



**Global African Agribusiness Accelerator
Platform (GAAAP) 2016-2017 Program
Module II: Finance and Resource Mobilization**



CONCEPT NOTE

FEBRUARY 2017



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Background: There is universal recognition among African agriculture and agribusiness stakeholders that it will be impossible to achieve food security on a continent that will double in population size in the next 33 years if more is not done to accelerate the use of modern farming and food production technology. As smallholder farmers, primarily farming families producing food for their subsistence, comprise by far the majority of the African farming community, they understandably receive significant attention and support from those seeking to support African agriculture transformation.

However, despite the fact that it is widely noted that the average farmer in Africa is upwards of 55 years old, and universally recognized that there is a need to recruit young people to the continent's food business – across the value chain from farm to fork – our premise is that inadequate effort has been made to identify, profile and support the early converts to agriculture and agribusiness – and to use their success as not necessarily “agriculturalists” but as young businessmen and women to attract their peers to want to undertake similar pursuits.

As an African economic development company with a focus on promoting private sector development and encouraging greater private sector engagement in support of the realization of the continental African development agenda as outlined by the African Union and its implementation arm, the NEPAD Agency, Africa Business Group is seeking to utilize its relationship with various Africa active business owners below and/ or near the age of 40 who are building enterprises involved in agriculture and agribusiness to forge a platform of practitioners - and to help them accelerate their growth and ability to be economically impactful in their chosen fields of endeavor. Additionally, ABG seeks to use its relationships with African government, AU organs, development partners and development agencies to accelerate the development of mutually beneficial linkages between the emerging fast growing agri-sector companies and small holders and other stakeholders in Africa's food value chains.

Objective: The Global African Agribusiness Accelerator Platform (www.gaaap.biz) seeks to identify and work with Africa-active agribusiness/ agriculture enterprise owners aged 40 or below who have been in business at least 2-3 years or more, and who seek to grow their enterprises by 20% year on year over the next three years.

The objective of the platform is also to: a) promote intra-African, intra-youth, knowledge and success model sharing, b) promote trade and investment in agriculture and agribusiness among platform members, c) promote youth in agriculture and agribusiness by showcasing and promoting platform members, d) create mutually beneficial linkages between youth owned enterprises and the growing number of smallholder farmer transformation “projects” on the continent; and e) accelerate the economic impact of agriculture and agribusiness enterprise owners who are GAAAP members – in the communities where they are active.

GAAAP Components: There are six key components to GAAAP:

THREE WORKSHOP MODULES

- 1) Technology and Mechanization Workshop - a two day technology and mechanization adoption platform meeting (December 2016)
- 2) Finance and Resource Mobilization Workshop - a two day finance and resource mobilization platform meeting (April 2017);

- 3) Partnership and Trade Mobilization Workshop (August 2017) - a two day partnership and trade development meeting.



ADDITIONAL SUPPORT RESOURCES

Other support to be offered:

- 4) Centers of Excellence - Learning Journey Tours – Periodically, we will coordinate “learning journeys” to take GAAAP members to selected cities/ places globally where there are technologies, processes, innovations that can be catalytic if implemented in Africa;
- 5) Knowledge Portal – GAAAP will establish a web platform through which GAAAP members will have a robust e-knowledge sharing and dissemination vehicle. This “portal” will build on the work we did in developing the UNDP African Women and Youth Finance Portal (see <http://www.africa-platform.org/WomenandYouthFinance>) and in authoring the [2012 UNDP Inclusive Business Finance Handbook](#).
- 6) f) Volunteer Mentorship Corps – GAAAP will seek to identify retired professionals who are willing to mentor GAAAP mentors.



Theory of Change¹:

THEORY OF CHANGE
Accelerating Growth and Development of Youth Led Agri-Industry Enterprises



¹ See in larger font in appendices

GAAAP Module II: Finance and Technical Resource Mobilization: The Global African Agribusiness Accelerator Platform 2016/ 2017 Program, Module II will be held in April 4-5, 2017 (Tuesday 4th – Wednesday 5th). The workshop will be convened at [Strathmore Business School](#) in Nairobi, West.

Strathmore Business School, Nairobi, Kenya



(Click + Ctrl to See Video “Investing in Agriculture – Value Addition”)

Being able to access capital is something that is critical to an entrepreneur’s ability to expand and grow. However securing expansion capital – to mechanize one’s farm, to begin processing, to expand operations and even to trade – is particularly difficult to secure for small and medium sized enterprises within the agriculture and agribusiness value chain in Africa, generally, and especially for youth owned enterprises.

The focus of this second module of GAAAP is to introduce for some, and revisit for others, key financial resources that youth involved in agribusiness can seek to secure to develop and expand their companies. The discussion will include, but not necessarily be limited to discussions about accessing/ sourcing:

- Lease Finance
- Value Chain Finance
- Warehouse Receipts
- Equity Investment
- Impact Investment
- Trade Finance
- Challenge Fund Capital
- Development Finance

The structure of the program module will involve on Day I, plenary panel discussions and the hallmark peer-to-peer workshops to have delegates work to decide the type of finance they need and begin to strategize about how to acquire the needed resource. Day I will also include a B to F (business to financier “Fair” where delegates will have the chance to speed pitch their projects to a variety of financiers and to gather information about prospective sources of capital. The evening of Day I concludes with a Networking Dinner for all delegates, including participating financiers.

The morning of Day II features an Investment Facilitation Platform (IFP) through which selected youth owned enterprises will have an opportunity to present their businesses and investment/ debt capital needs to a panel of business development experts and financiers to receive feedback on their fundraising

plans and also potential sources of capital from financiers attending the workshop. Day II will also feature an inter-generational experience sharing dialogue and also a session on technical assistance resource mobilization, to help ensure that operations are managed in the best possible way to ensure that financial projections are met.

Lessons and comment during the April 2017 Finance and Technical Resource Mobilization will be drawn from three of the GAAAP suggested resources particular: the African Women and Youth Finance Digital Directory), the Inclusive Business Finance Field Guide, the 2015 Africa Agriculture Status Report, and Impact Investment in Africa.



(Ctrl+click on images to access and download)

Draft Program

Day 1 – Tuesday, April 4, 2017

- | | |
|------------------------|--|
| 8:00 – 8:45hrs | Registration |
| 9:00 – 9:30hrs | Welcome and Overview of GAAAP <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Introduction to GAAAP - Mr. Michael Sudarkasa, CEO, Africa Business Group <input checked="" type="checkbox"/> Welcome from Strathmore University Business School – Dr. Vincent Ogutu Ag Deputy Vice Chancellor, Planning and Development |
| 9:30 – 10:15hrs | Workshop Session 1 – Introductions and Expectations <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Peer to Peer Introductions <input checked="" type="checkbox"/> 3 Questions <ul style="list-style-type: none"> ○ Who I am and what I do? ○ Why am I here/ what do I want to get out of the Finance Module of GAAAP? ○ My experience from GAAAP 2016/2017 Module I ○ How can I contribute to GAAAP? |

10:15 – 11:00hrs	<p>Understanding the Agribusiness Finance Value Chain</p> <p>Moderator: Ms. Grace Kariuki, Strathmore University Business School Limited</p> <ul style="list-style-type: none"> • <i>Primary Production Finance</i> • <i>Value Addition Capital</i> • <i>Expansion Capital</i> • <i>Lease Finance</i>
11:00 – 11:45hrs	<p>Workshop Session 2 - Needs Assessment</p> <ul style="list-style-type: none"> • Peer to Peer Deliberations • 3 Questions <ul style="list-style-type: none"> ○ What type of capital do I need to accelerate the growth of my business? ○ How do I foresee being able to acquire it? ○ How do I want to leverage my participation in GAAAP to support this effort to secure needed capital?
11:45 – 12:30hrs	<p>Key Steps to Accessing Debt Capital</p> <p>Moderator: TBD</p> <ul style="list-style-type: none"> • <i>KCB (Business Planning)</i> • <i>Equity Bank (Recourse and Limited-Recourse Financing)</i> • <i>Standard Bank (Factoring)</i> • <i>Root Capital (Impact Capital)</i> • <i>African Guarantee Fund (Leveraging guarantee facilities)</i>
12:30 – 13:30hrs	<p>Networking Lunch</p>
13:30 – 14:15hrs	<p>Understanding Leasing Finance for Capital Goods Acquisition</p> <p>Moderator: TBD</p> <ul style="list-style-type: none"> • <i>AGCO (Mechanization Finance)</i> • <i>IFC (Production Machinery)</i> • <i>Innovore (Lease to Own Models)</i>
14:15 – 15:30hrs	<p>Workshop Session 3 – Action Planning</p> <ul style="list-style-type: none"> • Peer to Peer Deliberations • 3 Questions <ul style="list-style-type: none"> ○ What steps will I take over the next 6 months to secure capital that I think will help my business/ organization grow? ○ How would I prioritize them? ○ What assistance do I need from the GAAAP Team/ Community?
15:30 – 16:15hrs	<p>Equity and Blended Capital for Agribusiness in Africa</p> <p>Moderator: TBD</p>

- *ACUMEN*
- *Mastercard Foundation*
- *African Development Bank*
- *AgDEVCO*
- *African Enterprise Challenge Fund*

16:15 – 18:00hrs **Workshop Session 4 – Business 2 Finance “Fair”**

- **10 - 15 minute information sessions**
 - 3-5 mins to introduce your company and finance needs
 - 3-5 mins to learn about financial institution
 - 3-5 mins to discuss finance proposal submission process

17:15 – 18:00hrs **Transfer Back to Hotel**

19:00 – 22:30hrs **Networking Dinner**

Master of Ceremonies: [TBD](#)

Keynote Speech: The Importance of Financing Africa’s Agribusinesses of the 21st Century

Day 2 – Wednesday, April 5, 2017

8:30 – 9:00hrs **GAAAP Investment Facilitation Platform (IFP) Set Up**

9:00 – 12:00hrs **GAAAP IFP - Agribusiness Finance Pitch Opportunities**

- **Hour 1 - Primary Production – 4 to 6 Presentations**
- **Hour 2 – Value Added Enterprises – 4 to 6 Presentations**
- **Hour 3 – Agri Services Enterprises – 4 to 6 Presentations**

12:15 – 13:15hrs **Networking Lunch**

13:15 – 14:15hrs **Cross Generational Knowledge Transfer Roundtable Dialogue**

Moderator: [TBD](#)

- *Alternative Models of Fundraising for Young Agripreneurs*
- *Collaboration to Improve Attractiveness to Financiers*
- *Incubators as a Gateway to Finance*
- *Policy Advocacy for Youth Finance*

14:15 – 15:00hrs **Workshop Session 5 – Technical Assistance Needs Assessment**

- **Peer to Peer Deliberations**
- **3 Questions**

- What assistance do I need to make my project/ business bankable?
- What resources am I aware of to support my taking these steps?

15:15 – 16:00

Mobilizing Technical Assistance

Moderator: TBD

- *Technical Expertise in Services*
- *Technical Expertise in Production*
- *Technical Expertise in Value Addition*
- *Technical Expertise in Technology Adoption*

16:00– 16:45hrs

16:45 – 17:30hrs

Good Practice in Sourcing Technical Assistance

Moderator: TBD

- *Contracting and Legal*
- *Procurement*
- *Development Partner Programs*
- *Exhibitions and Conferences*

16:30 – 17:15hrs

Wrap Up Session – Review of the Day and Module 1

- **Group Discussions**
- **2 Questions**
- **Strathmore Vote of Thanks** - **Dr. Vincent Ogutu**,
Ag Deputy Vice Chancellor, Planning and Development
- **Closing Remarks and Way Forward** – **Michael Sudarkasa**, CEO, Africa Business Group

17:30 – 18:15hrs

Transfer back to hotel

Departures and Dinner on Own

General Principles of GAAAP:

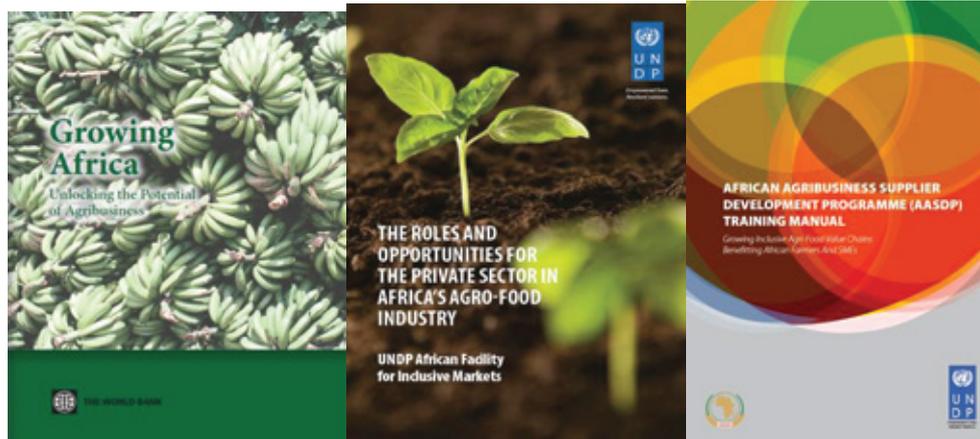
- 1) Delegates Contribution:** There is a \$200 fee per module for delegates and delegates are encouraged to pay for their own travel and accommodation, although the GAAAP team does seek sponsorship to be able to subsidize this expense upon receipt of petitions for subsidy. The rationale for not having GAAAP be a “Freebee” with all expenses underwritten by sponsors and donors is that the aim is to get the young delegates into the habit of investing in their own professional and personal development and to look at initiatives like GAAAP as important investments toward the development of their business. Secondly, the sustainability of a platform such as GAAAP requires delegate/ member contribution as the aim is not to have the community solely reliant on sponsor

support; and Thirdly, with delegates/ members investing in their own capacity development, it is easier to mobilize matching support – while maintaining the initiative as an “African led” one.

- 2) **Delegates have Been in Business at Least Two - Three Years:** GAAAP is an accelerator, rather than an incubator. Optimally, the companies attracted to GAAAP have proven their models – but now want to take their business to scale and pursue meaningful growth of the next three years (and beyond). Typically, also banks and investors are keen to review at least three-years of company financials when evaluating an investment and/or a loan to a business – so all of the GAAAP members, theoretically, would meet this threshold;
- 3) **Delegates are Youthful:** GAAAP seeks to work with business owners who are above 21 and at or around 40 years of age. The rationale is that these are catalytic business people for the growth of the agri-industry in the 21st century in Africa – and the relationships made, resources mobilized, and technologies adopted through GAAAP will help undergird the growth of their businesses for minimally the next 20 – 25 years;
- 4) **Delegates are Representative of the Five Regions of the Continent – and the Diaspora:** GAAAP seeks to facilitate the development of continental professional and business networks among its members, and to foster linkages between young Diasporans and their peers on the continent. Thus efforts will be made to identify and invite representatives to participate from the Five AU regions (*East, Central, West, North, and Southern Africa) as well as from Europe, North America and the Caribbean, and South America. Non-African delegates active in, and committed to the development of Africa’s food industry (across the value chain) will of course also be welcome;
- 5) **Goal Setting and Business Planning are Critical to Success:** As a participant in GAAAP, there is an expectation that the business owner seeks to grow his or her business by 20% each year for at least the next three years. At the beginning of a GAAAP 12 months Cycle, delegates will be asked to write down their goals for the next 12 months, and how they want to utilize their participation in GAAAP to achieve those goals. They will also be asked to put down on paper their 3 year goal. At the beginning of each Session, delegates will also be asked to write down their aims for the specific session and what they want to get out of participation in the session. At the end of the Session, they will review these goals and discuss their assessment of whether on a scale of 1 – 10 they achieved that aim, and if not, why not. This feedback will help us continue to improve GAAAP and also provide a real-time reflection on the experience by participants. Lastly, each GAAAP delegate will be asked to develop a six month Action Plan on how they will leverage the contacts, knowledge and experience of the Session – to guide meaningful follow-up after the Session.

GAAAP Knowledge Portal: In support of the desired e-connectivity among GAAAP members, a knowledge portal integrating resource material, e-newsletters and facilitating member communication is also being developed (target launch June 2017)– alongside the use at events of digital conference networking tools such as [Whova](#) which will allow participants to connect and schedule networking sessions before the Sessions and to stay in touch afterward (even with those that one did not get to spend adequate time with during the Session).

As mentioned above, the Knowledge Portal will incorporate tools and other research documents deemed useful from knowledge partners and GAAAP stakeholders, including (but not limited to) the following



Sponsorship and Partnership: The GAAAP Convener and host of the Secretariat, Africa Business Group is seeking both knowledge and funding partners to develop the platform. Support for GAAAP is sought in eight specific areas:

1. [Delegate Participation Bursary](#) – agree to contribute to the cost of travel and accommodation of youth agripreneurs interested in attending GAAAP
2. [Networking Dinner Sponsorship](#) – agree to contribute to the cost of the Module Networking Dinners
3. [Venue and Logistics Support](#) – agree to contribute to the cost of the provision of transport for shuttles and tours and for the venue
4. [Exhibition Support](#) -agree to financially support the development of the Business to “Finance and Resource” Fair component of GAAAP; and the Partnerships/ Trade component of GAAAP in Module III
5. [Investment Facilitation Platform Support](#) – agree to support the facilitation of the Module II IFP – support for judges/ mentors in attendance, prizes for best project/ business idea.
6. [GAAAP Magazine/ Media Support](#) – agree to support the development of GAAAP’s media platform. The GAAAP Secretariat is developing a trimester published magazine as a knowledge product to capture content disseminated during the modules and to raise the profile and promote the young agripreneurs within the community across the continent and internationally. We are

also developing a You Tube Channel and a Knowledge Portal toward this same end and support can similarly be channeled to one or all three areas.

7. **General GAAAP Development and Promotional Support** – agree to support the development of GAAAP and to have your brand/ product/ service/ program (s) promoted within the Platform Community. This outreach type of financial support aims to help attract more delegates to the GAAAP community.
8. **Knowledge Contributions** – in addition to the provision of financial support, the GAAAP Secretariat also welcomes contributions from institutions seeking to be knowledge partners (such partnerships typically are developed and implemented through mutual agreement, and, minimally included the provision of an opportunity to present during the GAAAP modules). Partners can be both financial supporters of GAAAP and Knowledge Partners.

For more details on Sponsorship and/ or Partnership with GAAAP, Please Contact: Ms. Mignonne Karugu - mignonne@abghq.com or GAAAP Secretariat: info@gaaap.biz.

About the Organizer: Established in 2005, Africa Business Group (ABG) (www.abghq.com) is an African economic development company with three key areas of focus: 1) Economic and Business Development Consulting; 2) Project Development and Implementation in a number of key sectors to the African economy (including tourism, agribusiness/ agriculture, renewable energy, and manufacturing); and 3) the provision of Capacity Development services and assistance.

As “private sector development” specialists, a particular focus of ABG involves facilitating increased private sector involvement in the implementation of the continent’s economic development through the fostering of greater public-private collaboration and partnership.

Through the provision of superior service, ABG’s Corporate Mission is to:

- Develop and implement African and internationally funded initiatives that foster public and private sector collaboration to accelerate economic development in Africa;
- Help African governments, agencies, and regional and continent-wide institutions to develop and implement policies, strategies and programs to increase trade and investment in Africa, and between Africa and the rest of the world;
- Help Africa-based businesses to expand across Africa, and internationally; and
- Help overseas businesses to successfully trade and invest in Africa.

From its principal offices in Johannesburg, South Africa and with the assistance of a continentally and internationally based cadre of consulting associates, the Africa Business Group is a growing company that specializes in the design, promotion, facilitation and implementation of African economic development projects – with a particular focus on supporting private sector engagement and development within continental development initiatives.

Selected past and current clients of ABG include:

- AGCO
- Grow Africa
- Alliance for a Green Revolution in Africa
- African Fertilizer and Agribusiness Partnership
- UNDP African Facility for Inclusive Markets
- NEPAD Agency
- African Union, Economic Affairs Department
- Rockefeller Foundation
- African Development Bank
- International Finance Corporation
- UNDP – Swaziland, Malawi, Nigeria
- Federal Ministry of Agriculture and Rural Development of Rep. of Nigeria
- UN Economic Commission for Africa
- European Commission
- Tshwane University of Technology Centre for Energy and Electric Power
- African Rural and Agricultural Credit Association
- African Union, Department of Rural Economy and Agriculture
- USAID
- GIZ
- Welsh Assembly Government, UK
- South African Treasury
- South Africa Broadcasting Corporation
- Sesame Workshop
- Discovery Channel
- Technium Wales
- Gauteng Department of Economic Development
- City of Johannesburg Department of Economic Development
- South Africa National Development Agency
- Independent Communications Authority of South Africa
- African Forum For Utility Regulators
- African Forum for Agricultural Advisory Services
- Development Alternatives International



ABG - Finalist – 2016 Management Consulting Firm of the Year,
[South Africa Professional Service Awards](#)

Selected Judges comment: "Information submitted by Africa Business Group was impressive for a number of reasons including the firm's business growth story and the impact of their work in South Africa and in the rest of the continent . . ."



Selected Judges comment: "Information submitted for Africa Business Group was impressive for a number of reasons including the firm's business growth story and the impact their work in South Africa and in the rest of the continent..."

- Michael Were (Chief Engineer (Civil) at Eskom)
- Phokomo Dube (CEO of Sanlam Closed Book)
- Valentine Nji (CEO of Charterquest Institute)

Finalists are invited to attend the awards ceremony to receive the framed finalist certificate (and winner's trophy in the event of winning the award). Kindly let us know if your company would like to book a table for ten guests at the event to have an audible support base to cheer the presentation of the finalist certificate and possibly the winner's trophy.

MEDIA COVERAGE

Do visit our website for interviews done with a number of media houses including SA FM, ANN 7 News, Business Day television, Radio 2000 FM, DSTV ED Television among others and further scheduled coverage of the awards is expected from SABC News, (ETV, Radio 702, Kaya FM and Power FM as well as a host of print publications in our scheduled press releases.

PROCESS UNDERTAKEN

The South African Professional Services Awards seek to recognise individuals and organisations who have excelled within the South African Professional Services Industry. The process undertaken to identify nominees, finalists and eventual winners was as follows:

1. A call for nominees was put out in March 2016 for the various individual and organisation awards directly to professional services firms as well as to the South African business community.
2. On 31 July 2016, the nominations period closed and the secretariat compiled nominee information using the following means:
 - a. Collating media reports on the individuals and organisations listed.
 - b. Listing technical awards won by each organisation or individual from recognised professional bodies.
 - c. Scrutiny of client surveys and the results therefrom notably those conducted by P&R Africa.
 - d. Consideration of information submitted by firms (where applicable) including completed questionnaires and interviews conducted by SAprofessionals.com.
3. On 2nd September 2016, a judges' conference was held to determine the finalists and winners from the nominees. The judges comprised:
 - Dr. Minnaar-van Velderen (founder and owner of Pro-Ethics)
 - Fatima Gany (CFO of WSP Parsons Brinckerhoff)

4. The firm awards were based on the following criteria – business growth, customer service, technical excellence, contribution to the community, contribution to the profession, transformation record and commitment to ethics and professionalism. The criteria were not equally weighted, a strong showing in one category was sufficient to put the firm above the rest.

5. Individual awards were judged based on a whole host of attributes including demonstration of management and leadership qualities, success of the units headed, innovation within the bounds of available resources, mentorship record, passion and drive, personal values, notable career achievements, concrete future objectives, embracing lessons from challenges, breaking of new ground, taking of risks and changing paradigms, standing out among peers and making a difference. Information provided may not cover all these attributes, one or two strong attributes would be sufficient for an individual to emerge as a winner.

EVENT DETAILS

The event will be a black tie/traditional attire evening commencing at 6.30 p.m. with a networking cocktail followed by a formal dinner and awards ceremony. The event Programme Director will be the hilarious South African comedian **Jason Goliath** and there will be entertainment from renowned **bluesianist Wolfgang Riebe**.

We once again wish to congratulate you/your organisation on your confirmation as a finalist(s) and look forward to seeing you at the celebration on the 3rd of November 2016.

Good luck for the rest!

Kind regards,



KC Rotlak Chesana CA (SA)

Project Manager - Contact details: kc.rotlak@saproawards.co.za / 072 123 1020

Appendices: GAAAP Theory of Change

a. Doing This . . .

- Identifying dynamic youth owned entrepreneurs involved in agriculture and agribusiness
- Consistently engaging with them and encouraging them to work together, and helping them to mobilize resources to rapidly drive growth in their businesses
- Promoting linkages amongst members and between other initiatives on the continent and globally that see to support youth enterprise development
- Mobilizing mentors and technical assistance to help them gather knowledge and experience faster

[Intervention strategies](#)

b. Ensures . . .

- Models of dynamic young agri-preneurs are identified, helped to become successful, and thus can be profiled as role models to attract other youth to agriculture and to the African food industry;
- Growth of a cadre of domestic private sector actors who can take a 30-40 year lens on growth and development in agribusiness and agriculture on the continent - and thus become key catalysts for growth and development in the countries where they are active;
- The emergence of technology savvy, internationally and continentally networked, finance worthy and eligible value chain actors who can provide technical assistance (through introduction of equipment, technology and mechanization); markets (as buyers), investors (through value chain development) and technical assistance providers (through supplier

development efforts) for small holder farmers seeking to transform and become business focused producers

[Intermediate Outcomes](#)

c. Which are Preconditions for . . .

- Accelerated development of African and Africa focused youth led enterprises that can help deliver on food security, job creation, agricultural transformation and economic development goals in support of the Malabo Commitments;
- The popularization of the African food industry - across the entire value chain – as an area of career and business opportunity for younger Africans

[Higher Level Outcomes](#)

d. Which culminates in . . .

- Accelerated and sustainable transformation in African agriculture and agribusiness

[Impact](#)

Contacts: For more information about GAAAP, please contact

- **Ms. Tshiamo Paloeahae** - info@gaaap.biz

Or

- Visit www.gaaap.biz

Or

Contact: The GAAAP Secretariat

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