand, practical, and straight forward format suitable for busy executives. As such, beyond providing guidance for developing of supplemental/ shortened private sector investor focused documents, this work is meant to serve as a guide for the development of short private sector investment sections for member country stakeholders where Investment Plans are still in development.

The annexure development exercise speaks to the iterative/ rolling (and learning) processes that derive out of implementing NAIPs. In the current instance, the annexure has been conceptualized after the realization that the Investment Plans, as developed to date, have been crafted to speak to government offices in charge of the allocation of national fiscal budgets, with the aim of making a sound case for increasing investment in the overall agricultural sector.

In particular, strong emphasis in the NAIPs is placed on achieving the important social and development goals embedded in the MDGs and stimulating inclusive economic growth by increasing support levels to small holder farmers, helping to improve research capacity, extension services, nutrition and food security in Compact countries, and helping to develop infrastructure in rural communities. And while “good practice” suggests that organized business bodies should be recruited to provide input into the development of NAIPs, the final plan itself does not really speak to individual private sector investors, nor does it clearly articulate where and how their support in the implementation of the NAIP can be mobilized in a mutually beneficial manner.

It is important for CAADP NAIP development stakeholders to recognize that private sector investors seek to: a) identify the various incentives for investment that are available in a given market, b) leverage government investment that complements their prospective investment, c) leverage grant funding and technical assistance provided by development partners; d) cluster their investment in areas where there is sufficient infrastructure and human capital capacity to efficiently produce goods for market; e) invest where there is policy and regulatory clarity, transparency and political stability; f) invest where there is availability of local finance at reasonable pricing; and g) understand and see how to mitigate relevant economic, political, sectoral and financial risks in a target market.

Thus, in addition to assisting CAADP NAIP development stakeholders to profile this information, this annexure also seeks to extract the current and planned levels of support provided by development partners which is included in the NAIP, and highlight these programmes and levels of support as they provide an additional indicative investment stream (operating along with government investment) that aims to support various components/ actors in the agricultural sector and in a growing number of cases, within specific value chains.

Lastly, this annexure seeks to assist NAIP development stakeholders in highlighting value chain development components in a matrix that shows how the various levels of investment (government, development partner and private sector) are to fit together toward the creation of self-sustaining, development catalysing, target value chains in the Compact country.

2. Understanding the Components of the CAADP National Agricultural Investment Plan

The Comprehensive Africa Agriculture Development Programme (CAADP) is the key strategic framework and programme put forth by the African Union through the NEPAD Planning and Coordinating Agency (NPCA), the implementation arm of the African Union, to boost agricultural development on the continent. Housed within the NPCA, CAADP calls for African governments to sign “Compacts” that outline their strategies to increase national investment in Agriculture and establishes a framework for systemic engagement with the private sector toward national and regional agricultural investment.

By December 2012, a total of thirty (30) Compacts had been established and twenty-three (23) countries and one region (ECOWAS) had developed “Investment Plans” that laid out each country’s key target areas for national investment and incorporated their desires for private sector investment. Specifically, each NAIP includes:

- a. CAADP Objectives, Pillars and Principles;
- b. An Overview of the National Social and Economic Context
- c. An Analysis of the Policy Framework
- d. A Review of Key Agriculture Sector Development Issues in the Country
- e. National Agriculture and Economic Development Objectives and Priorities

To date the exact process toward developing the NAIPs have varied from country to country - with broad guidelines encouraging inclusiveness in the development process and the ultimate objective of putting in place a framework to unlock potential in the sector serving as the template for getting each NAIP duly constructed.

In 2010, CAADP put forth “Post-Compact Review: Guidelines” to assist countries in developing national agriculture investment plans that were aimed at mobilizing both domestic and external financial and technical support for the agriculture sector:

“The Investment Plan is a broader plan that builds from the broader goals and targets stipulated in the Compact, translates the sector challenges and opportunities into sector objectives and strategies and later details out specific programmes that will achieve sector goals, objectives and targets. The sector programs therefore are an integral part of the investment Plan. The programs detail out key investment areas such as extension, research, irrigation etc. into concrete packages on how each of these will contribute to attainment of sector goals. Each program can be broadened into sub-programs (with clear program targets) and later activities designed and priced. This programming and sub-programming, targeting and later costing is what defines an Investment Plan”⁵

The key components of a CAADP Investment Plan include:

Summary Element	Elaboration of Scope, Content and Detail
1. Coherence and consistency with long term growth and poverty reduction targets	Alignment of pre-existing sector development plans within the participatory CAADP Compact development process
2. Scope	Should be comprehensive, including existing agriculture support programmes and planned initiatives
3. Programme level definition	Should be organized around specific programmes – ideally in line with the four CAADP pillars
4. Results framework	Should include a comprehensive results framework – linking investment plan goals with individual programme objectives, and the outputs of components and activities, with risks and assumptions clearly identified
5. Priority Setting	Should set clear priorities – overall, and within specific programmes
6. Costing	Should be activity based – overhead included
7. Financial and Economic Analysis	Sector analysis should include indication of the overall impact on growth of allocating incremental resources to the sector
8. Implementation	Should present existing or planned implementation mechanisms for each programme
9. Institutional Assessment	Should be premised on a thorough institutional assessment, HR availability, and HR needs of each programme, along with assessment of strengths and weaknesses of each major sector institution; include a capacity development plan, a sector public expenditure review, a public financial management review, a statement on the roles of the public and private sectors and about how resources will reach the private sector, a statement of expectations of the private sector
10. Policy Implications	Should analyze policy implications and point out outstanding policy issues to be addressed, delineating timeline for desired changes and identifying responsible actors for change
11. Monitoring & Evaluation	Should include an M & E framework, reviewing existing mechanisms and including key indicators
12. Financing Plan	Should include an indicative financing plan, based on a sector wide approach or options for basket funding, indicate the scale and distribution of government funding

One of the aims of the CAADP NAIP process is to lead to a level of investment in the agriculture sector that will generate 6 per cent growth in the sector. Developing a formula to calculate this target investment value is a current preoccupation of NPCA and a key future factor in the development of CAADP investment level targets for the private sector – as well as government.

A key aim of this primer is, in particular, to add to the list of “Elements” above, a set of questions asked by the country’s stakeholders about how does the effort being undertaken speak to, and highlight,

⁵ CAADP Post-Compact Review Guidelines, p. 7, 2010, NPCA

opportunities for private sector investors to participate, independently or in partnership with public sector stakeholders, and/or development partners. In this regard, key queries to be asked include:

- a) what information/data sets are needed to make an attractive (viable) investment case;
- b) What information/data does the private sector look for when making an investment decision;
- c) How best can agriculture investment opportunities be packaged/ advertised / show in my country around existing events, through regional for a, and/or through digital and print information diffusion;
- d) How best can the government prepare to respond to queries from private sector investors and to negotiate projects and partnerships with the private sector; and
- e) How best can the government prepare and address other things that the private sector are likely to be looking for to inform their decision (guarantees, efficient and impartial legal system, repatriation policies).

3. Understanding How Government Investment can Serve as a Lever To Attract Increased Private Sector Investment

An important component of improved private sector investment facilitation in CAADP Compact countries starts with the premise that government investment as encouraged through the founding principles of the Comprehensive Africa Agriculture Development Programme (10% of the national budget, to achieve 6% sectoral growth) involves clearly delineating the role that government intends to play and the investment government intends to make toward the achievement of a National Investment Plan as developed in accordance with the Post Compact Review: Guidelines.

a) Developing a Coordinated and Comprehensive Agricultural Sector Development Programme

This exercise involves summarizing the key sectors that have been prioritized by the country, delineating the capacity development efforts that are to be undertaken, underlining the programmes that government has developed or will develop to support each sector, and identifying the infrastructure development plans (and gaps) required to support growth in the prioritized sectors. Land tenure issues, extension service provision, agricultural research and development, bulk infrastructure, road and electrification plans, water rights, environmental impact and climate mitigation and adaptation plans are all important issues to be addressed by government.

Key stakeholders here include, among others: Ministries of Agriculture, Rural Development, Trade and Industry, Public Works and Environment; Water Resources and the Central Bank of the country. A particularly important additional stakeholder in matters related to agriculture investments in the target country is the Ministry of Finance.

b) Leveraging and Crowding-In Private Sector Investment

An important outcome of being able to clearly delineate how government and development partners are collaborating to improve the agricultural sector investment environment and to support various local stakeholders in the sector, is the improved ability of CAADP stakeholders to then show private sector stakeholders how they can leverage this investment and improve their return on investment.

A key factor to realize in engaging the private sector is that actors in this category are most interested in achieving a reasonable return on investment – predominantly one of a financial nature. Although more inclusive business models are being developed and adopted, the primary driver of their activity in the agricultural sector remains profit.

To date, value chain development has proven to be the most successful tool through which to mobilize private sector investment toward achieving inclusive market development aims. Thus, providing insight to prospective private sector investors about how the government and its development partners have improved the opportunities to develop and expand a specific sector value chain(s) is a practical and prudent method for CAADP countries to use to attract and expand private sector investment.

CAADP Compact members implementing investment plans can also accelerate private sector investment by identifying corporations that are active in the key product sub-sectors that the country wants to promote and has prioritized. These corporations can help develop value-chain projects through which the private actors can align their business aims with the government’s development aims (in terms of increasing output, engaging small holders, expanding distribution, and providing technical input into production processes).

The UN publication a [“Ten Step Guide for Creating Effective UN-Business Partnerships”](#) provides a useful overview of key steps that public sector institutions can take in forging sustainable partnerships with the private sector.

Very important facilitators here are the development consulting and non-governmental organizations that most often are the implementers of government endorsed and development partner funded agricultural support programmes. These “private sector” market developers are key actors in linking farming communities to more commercially minded agribusiness sector actors.

Another often overlooked community of investors are farmers themselves, particularly when organized structures exist for aggregating their financial resources. Particular effort should be made to analyse the investment habits and potential of this tier of the private sector.

Other key stakeholders here include, among others: multinational and regionally active Africa agribusiness corporations, Farmer Unions and Larger Cooperatives, Development Finance Institutions (DFIs), Banks, Micro-finance Institutions, Agricultural and Rural Finance institutions and Private Equity/ Impact/ Venture Capital funds that support agriculture SME development.

CAADP Compact Investment Plan implementers also should note that there are certain areas that are more attractive to private sector investors and more likely to attract interest than others. Illustrative of this fact was the observation made during the design process of the African Development Bank’s Agribusiness Fund of Funds, AgVance, that there were a few key areas of private sector investment focus in the African agriculture sector, including the following:

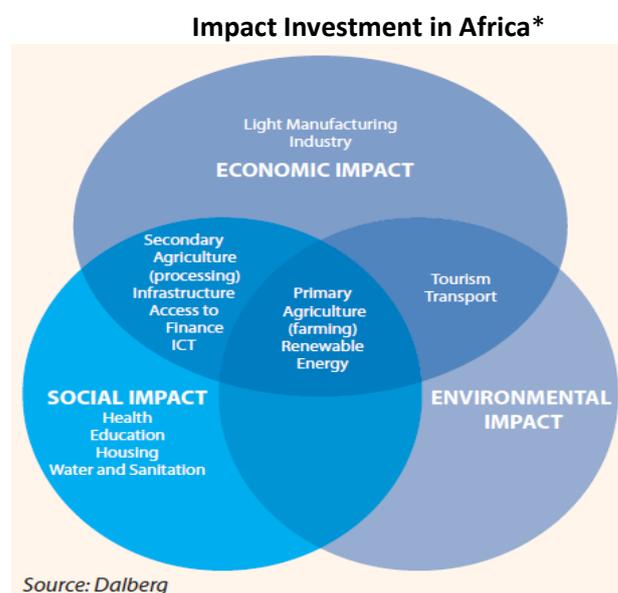
	Input Suppliers	Production (Farmers)	Storage / Distribution	Processing	Retail
Risk	Moderate	High	Moderate	Moderate	Low
Return	Moderate	Low	Moderate	Moderate	High
Target Sectors	Fertilizer Seed Production Irrigation Public Private Partnerships Farm Equipment	None: High Risk	Dry Storage Cold Storage Exporting	Canning Produce Packaging Oil Value-Added Processing	None: Does Not Fulfill Social Benefit Goals

Source: Africa Venture Partners (Author’s Note: Both production and retail are potential inclusive investment opportunity areas of focus, these were just not AVP focus areas at the time the underlying project specific research was undertaken.)

While of course this analysis is not dispositive across all countries, the areas where at least moderate returns are derived are the areas most likely to attract private sector investment, and the areas where Compact stakeholders and CAADP Investment Plan developers at the government level might have the most success in recruiting private sector investment.

Involving the regional economic communities (RECs) to explore how investment at national levels where CAADP Compacts exist and national governments have developed Investment Plans is a strategic way to also promote accelerated value chain expansion and regional integration.

Beyond these abovementioned areas targeted at securing value chain lead firms and input supplier related investment, CAADP Compact signatory governments should also be interested in securing public private partnerships, and thus it is worthwhile to identify “Impact Investors” as prospective target partners. Impact Investors work to blend social goals with their investment return goals and invest in areas that buttress development aims.



Source: Inclusive Business Finance Field Guide 2012

4. Developing the Private Sector Investment Opportunities Brief

The current NAIP development process involves comprehensive information and stakeholder input gathering. This is the hallmark of Post-Compact NAIP development. Toward attracting and helping to organize the three streams of investment discussed above, the intent is to extract key data presented in the NAIP toward the development of a condensed reader friendly and private sector oriented opportunity brief. This document then becomes the marketing tool for NAIP stakeholders seeking to identify and attract prospective private sector investors.

The task of the NAIP development stakeholders would thus be to extract selected information and present it in a “Private Sector Investment Opportunities Brief” as an addendum or summary created to provide quick insight about the government’s agricultural sector policy, objectives, challenges/ constraints, priorities, funding plans, and related development partner programmes and investment.

Recognizing that all NAIP documents may have slightly different sections and section heading names, from the standard NAIP key private sector investor relevant information can be drawn from the following sections typically included in all Investment Plans:

- a. Preamble - CAADP Corporate Code of Conduct – responsible and environmentally friendly land use, employment of inclusive business practices
- b. Introduction – information about CAADP and country response to CAADP, Key stakeholders – government, development partners, private sector, farmer organizations and CSO
- c. Background Section – information about the socio-economic structure of the country and relevant development and agricultural policy
 - i. Political, Social and Economic Context
 - ii. Policy Framework
 - iii. Market Analysis
- d. Key Issues/ Objectives/ Priorities – overview of key sector issues, objectives and priorities relevant to investment in the agricultural sector
 - i. Issues
 - 1. Private Sector Involvement in Agriculture Sector
 - 2. Agricultural Sector Performance
 - ii. Objectives
 - 1. CAADP related
 - 2. Additional Agriculture Sector Development Objectives
 - iii. Priorities
 - 1. Priority Food Crops
 - 2. Priority Export Crops
 - 3. Rural Infrastructure
 - 4. Investment Guidelines, Incentives and Facilities
- e. Investment Framework – information about the planned government spend and overall sector financing strategy, funding gaps and plans to address the gaps
 - i. Indicative Financing Plan
 - ii. Sourcing Plan for Funding
 - iii. Funding Gap- Analysis
- f. Annex: Major Investments in the Agricultural Sector: Current and Planned – information about the sector development programmes on-going and planned, nationally and development partner funded

These segments should thus form a loose outline for the private sector investment brief. The final table of contents should be agreed upon by national stakeholders in as participatory a manner as possible.

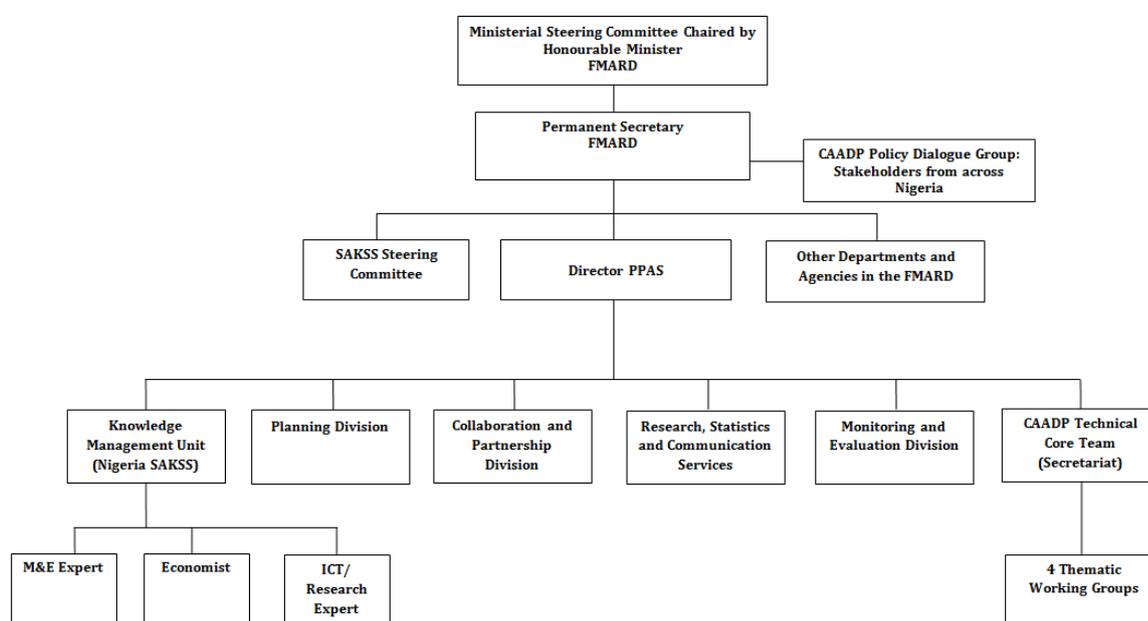
The process of developing the private sector investment brief is a fairly straight forward one that can run parallel to the overall NAIP process or be a stand-alone exercise. It involves three key steps:

- d) Step 1 – Expand the local CAADP Committee to include increased private sector participation including organized business bodies, financial institutions, selected individual corporations and selected farmer led institutions – and which involves selected leading public sector architects and stakeholders of the NAIP process;
- e) Step 2 – Convene a workshop to discuss and prioritize the key agricultural investment opportunities in the country; to map these opportunities across the country; to highlight the incentives and sector development support available; to assess the level of local investment capital available (from government and development partners) and to recognize where this funding is targeted, to also assess the capacity of the human capital available in the various regions and the country overall; and

to discern what the ideal type of investor/ investment would be for the respective regions, specifically, and the preponderance of the country, overall. This exercise would help establish the private sector investment needs assessment;

- f) Step 3 – Draft the “Brief” based on the inputs gathered during the workshop, with the aim of creating a concise yet comprehensive guide to the country’s investment opportunities and investment-support mechanisms and programmes. The “drafting” can be done by internal stakeholders or commissioned. If commissioned, the selected author should be engaged and required to participate in the workshop that precedes the development of the publication.

Developing a strong private sector involved CAADP Committee is perhaps the most important component of the Investment Brief development exercise as it is important to have the voice of the local investment community and private sector to come through and also opine about the available opportunities in the country. Typical CAADP Country Teams⁶, such as that illustrated below, can provide a starting point for drawing together the team that will help identify and craft the private sector investment opportunities that exist within the NAIP



5. Conclusion

While at inception CAADP focused significant energy on encouraging African governments to expand their domestic spending in the agricultural sector, while this is still deemed important, a key shift in orientation is taking place and the orientation of the CAADP programme is toward stimulating both private sector and public sector actors to invest in the continent’s agriculture sector.

The increasing demand for continental food output to meet continental domestic food needs for a growing continent and the demands of global food security are beyond the scope of what public sector, or public sector with development partner support can manage. Private sector capital, know-how, and value chain systems are now needed more than ever, and it is important that key national stakeholder processes such as those developed to produce national agricultural investment plans, be used to also develop investment attraction output that speak specifically to private investors. This publication is intended to help fulfil this aim.

⁶ This is an illustration of the Nigeria CAADP Country Team taken from the Operational Plan FMARD 2011.