National Country Programme Partnership Framework 2027 – 2029

African CEO Council (ACCE) | Proposed Institutional Policy Framework | 2027–2029

This framework does not itself appoint any partner or create contractual rights.

1. Purpose and strategic rationale

The National Country Programme Partnership (NCPP) model enables the African CEO Council to expand its reach through capable independent organisations without establishing a staffed national office in every market. It creates a controlled channel for CEO engagement, membership referrals, programme delivery, institutional collaboration, trade and investment facilitation, research, publications and commercial development.

The model supports ACCE priorities: intra-African trade and market access; access to capital; CEO, board and governance capability; digital transformation and responsible AI; and sustainability and responsible business practices.

2. Scope and definitions

- ACCE: the African CEO Council acting through its duly authorised Secretariat and governance structures.
- NCPP: an independent legal entity appointed under a fully executed National Country Programme Partnership Agreement for an expressly defined country, territory, workstream and term.
- Applicant/prospective partner: an entity that has expressed interest or entered assessment or negotiation but has not executed an Agreement.
- Agreement: the definitive written instrument specifying appointment, delegated activities, commercial terms, controls, reporting, confidentiality, brand use, dispute resolution and termination.
- Lead Country Partner: where appointed, the primary coordination partner in a market; this designation does not imply exclusivity unless expressly granted in writing.

3. Guiding principles

- Institutional independence: partners remain separate entities and bear responsibility for their own staff, taxes, licences, insurance and operating costs.
- Central accountability: ACCE retains control over membership decisions, institutional positions, contracting, branding, bank accounts and programme approvals.
- Performance-based engagement: appointments are conditional, time-bound, measurable and subject to review.

- Integrity and transparency: partners must comply with applicable anti-bribery, sanctions, conflicts, and privacy, safeguarding and procurement requirements.
- Non-exclusivity by default: ACCE may appoint sectoral or programme partners alongside a lead partner, subject to conflict management.

4. Partnership categories and operating model

Category	Typical mandate	Authority
Lead NCPP	Coordinate approved national work plan, stakeholder engagement and reporting	Only as expressly delegated in Agreement
Sector Partner	Develop specific industry relationships and opportunities	Limited to approved sector activities
Programme Partner	Deliver defined events, training or publication assignments	Project-specific written authorisation
Referral/Business Development Partner	Introduce eligible members, sponsors or institutional opportunities	No right to bind ACCE or collect funds

The ACCE Secretariat supervises partner performance. Country partners do not form national chapters, ACCE governing bodies or legal branches by virtue of appointment.

5. Eligibility and selection criteria

- Valid incorporation/registration, beneficial ownership transparency and relevant authorisations in the country of operation.
- Demonstrated track record in business development, executive programmes, institutional engagement, advisory services or related sectors.
- Credible CEO-level networks, adequate staffing and capacity to implement an annual work plan.
- Sound financial standing, appropriate internal controls, documented integrity standards and satisfactory references.
- No unresolved conflicts of interest or material reputational, sanctions or compliance concerns.
- Acceptance of ACCE reporting, financial controls, brand rules and written approval procedures.

6. Expression of interest, assessment and appointment

Stage	Required action / decision
1. Expression of interest	Receive organisation profile, registration evidence, leadership details, country coverage and relevant experience.
2. Preliminary screening	Secretariat assesses strategic fit, capacity, track record and completeness.
3. Due diligence	Verify legal status, ownership, references, sanctions, conflicts, financial and reputational risks.
4. Interview and work plan	Discuss proposed targets, sectors, resources, geography and commercial assumptions.
5. Approval	Obtain documented approval from the ACCE authority designated under its governance arrangements.
6. Contract execution	Sign the definitive Agreement, schedules and required compliance undertakings.
7. Onboarding	Issue limited written brand permissions, reporting templates and approved annual work plan.

Critical condition: no partnership relationship exists merely because an expression of interest is acknowledged, an applicant is shortlisted, an interview is held or an offer is discussed. An NCPP appointment becomes effective only upon execution of the definitive Agreement by both authorised parties, subject to any stated conditions precedent.

7. Roles and responsibilities of appointed partners

Membership mobilisation

Identify and introduce eligible CEOs, board chairs and companies; support engagement and documentation; refer all admission and payment decisions to ACCE.

Programmes and events

Propose and coordinate ACCE-approved roundtables, executive education, seminars and convenings under written budgets, programmes and brand approvals.

Partnerships and sponsorship

Develop pipelines of corporations, chambers, public institutions and development partners; submit proposals for central clearance before commitments.

Trade and investment

Identify credible market access, investment and business-matching opportunities without offering regulated financial advice or guarantees.

Research and publications

Support verified local data, interviews, advertising and distribution subject to editorial independence and research quality standards.

Administration and reporting

Maintain records, stakeholder registers, monthly activity reports, opportunity pipelines and financial reconciliations for approved projects.

8. ACCE responsibilities

- Provide agreed strategic direction, programme priorities, standard materials and a designated Secretariat focal point.
- Approve annual plans, budgets, official communications, sponsorship packages, membership admissions and contractual commitments.
- Maintain central membership and financial records, oversee receipts and make agreed payments after verification.
- Provide reasonable onboarding, templates and periodic performance feedback; retain discretion to accept or reject proposals.
- Ensure any use of partner data and institutional materials is governed by appropriate confidentiality and privacy arrangements.

9. Prohibited actions and exemptions

Unless a specific, valid written authorisation expressly permits an action, partners must not:

- Represent themselves as an ACCE branch, national office, subsidiary, director, employee, agent or authorised spokesperson.

- Sign contracts, incur liabilities, make policy commitments, appoint ACCE officials or establish national chapters on ACCE's behalf.
- Receive or divert ACCE membership dues, sponsorship receipts or programme funds into their own accounts; grant discounts or issue receipts in ACCE's name.
- Use ACCE names, logos, marks, domains, letterhead or social channels outside approved scope; issue press statements or endorsements without clearance.
- Promise membership approval, investment returns, access to government, accreditation, awards or exclusive territorial rights.
- Subcontract or assign the appointment, transfer applicant data or engage in political lobbying in ACCE's name without approval.

Partners are not required to finance ACCE programmes, maintain a physical ACCE office, employ ACCE staff, guarantee sponsorship or membership outcomes, or absorb unapproved expenses unless expressly stated in the Agreement or a separate project schedule. Partners are not entitled by default to salary, employment benefits, board seats, exclusivity, indemnification or reimbursement.

10. Governance and decision rights

Decision	ACCE	NCPP
Membership admission and fee policy	Sole approval	Refer and facilitate
National programme concept	Approve / decline	Propose and support
Event budget and supplier contract	Written approval / authorised signature	Prepare and execute only within delegation
Sponsor terms and public announcements	Approve	Source and recommend
Use of ACCE brand	License and supervise	Use only as permitted
Staffing and subcontracting	Approve where required	Manage own staff and approved subcontractors

11. Commercial model and financial controls

Commercial compensation is not automatic. Each Agreement or project schedule must specify eligible revenue, commission or cost-sharing rates, taxes, excluded revenue, timing, supporting evidence, clawbacks and treatment of cancellations. Illustrative negotiation ranges—not approved ACCE policy—may include 10–15% for qualifying first-year membership referrals, 15–20% of eligible sponsorship receipts and project-specific margins for training, events and advertising.

- ACCE-controlled bank accounts receive all ACCE membership and other centrally contracted payments unless an exception is expressly authorised and controlled in writing.
- No commissions accrue on uncollected, refunded, disputed or ineligible receipts; payments require reconciliation and approval.
- Every programme requires an approved budget, authorised signatories, expense documentation and post-event settlement.
- Partners are responsible for their own tax compliance; withholding, VAT and currency rules must be determined per jurisdiction.
- No partner may make financial guarantees, borrow in ACCE's name or bind ACCE to supplier obligations without delegated written authority.

12. Planning, KPIs and reporting

Each appointed partner should agree an annual country work plan with quarterly milestones, named accountabilities and an approved budget where relevant.

Performance area	Illustrative indicators
CEO engagement	Qualified CEO introductions; meetings held; follow-up conversion
Membership	Eligible applications referred; admissions completed by ACCE; retention support
Commercial development	Qualified sponsor pipeline; signed ACCE-approved contracts; collected revenue
Programme execution	Approved activities delivered; attendance; budget variance; participant feedback
Partnerships	Verified institutional introductions; collaborations approved and activated
Compliance	Timely reports; complete records; no unresolved material breaches

Reporting cadence: monthly operational pipeline and activity report; quarterly performance review; annual renewal assessment. Serious incidents, suspected fraud, security events or misuse of the ACCE brand must be escalated immediately.

13. Confidentiality, data protection and intellectual property

All non-public ACCE materials, membership data, contact lists, financial information and commercial proposals are confidential. Collection, transfer, retention and deletion of personal data must follow applicable local law, contractual instructions and ACCE policies. ACCE retains ownership of its name, marks, publications and proprietary programme materials. Partner-created materials and intellectual property rights must be addressed expressly in the Agreement. Confidentiality and applicable data-protection duties survive termination.

14. Term, renewal, suspension and termination

Recommended initial term: 12 months, renewable following satisfactory due diligence and performance review. The Agreement should provide for termination for cause (including fraud, unauthorised representation, material breach, sanctions exposure or reputational risk), termination on notice, immediate protective suspension, cure periods where appropriate and an orderly handover of data, materials, contacts, funds and active commitments. The Agreement must determine governing law, dispute resolution and notice procedures.

15. Risk management and safeguards

- Legal and agency risk: written authority matrix, explicit independent-contractor wording and prohibition on apparent authority.
- Financial risk: central invoicing, segregation of duties, bank verification, approval thresholds and audit rights.
- Reputational risk: background checks, conflict declarations, media clearance and complaint escalation.
- Data and cyber risk: access minimisation, secure storage, breach notification and return/deletion controls.

- Delivery risk: milestone reviews, budget gates, contingency arrangements and alternative partner capacity.

16. Implementation roadmap

Period	Priority outputs
First 30 days	Approve framework; finalise application, due-diligence checklist, authority matrix and standard Agreement.
Days 31–60	Invite and assess prospective partners; interview shortlist; agree country-level targets and scopes.
Days 61–90	Execute first agreements; onboard partners; approve country work plans and initial opportunity pipelines.
Quarterly thereafter	Review delivery, compliance and commercial performance; adjust scopes or appointments.

17. Required annexes and contractual instruments

- Annex A: Expression of Interest / detailed partner application form.
- Annex B: Due diligence, beneficial ownership and conflict-of-interest checklist.
- Annex C: National Country Programme Partnership Agreement.
- Annex D: Country mandate, authority and brand-use schedule.
- Annex E: Annual work plan, budget, KPIs and reporting template.
- Annex F: Commission, revenue-sharing and approved-expense schedule.
- Annex G: Confidentiality, privacy, anti-bribery and compliance undertakings.
- Annex H: Handover, suspension and termination checklist.

18. Policy hierarchy, exceptions and approval

This framework sets ACCE's proposed institutional approach. It is not an offer, franchise, agency appointment or binding agreement. Where an executed Agreement conflicts with this framework, the Agreement governs the contractual relationship, subject to applicable law and ACCE's governing instruments. Exceptions must be documented and approved by the duly authorised ACCE decision-maker; informal emails or verbal assurances do not expand partner authority.

Proposed policy owner: ACCE Secretariat — Partnerships and Stakeholder Engagement. Proposed approval authority: ACCE governing body or authorised President & CEO, consistent with ACCE constitutional documents. Review cycle: annually or upon material regulatory or operational change.

END OF FRAMEWORK