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#ATF2016

Convene. Strategize. Transform.



The African Transformation Forum 2016: Your Forum Guide



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TASTE THE FEELING™

The beginning of something great

It is with great pride that the Government of Rwanda welcomes you to the inaugural African Transformation Forum (ATF). Though Rwanda is a small country geographically, we have great aspirations, both for ourselves, and the continent overall.

We feel strongly that the path towards achieving those goals is through an unwavering focus on economic transformation.

Rwanda is often cited internationally for transitioning from turmoil to becoming a consistent top performer globally in indicators such as business climate, health, education, anti-corruption, women's empowerment and trust in public institutions, among others.

This has been achieved by following a clear vision, setting priorities, being systematic about pursuing our goals, and most importantly, having a visionary leadership to drive implementation of programs. It is my hope that we will apply the same approach to the issues we will discuss over the next two days.

Our belief in and commitment to an African-led, collaborative and cross-stakeholder movement towards transformation is the reason why we have partnered with the African Center for Economic Transformation (ACET) to co-host this forum.

As you will see over the next two days, both the ATF and the Coalition for Transformation are designed to provide opportunities for sustained and dynamic engagement to address some of the fundamental roadblocks to African countries realizing their development goals. The Government of Rwanda – because this is what we ourselves strive for – particularly supports the evidence-based approach that the ATF and Coalition take towards developing and implementing policy for a better future.

Despite the excitement about the 'Africa rising' narrative, what is clear now is that unless growth is inclusive and contributes to greater structural stability, the vast majority of African citizens – and especially traditionally disadvantaged groups such as the youth, women and those in rural areas – will continue to be excluded from the gains enjoyed by the few. It is the task for us who have gathered here, to demonstrate and translate our political will and collaborative spirit into actions aimed at making it possible for ALL Africans to thrive.

I encourage everyone here to take full advantage of the brilliant minds and innovative ideas that you will encounter over the next two days. We all have the same goal and can benefit greatly from peer learning. The ATF and the Coalition for Transformation are the beginning of something great, but only we who are participating can make it so.



MESSAGE

By Claver Gatete

Rwanda's Minister for Finance and Economic Planning



The ATF and the Coalition for Transformation are designed to ... address some of the fundamental road blocks to African countries realizing their development goals.

Truly African



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We connect to more African countries than any other airline with over 500 weekly connections across the continent.



SET

SUPPORTING ECONOMIC TRANSFORMATION

Supporting Economic Transformation (SET) is an **Overseas Development Institute (ODI)** programme supported by the **UK Department for International Development (DFID)**. The programme aims to promote economic transformation by providing practical policy support to country governments and their partners, including donors and the private sector.

SET's three core areas of work are:

- Country analysis – analytical support for developing countries and their partners to identify politically feasible pathways for economic transformation
- Sectoral and thematic work – understanding themes, including trade or gender, and different sectors, such as manufacturing and services, important for economic transformation
- Data portal – bringing together data relevant for the analysis of economic transformation

SET has collaborated with ACET on background papers for the ATF 2016 across three themes: public and private sector collaborations to achieve transformation, promoting light manufacture for export and facilitating trade and regional integration.

www.set.odi.org

Contact: Sonia Hoque, SET Programme Manager,

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Advancing Africa's Economic Transformation

For years we have wanted to convene leading thinkers, policymakers, business leaders, civil society and development partners to share ideas and collaborate to advance Africa's economic transformation.

With the inaugural African Transformation Forum (ATF), this has now happened; and I would like to thank President Kagame for his unwavering support for the Forum and for his government's characteristic efficiency in bringing it to fruition.

The ATF advances the mission of the African Center for Economic Transformation (ACET) to support governments and businesses to deliver economic transformation for Africa. Since the late 2000s, from the depths of a global financial crisis to the heights of an unprecedented economic growth spurt in Africa, ACET has been calling for a paradigm shift: to go beyond growth towards transformation!

Our 2014 *African Transformation Report* articulated that shift as "Growth with DEPTH": **D**iversification of production, **E**xport competitiveness, **P**roductivity increases on farms, in firms, and in government offices, and **T**echnology upgrades throughout the economy, all to improve **H**uman well-being.

This forum advances the agenda by moving from the "why" to the "how" and gathering the "who" – you, who have the knowledge and position to champion Africa's transformation.

In answering the question of how to implement the insights that will be shared while we are here, we conceptualized the Coalition for Transformation – a network of experts working across sectors and borders to drive policy and institutional reforms. The Coalition will be an ongoing mechanism for sharing ideas and best practices, jointly mobilizing resources for research and implementation, and building meaningful working relationships. Coalition Chapters will focus on distinct areas of economic transformation and comprise core members with the fundamental knowledge, experience and political will.

Thank you to The MasterCard and Ford foundations, Coca-Cola and ODI for their kind support for this forum; and the Gates and Hewlett foundations, the Government of the Netherlands, and the World Bank for their ongoing support to ACET over the years.

Thank you all for your attendance and commitment to Africa's economic transformation.



MESSAGE

By K.Y. Amoako

Founder and President
African Center for Economic
Transformation



Since the late 2000s,
ACET has been calling for
a paradigm shift on Africa's
development: a call for
African economies to go
beyond growth to *transform!*



By Carlos Lopes

Executive Secretary
Economic Commission for Africa



Economic Commission
for Africa



We need expertise, knowledge and the ability to convert that information into practical, transformative action. But transformation requires a collaborative effort.

Time to play it smart

Not so many years back, K.Y. Amoako, the President of the African Center for Economic Transformation (ACET) occupied the same position in the Economic Commission for Africa (ECA) that I now do; we share the same passion for Africa's economic success and both our organizations are convinced that only a strategy of radical economic transformation will deliver the prosperity that Africa needs and deserves.

ACET and the ECA are working towards the same ends but our modes of operation are, of course, different. Made up of 54 member states, the ECA is one of the UN's five regional commissions and its mandate, in a nutshell, is to promote the economic and social development of its member states.

ACET is an independent think-tank focussed on African economic transformation strategies. Its research and recommendations, most notably articulated in the *African Transformation Report*, feed into the body of knowledge that we at ECA use to develop policy recommendations and ambitious strategies.

We are all aware that Africa, and indeed the world, is entering into a new era replete with fresh challenges as well as opportunities. Climate change is already having a severe impact on the continent – the recent prolonged drought in Southern and Eastern Africa is just one example. The slowdown of some emerging markets' growth, particularly that of China, as well as the collapse of oil, gas and other commodity prices is also impacting the growth and development prospects of African countries.

But new opportunities for growth and prosperity are also opening up: Africa has the potential to satisfy the rapidly increasing global demand for food; its enormous gas and geothermal discoveries can provide the affordable and clean energy we need; and its young and dynamic workforce can turn the continent into the globe's newest industrial base.

Despite the challenges Africa's future shall shine – but we have to play it not only well but also smart. We need expertise, knowledge and the ability to convert that information into practical, transformative action. But transformation requires a collaborative effort. ACET and ECA will be bridge builders to make that aspiration real.

It is also appropriate that this first African Transformation Forum should take place in Rwanda – a country whose own extraordinary transformation over just two decades, makes it a global icon of hope, courage and determination.

Promoting inclusive finance and growth

On behalf of The MasterCard Foundation, I would like to welcome you to the African Transformation Forum. We are proud to be a convening partner in this vital event.

This Forum is the brainchild of K.Y. Amoako and the African Center for Economic Transformation. We thank him for his long-standing service to advance the continent, and the Government of Rwanda for hosting this Forum.

We are striving towards a future where all people are able to live and work with dignity. Despite economic gains in many African countries, far too many people remain excluded from the prosperity of recent years. This means a vast resource of human ingenuity and talent remains untapped. Real economic transformation must provide opportunities for everyone, especially those living in poverty, to improve their lives.

Weaving a broad narrative about Africa's economic transformation will require the leadership and contributions of diverse actors – governments, private sector, entrepreneurs, civil society organizations, and citizens. Foundations and other philanthropic organizations must also play a role.

The MasterCard Foundation has made a significant and long-term commitment to Africa. Our partnerships across 29 countries are educating and developing the next generation of ethical leaders, preparing young people for the workforce and promoting inclusive finance and growth, particularly in the agricultural sector. Importantly, we will continue to elevate the views of the poor and ensure the reality of their lives is visible to leaders and decision-makers.

It is in this spirit of collaboration that all of us have come to the African Transformation Forum. I look forward to building the relationships and networks that will help us achieve our shared goals.



MESSAGE

By Reeta Roy

President and CEO
The MasterCard Foundation



A vast resource of human ingenuity and talent remains untapped. Real economic transformation must provide opportunities for everyone, especially those living in poverty, to improve their lives.

Talking points

As part of the preparation for the inaugural African Transformation Forum, we commissioned a number of experts from ACET as well as other organizations, to produce a set of background papers on the major issues relating to Africa's economic transformation, to guide discussions during the Forum.

We expect to hear a wide range of perspectives from various players that together with the papers, will add to the body of knowledge that we hope will be translated into policies and actions which will lead to the continent's economic transformation.

Summaries of the papers are presented in the following pages for quick reference. To view and download the papers, please visit www.acetforafrica.org.

Our gratitude goes to the Overseas Development Institute (ODI) for contributing their expertise to some of the papers and also providing financial support for the exercise. Thanks are also due to the World Bank for writing the paper on financial inclusion.



BREAKOUT SESSION 1
Youth Skills & Employment



BREAKOUT SESSION 2
Promoting Financial Inclusion



BREAKOUT SESSION 3
Facilitating Trade and Regional Integration



BREAKOUT SESSION 4
Transforming Agriculture



BREAKOUT SESSION 5
Seizing New Opportunities in Manufacturing



BREAKOUT SESSION 6
Managing Extractives for Transformation



BREAKOUT SESSION 7
Managing and Financing Energy Infrastructure

Quality education key to skills upgrade

Summary of paper: *Developing Youth Skills and Employment* by William Baah-Boateng (ACET)



Transformation requires a larger shift to science and technology training

The availability of sufficient quality human resource is a major prerequisite for economic transformation. However, currently, the quality of human resource in Africa is poor in comparison with other regions.

This is due to several factors: First, the general level of education and skills of the Sub-Saharan African (SSA) labor force is low relative to other regions. While primary level enrolment in the region has improved and has come to par up with its comparators, the same cannot be said for enrolment at secondary and tertiary levels.

Second, the quality of education is also low for several reasons including poor infrastructure and teaching facilities and poorly motivated teachers and supervision among others.

Third, training in humanities is overemphasized relative to science, technology, engineering and mathematics (STEM). Fourth, the method of teaching and skill training focuses on examinations and certification with little or no emphasis on practical orientation and case studies.

The education system therefore produces students with weak creative instincts, poor problem solving aptitude and an inability to deal with problems in the world of work.

The non-involvement of industry in the human capital development process and the low commitment of policy makers to the promotion of technical and vocational skills training add to challenges confronting human capital development in the region.

Placing SSA on the path of economic transformation requires a number of policy actions and changes in orientation.

Areas that need urgent actions include: addressing skills mismatch by bridging the gap between industry and training/academic institutions; promotion technical and vocational training; tightening supervision and provision of quality infrastructure; teaching aids and incentives for teacher motivation and a shift from examination and certification based training to practical oriented and problem solving approaches.

A shift from over-production of skills in humanities to the training of youth in STEM is a much-needed change in orientation.

Issues:

- How can the quality of basic education be improved?
- Should secondary education be free and compulsory to raise school enrolment at that level?
- How can technical, vocational education training (TVET) be used as an instrument to promote entrepreneurship for employment generation?
- What is the best approach to removing the negative stigma often associated with TVET?
- How can the quality of TVET and economic incentives in terms of employment prospects be improved to make it attractive to the youth?
- How relevant is the current tertiary education system in the region for economic transformation?
- How can the imbalance in secondary and tertiary education between humanities and STEM be redressed?
- How can the quality of teaching and learning in STEM be improved?

Financial inclusion vital for transformation

Summary of paper: *Access to Finance for SMEs* by the World Bank, Ghana office



Access to finance remains a major hurdle for SMEs

There are several aspects of financial inclusion, but to accelerate economic transformation and reduce poverty, access to affordable finance for SMEs and smallholders is central.

SMEs form 95% of businesses in Africa and account for the majority of new jobs in the non-agricultural sectors. Smallholders account for over 80% of farmers in Africa (about 40% of the total population).

For these groups, accessing credit remains a major constraint to growth. Data from Zambia shows that while 95% of SMEs have bank accounts, only 16% had loans or lines of credit. In addition, virtually all loans required collateral amounting to around 146% of loan amounts. Banks are also generally unwilling to lend to the agriculture sector. In Ghana, the share of agricultural loans in the total portfolio of commercial banks was 6.1% in 2010.

Constraining factors include: lack of credit and registration information, difficulties in verification of documents, identification and enforcement of collateral in addition to low levels of business skills and training.

Microfinance institutions tend to focus on payroll based lending and leasing companies lend to SMEs, but for both the scope is often hampered by a lack of funds.

Smallholders face all the systemic credit market biases against SMEs and more. They are unable to offer their land as collateral because of communal land tenure systems, they are often poorly educated, the agricultural cycle tends to be long and the risks of failure are higher in agriculture.

Women bear the brunt of the systemic biases due to cultural and historical barriers. Increasingly, the youth are also feeling the pinch as formal sector jobs fail to expand sufficiently to absorb them.

Issues:

- Strengthening Credit Information Bureaus: Banks do not have enough information to assess SME credit-worthiness. Can training SMEs on financial management and credit information systems help?
- Secured Transactions Registries: Most SMEs do not have fixed assets collateral. Can Secured Transaction Laws and Registries for Moveable Property help?
- Bias against women in credit markets: What can be done to reduce or eliminate this bias?
- Leasing requires no collateral as the underlying leased good becomes the collateral. How can it be made to work better for SMEs?
- Warehouse Receipt Systems: The discounting of bills receivable can be a very effective way to facilitate the flow of money along value chains. How can these be made to work better?
- Partial Credit Guarantee Schemes: How can they work better for SMEs?
- Lines of Credit. How can the amounts be increased and utilization by SMEs and smallholders made more effective?

Unlocking intra-African trade

Summary of paper: *Trade Facilitation and Economic Transformation in Africa* by Joe Amoako-Tuffour (ACET) and Neil Balchin, Linda Calabrese and Maximiliano Mendez-Parra (ODI)



Better trade facilitation will create larger intra-African markets

Trade facilitation can stimulate economic transformation in Africa by raising exports, supporting export diversification, reallocating resources to more productive activities, improving access to cheaper and better-quality imported inputs and enabling participation in value chains.

Many African regions have begun to formulate regional approaches to trade facilitation, and there are important examples of particular approaches working well. The introduction of one-stop border posts (OSBPs) at Chirundu (on the Zambia-Zimbabwe border) and at the Busia border crossing between Kenya and Uganda have reduced the time and costs involved in moving goods across borders.

The OSBP at Busia has also made it easier for small traders to cross the border, giving them access to a wider market and improving their livelihoods. Similar improvements in border crossing times have been recorded along the Trans Kalahari, Maputo Development and Northern Corridors.

Outside these examples, however, the implementation of trade facilitation agreements has generally been problematic. It remains a challenge to translate the good intentions expressed in Africa's regional trade agreements into concrete actions towards trade facilitation.

Issues:

- What more can be done to harmonize regional trade facilitation instruments in cases where countries have overlapping membership in more than one regional economic community?
- What are the remaining political and other impediments to the elimination of the Non-Tariff Barriers hampering trade flows in Africa?
- What can be done to ensure effective implementation of mutually agreed protocols, programs or schemes aimed at promoting intra-regional trade in Africa?

- Do governments provide enough space for engagement with the private sector on issues related to trade facilitation?
- Why are African countries not jumping to ratify the World Trade Organization Trade Facilitation Agreement? Is it a governance problem? Or is it because of a lack of policy coherence?

Sub-Regional issues:

SADC

- How can SADC countries improve coordination in the management of regional transit systems?
- What should be done to address concerns about the potentially adverse effects of trade facilitation on local employment, revenues and the livelihoods of the most vulnerable?

EAC

- How can trade facilitation be improved in a way that takes into account the varying levels of commitment to regional integration across EAC member states?

ECOWAS

- How can ECOWAS countries become more effective partners in regional development and integration processes?
- What role can the private sector play in regional integration in order to promote economic transformation?

ECCAS

- What are the remaining bottlenecks hampering implementation of the free trade area in the ECCAS region? How can they be addressed?

First, Transform Agriculture

Summary of paper: *'Modernizing agriculture to power Africa's economic transformation'* prepared by Yaw Ansu (ACET)



Agriculture is the bedrock of Africa's economic transformation

Africa has nearly 60% of the world's arable, uncultivated land and well over half of those employed in Africa work in agriculture.

Yet the continent spends around \$ 35 billion per annum on food imports.

The experience of countries that have undergone their Green Revolutions shows that rising agricultural productivity is central to overall economic transformation. How can Africa replicate this experience?

African agriculture is characterized by low-productivity in the traditional smallholder sector (over 80 %) with farmers generally uneducated and operating with little modern inputs or commercial orientation.

In addition, the large-scale and modern commercial farm sector is very small and generally owned by ethnic minorities or foreign firms. The 'missing middle' is made up of struggling small and medium-sized modern commercial sector owned by nationals. Finally, there are weak linkages with other sectors and

little domestic processing of agricultural products.

Fortunately, new opportunities can be seized to help address the challenges. What Africa has going for it is abundant uncultivated arable land, a warm climates allowing year-round cultivation, increasing urbanisation and a growing middle class creating demand for food; and a new determination in the policy space, for instance the AU's CAADP Process and Declarations, and possibilities of using ICT for technological leap-frogging.

Vision

Within a generation, African agriculture should be characterized by:

- A smallholder sector with better access to inputs, services, and knowledge to be more productive and resilient;
- An expanding SME commercial sector owned by educated young Africans;

- A Large-scale commercial sector that is in harmony with communities and smaller farmers;
- Better links with manufacturing.

The pay off

- Providing sufficient food for African households
- Maintaining globally competitive wages due to reduced food costs
- Providing reliable inputs to agro-processing industries
- Expanding employment and raising incomes
- Greater disposable incomes will increase demand on goods and services
- Boosting agricultural exports and reducing food imports.

What is required

- Raise productivity on farms
- Increase training of farmers
- Improve storage, markets and logistics
- Improve policy environment for manufacturing of agricultural inputs
- Ensure that women share benefits equally
- Sustain the environment and respond to climate change.

Issues

- How can communal land tenure systems be reformed?
- How to incentivize educated youth to go into agriculture?
- What roles should the state play?
- What is the scope of public-private collaboration?
- What should be the role of external actors, including donors?

Raising the bar on manufacturing

Summary of paper: *Promoting Manufacturing in Africa* by Yaw Ansu (ACET), John Page (Brookings Institution), Margaret McMillan (Tufts University, NBER and IFPRI) and Dirk Willem te Velde (ODI)



Manufacturing remains an essential part of Africa's transformation

Industrialization, particularly the expansion and increased sophistication of manufacturing production and exports, and also the expansion of manufacturing employment, remains an essential part of Africa's economic transformation. Unfortunately, manufacturing as a share of GDP has declined over the past few decades in most African countries, although in absolute terms it is growing.

Even though African countries face difficult challenges in breaking into world manufacturing markets, there are new developments that work in their favor. These include: rising wages in China and a rebalancing in Asia away from export-led to domestic and regional consumption-led growth; Africa's growing regional markets; falling transport costs; improved access to abundant natural resources; improving firm productivity and access to global value chains; and improving general economic policy environments.

But governments should not stand aloof; to seize these new opportunities they

will have to formulate and implement coherent industrial development strategies. The key elements of such strategies must include:

- continued improvements in the basics, including sound macroeconomic management, improvements in the general investment climate and support for the private sector, and development of public infrastructure and relevant skills
- export push, including regional trade and integration
- agglomeration through building and running efficient SEZs and industrial parks
- active FDI promotion and building linkages with local firms
- supporting productivity enhancement of local SMEs and their access to technology and long term finance to help them venture into production of new or technologically more sophisticated products

- improved coherence and implementation coordination within government; and
- strengthened consultation and collaboration between governments and the private sector.

Issues:

- How do countries raise their focus and commitment to manufacturing, and develop a coherent strategy to promote it? In what visible forms should this be expressed?
- What key measures can countries take to improve their FDI promotion efforts and link the FDI firms to domestic suppliers?
- How can the performance of SEZs and industrial parks be improved; should the private sector's role in developing and managing SEZs and industrial parks be increased; how can public-private collaboration be increased in this area?
- How best can the state support access of local SMEs to technology?
- How do we increase access of SMEs to long term finance; in particular, how can development banks (and similar institutions) be made more market and performance oriented; what are the changes needed in their governance; what is the scope for public-private sector collaboration in improving SME access to long-term finance for manufacturing?

Is Africa getting local content right?

Summary of paper: *The Evolving Local Content and Value Addition Landscape in Africa's Extractive Sectors: Is Africa Getting It Right?* by Joe Amoako-Tuffour, Edward Brown and Sarah-Jane Danchie (ACET)



Local content and value addition could provide a winning formula for all

Resource-rich economies in the past two decades have sought to actively promote local content and value addition (LCVA) strategies as the means to increase the value contribution of extractive resources to their growth and development opportunities.

LCVA has now entered the agendas of most resource-rich economies. At the core is the requirement for investors to expand employment opportunities, invest in local supply chains and promote local procurement of inputs, open equity to local partners, use local financial institutions, encourage technology transfer and stimulate broad-based growth of the non-resource sectors.

LCVA could provide a winning formula for all. An efficient, competitive local supplier meets the needs of industry, expands linkages, opens up opportunities for suppliers further downstream, creates jobs at home, and offers opportunities for local management and ownership. LCVA strategy has taken on different forms with varying emphasis across countries. Businesses have responded with caution.

In a paper published in 2011, Chris Hanlin, of Social Business Solutions, asked whether the drive to increase local content is a myth or reality. A 2012 study by Morris and others, *One Thing Leads to the Other*, observed that experiences with linkage development have been mixed and modest. In its 2013 *Economic Report on Africa*, the UNECA observed that some governments have not adopted linkage policies; others have had not followed through with measures to support skills development, local enterprise developments, and technological capabilities.

The missing drivers were the competitiveness of domestic firms and the effectiveness of government policy. Recently, Africa Practice and Pinsent Masons sought to address the question: "Are local content policies effective in achieving national development objectives, and how should investors approach national participation?" They concluded that "local content is here to stay and ... companies that fail to recognize the evolving investment reality will fall quickly behind."

For SSA, the emerging evidence has already opened up a number of compelling questions. Broadly, Is Africa getting it right? And more specifically,

- Against the reality that the size of national markets of resource-rich sub-Saharan Africa are comparatively too small and country endowments may not be enough to support sustained and substantial industrial activities, when does country local content development make sense? How can greater regional integration leverage Africa's natural resources for resource-based growth and economic transformation?
- Are there aspects of local content that should receive greater attention than others? Or that are best managed through legislation, administrative measures, or are best left to industry guided by policy incentives? Are requirements and regulations alone sufficient to achieve desired development objectives? If not, what else are needed?
- Is the lack of country development plans and coherent industrial policies undermining Africa's quest for efficient local content and value-addition development?
- Are the recent commodity price declines an incentive or deterrent to value addition strategies?
- What role can regional development banks play in financing extractives development and optimizing value addition opportunities?
- Have governments failed in managing public expectations around what local content could do?

Power is the key

Summary of paper: 'Propelling Africa's Energy System Forward for Economic Transformation' by Joe Amoako-Tuffour and Maame Esi Eshun (ACET)



Public-private partnerships are essential in closing Africa's power gap

Over half of Africa's population lacks access to basic electricity and clean cooking facilities, and the numbers are rising with population growth and urbanization. For most of sub-Saharan Africa (SSA), electricity generation is limited and often relies on a single source, which in most cases is non-renewable. A significant amount of what is generated is often lost in transmission and distribution.

Access does not always guarantee availability; erratic blackouts and load shedding means businesses must rely on diesel powered generators, which alone increases the cost of doing business. And the climate impacts of most current energy sources and use are judged most severe in SSA compared to other regions of the world.

Therefore, tackling Africa's energy problems is a central part of economic transformation if the vision of the 'Africa We Want' (Agenda 2063), among other continental development initiatives, is to be realized.

The paper mentioned above seeks to open up the landscape for broad-based discussion over the constraints of availability, access and sustainability of power sector, about how to accelerate positive action and about the scope of public policy.

The good news is that Africa is beginning to see a real momentum towards closing Africa's power gap. This involves several region-wide initiatives including: The UN's Sustainable Energy for All Africa (hosted by the African Development Bank), Power Africa (2013) coordinated by USAID, African Development Bank's New Deal on Energy for Africa (2015), UK's Energy Africa Campaign (2015), the EU's Electricity Financing Initiative (2016), and the African Energy Leaders Group.

These initiatives set out to improve access to electricity across SSA while minimizing the carbon footprints of fossil fuel dependency. The primary focus is on the rural populations who least can afford full cost recovery pricing of grid electricity consumption.

Creating an effective, accessible and sustainable energy environment in Africa requires significant investments. The initiatives outlined above complement each other by attracting and making available the needed investments into the power sector – particularly in scaling up off-grid roll-out programs and recourse to renewable sources of energy.

There is a clear emphasis on public-private partnerships as key instruments in both closing the power gap and building the capacity to evolve into renewable technologies. Privatization, innovative public-private partnerships and how to accelerate regional power plans are recurring themes. All deserve attention.

Issues:

- Is privatization the solution to Africa's energy problems?
- If public action is required, what should be the scope of public-private partnership?
- What ought to be the role of government in shaping the future of Africa's power sector?
- Should there be some minimum threshold of government in shaping the future of Africa's power sector?
- Are regional power pools the best strategy to addressing Africa's energy challenges?
- What role should regional and continental development banks play?

African Transformation Forum

March 14-15, 2016

Serena Hotel, Kigali, Rwanda

DAY ONE: MARCH 14, 2016

🕒 08:00-08:45 Registration

🕒 08:45-09:30

Opening Session

Claver Gatete, Minister of Finance and Economic Planning, Republic of Rwanda, will chair the opening session. Speakers will be **K.Y. Amoako**, President of the African Center for Economic Transformation, and **Carlos Lopes**, Executive Secretary of the United Nations Economic Commission for Africa.

🕒 09:30-09:45

Convening Partners' Remarks

Welcoming remarks from our Convening Partners, **Reeta Roy**, President and CEO of The MasterCard Foundation and **Darren Walker**, President of the Ford Foundation.

🕒 09:45-11:15

Plenary I:

Creating National Transformation Strategies

The most important foundational element to successful transformation is devising a coherent medium and long-term strategy that is nationally owned and widely informed by all stakeholders. But how do countries go about creating these national strategies? Who should be involved? How is consensus gained and support built? This session will explore the best ways and processes for governments to produce a transformation plan that establishes a vision, sets priorities, and encourages engagement from the private sector and civil society.

Moderator:

- **Lanre Akintola**, Editor, *African Business* magazine

Invited Panelists:

- **Mona Quartey**, Deputy Minister of Finance, Republic of Ghana
- **Neway Gebreab**, Economic Advisor to the Prime Minister and Executive Director, Ethiopian Development Research Institute
- **Makhtar Diop**, Vice President for Africa, The World Bank
- **Ibrahim Mayaki**, CEO, New Partnership for Africa's Development (NEPAD)
- **Nkosana Moyo**, Founder and Executive Chair, Mandela Institute of Development Studies

🕒 11:15-11:45

Keynote Address

A special Guest of Honor will deliver the forum's keynote address.

🕒 12:00-13:30

Breakout 1:

Developing Youth Skills and Employment

Africa has the fastest rising youth population in the world, creating a workforce that is expected to be younger and larger than that of China or India by 2050. The implications of this trend for the labor market are enormously promising, if the skills match the jobs available; alarming if not. This session will explore different ways in which countries could invest in Africa's youth to develop skills, create productive jobs, and retain future generations of African talent.

Moderator:

- **James Mwangi**, Executive Director, Dahlberg Group

Invited Panelists:

- **Patrick Awuah**, Founder and President, Ashesi University
- **Amini Kajunju**, President and CEO, Africa-American Institute
- **Steve Cumming**, Manager of Learning, The MasterCard Foundation
- **Solomon Assefa**, Director, IBM Research – Africa
- **Kelvin Balogun**, President, Coca-Cola Central, East and West Africa

🕒 12:00-13:30

Breakout 2:

Promoting Financial Inclusion

Africa's small enterprises and farmers need the right financial tools to expand production, adopt innovations, embrace technology, and propel transformation. This session will focus on ways in which the public and private sectors can increase access to affordable financing and essential services such as savings, credit, and insurance for those who need it the most.

Moderator:

- **Yvonne Okwara**, News Anchor/Producer, KTN

Invited Panelists:

- **John Rwangombwa**, Governor Central Bank of Rwanda
- **Amolo Ng'weno**, East Africa Regional Director, Bankable Frontiers Associates
- **Henry Kerali**, Country Director for Ghana, Liberia and Sierra Leone, World Bank
- **Louis Otieno**, Director, 4Afrika Initiative, Microsoft
- **Mawuli Ababio**, Director and Partner, PCP Capital Partners

🕒 12:00-13:30

Breakout 3:

Facilitating Trade and Regional Integration

An integrated regional market that facilitates trade would open new windows of opportunity to African enterprises and spur them to boost production and hire workers not to mention attract more foreign direct investment. This session will offer lessons in how successful facilitation including reforming customs policies and procedures and other border roadblocks enables transformation. Also, it will identify strategies to hasten progress on current African initiatives.

Moderator:

- **Eveline Herfkens**, former Minister of Development Cooperation, The Netherlands

Invited Panelists:

- **Valentine Rugwabiza**, Minister of East African Community, Republic of Rwanda
- **Richard Newfarmer**, Country Representative, International Growth Centre
- **Richard Sezibera**, Secretary General, East African Community
- **Witney Schneidman**, Nonresident Fellow, Africa Growth Initiative, Brookings Institute
- **Matthew Rees**, Deputy Coordinator, Trade Africa, USAID

🕒 12:00-13:30

Breakout 4:

Transforming Agriculture

A more modern, efficient, and productive agricultural sector offers Africa its most immediate pathway to poverty reduction, and it also offers many countries their most immediate pathway to transformation. This session will focus on how to modernize African agriculture and, in the process, drive transformation by creating new platforms for expanded industrialization and new jobs along the value chain from farms to factories to logistics and more.

Moderator:

- **Yaw Ansu**, Chief Economist, African Center for Economic Transformation

Invited Panelists:

- **Dina Umali-Deiniger**, Practice Manager for East Africa, The World Bank
- **Alemayehu Konde Koira**, Program Manager, Economic Opportunities for Youth/Agriculture, The MasterCard Foundation
- **MD Ramesh**, President and Regional Head, South and East Africa, Olam
- **Dede Amanor Wilks**, Development Specialist/Consultant, Economic Commission for Africa
- **Kenneth Quartey**, Managing Director, Sydal Farms

🕒 13:30-14:30 Lunch

🕒 14:30-15:00

Featured Address:

The AfDB and Africa's Transformation

As the continent's premier financial development institution, the African Development Bank occupies a unique place at the intersection of transformation policy, finance, and implementation. AfDB President **Akinwumi Adesina** will deliver a featured address on the Bank's critical role in ensuring that African transformation initiatives secure the resources and support they need to be carried out successfully.

🕒 15:00-16:30

Plenary II:

Implementing National Transformation Strategies

Creating a national plan that flows from broader goals and objectives is just the beginning of a transformation process. The next step – how a country goes about allocating its resources – is of equal importance. This session will follow the format of Plenary I, with practitioners sharing strategies for implementation and explaining how institutional arrangements are determined and how key stakeholders come together such as through formal planning commissions and public-private sector alliances to budget, coordinate, and carry forward its national plan.

Moderator:

- **Yvonne Okwara**, News Anchor/Producer, KTN

Invited Panelists:

- **Francis Gatara**, CEO, Rwanda Development Board
- **Emmanuel Nnadozie**, Executive Secretary, African Capacity Building Foundation
- **Dirk Willem te Velde**, Head, International Economic Development Group, Overseas Development Institute
- **Michael Chege**, former Policy Advisor, Treasury and National Economic and Social Council, the Republic of Kenya

🕒 16:30-16:45 Closing Remarks

🕒 17:00 Cocktail Reception

Convening Partners



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African transformation forum

March 14-15, 2016

Serena Hotel, Kigali, Rwanda

DAY TWO: MARCH 15, 2016

🕒 08:45-09:00 Opening Remarks

🕒 09:00-10:30

Plenary III:

Mobilizing and Utilizing Resources for Transformation

As Africa's investment needs and opportunities have evolved in recent decades, so have its primary sources of development financing. ODA is declining, and while new partners like China and Brazil have emerged, philanthropies and global foundations are playing a greater role than ever in addressing issues at the core of inclusive growth and poverty reduction. Moreover, as espoused in the AU Agenda 2063 there is a greater recognition that domestic resource mobilization be the principle means for financing Africa's economic transformation. This session will explore innovative ways to prioritize and mobilize domestic resources for transformation, as well as the most effective ways to channel both domestic and external resources to ensure maximum impact.

Moderator:

- **Lanre Akinola**, Editor, *African Business* magazine

Invited Panelists:

- **Antoinette Sayeh**, Director, Africa Department, International Monetary Fund
- **Jean-Louis Sarbib**, CEO, Development Gateway
- **Ed Brown**, Director, Advisory Services, African Center for Economic Transformation
- **Haddis Tadesse**, Deputy Director, Bill & Melinda Gates Foundation

🕒 10:30-10:45 Coffee Break

🕒 10:45-12:15

Breakout 5:

Seizing New Opportunities in Manufacturing

Can Africa become the world's next great manufacturing hub? With abundant labor, available resources, and attractive investment climates, the opportunity is there. Yet in 2010, the region's average share of manufacturing value added in GDP an indicator of diversity in production was less than 10%, much lower than the 25% seen in earlier transformers. This session will examine the prospects, constraints, and realistic opportunities in manufacturing for African countries as they attempt to follow in the footsteps of Asia and other success stories.

Moderator:

- **Tony Oteng-Gyasi**, former President of the Association of Ghana Industries, and Managing Director and Chairman of Tropical Cable and Conductor Ltd

Invited Panelists:

- **François Kanimba**, Minister of Trade and Industry, Republic of Rwanda; former Governor of the Central Bank of Rwanda
- **Phyllis Wakiaga**, CEO, Kenya Association of Manufacturers
- **Yaw Ansu**, Chief Economist, African Center for Economic Transformation

🕒 10:45-12:15

Breakout 6:

Managing Extractives for Transformation

Africa's abundant mineral, oil, and gas resources can boost GDP, but how do they support sustainable development and drive economic transformation? By creating stronger linkages across a country's broader economy such as stimulating growth in local employment, industrial development, and entrepreneurship. This session will explore the best policies and practices to develop local content and value addition so that extractive resources are maximized.

Moderator:

- **Ibrahima Cheikh Diong**, Founder and Chief Executive Officer, Africa Consulting and Trading

Invited Panelists:

- **Evode Imena**, Minister of State for Mining, Republic of Rwanda
- **Kojo Busia**, Senior Mineral Sector Governance Advisor, Economic Commission for Africa
- **Sheila Khama**, Director, Africa Natural Resources Center at African Development Bank
- **Joe Amoako-Tuffour**, Director of Research, African Center for Economic Transformation
- **Tutu Agyare**, Non-Executive Director, Board of Directors, Tullow Oil

🕒 10:45-12:15

Breakout 7:

Managing and Financing Energy Infrastructure

Infrastructure remains a major constraint to transformation, and perhaps no constraint is more pronounced than electricity – the demand for power is set to rise fivefold by 2040. Priority regional projects identified by the Program for Infrastructure Development in Africa would substantially boost power access, but what will it take to finance and manage such large-scale investments? This session will explore how public-private partnerships hold the key to advancing Africa's power infrastructure needs at both the national and regional levels.

Moderator:

- **David Ofori-Dorte**, Senior Partner, AB & David

Invited Panelists:

- **James Musoni**, Minister of Infrastructure, Republic of Rwanda
- **Kwabena Donkor**, former Minister for Power, Republic of Ghana
- **T.J. Zhai**, CITIC Construction
- **Mark Carrato**, Chief, Office of Economic Growth and Power Africa, Kenya Team Leader

🕒 12:15-13:15 Lunch

🕒 13:15-13:45

Featured Address:

DfID and Africa's Transformation

The United Kingdom is one of the continent's longest-standing development partners, and as such, DfID Director General for Economic Development **David Kennedy** will share the UK's commitment and vision for economic transformation in Africa, initiatives the UK believes could propel transformation, and the role of governments, private sector firms and individuals, foreign investors, civil society and development partners.

🕒 13:45-15:00

Plenary IV:

Young Entrepreneurs: Key Drivers of Transformation

One of the most promising developments of the past decade is the increased attention and support through foundations, investors, and media exposure given to Africa's rising crop of young entrepreneurs, the lifeblood of the continent's future. That's because transformation requires that the private sector learn and master new technologies, break down barriers, and take bold but informed risks. In this session, **Ibrahima Cheikh Diong** will dialogue with a panel of young African entrepreneurs who will share their innovations, ideas, and aspirations for growing African enterprises while supporting transformation goals.

🕒 15:15-16:45

Closing Session:

A Coalition for Transformation

National transformation strategies and policies should be specific to country circumstances including resource endowments and capabilities. But it is also true that most African countries face similar challenges in framing and implementing their transformation strategies for inclusive growth and towards meeting the Sustainable Development Goals. In this circumstance, peer-to-peer learning and knowledge sharing around what works and doesn't work is critical.

In of this closing session, we will introduce the Coalition for Transformation in Africa – a new leadership network organized in chapters, each focused on a specific issue covered during the previous forum sessions. Comprised of like-minded country representatives and other stakeholders with relevant experience and knowledge, these chapters will take the lead in promoting policy and institutional reforms to drive transformation. Chapters will report back at subsequent African Transformation Forums, sharing their progress and ensuring that the ATF becomes the premiere results-oriented event at the continental level in pursuit of transformation.

Reports from some of the breakouts will be shared followed by a panel discussion on the Coalition, moderated by **Yvonne Okwara**.

Co-Chairs:

Claver Gatete, Minister of Finance and Development Planning, Republic of Rwanda, **K.Y. Amoako**, President, African Center for Economic Transformation

- Selected breakout session reports
- Panel discussion on the Coalition for Transformation in Africa

🕒 16:45-17:00 Closing Remarks

🕒 17:00 Cocktail Reception

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Mawuli Ababio

PCP Capital Partners

Mawuli Ababio is an investment banker with over 25 years' experience in structuring private equity and project financing transactions in Africa. He is currently Director and Partner of PCP Capital Partners, Mauritius, Non-Executive Chairman of Bullion Investment Group, Ghana, Director, Gold Fields Ghana Limited, Director, Abosso Goldfields Limited, Director, Leasafric Ghana, and a Director of the Swiss-Ghanaian Chamber of Commerce. He began his investment banking career in 1984 as an analyst with SIFIDA Investment Company, Switzerland, with responsibility for the company's investments in North, East and Southern Africa. He is fluent in English and French.



Mohammed Amin Adam

Africa Centre for Energy Policy

Mohammed Amin Adam is the Executive Director of the Africa Centre for Energy Policy (ACEP). Before joining ACEP, he was the coordinator of Ibis's extractives industries program in Africa. He has also worked as the Oil Coordinator of Publish What You Pay Ghana. He holds a PhD from the University of Dundee specializing in fiscal policy options in resource-rich economies and an MPhil (Economics) and BA (Hons) in Economics from the University of Cape Coast, Ghana.



Akinwumi Adesina

African Development Bank

Akinwumi Adesina is the President of the African Development Bank (AfDB). He previously served as Nigeria's Minister of Agriculture and Rural Development. Due to his depth of experience in creating and implementing effective development programs, he was selected by the United Nations Secretary General, Ban Ki-moon, as one of 17 Global Leaders helping to achieve the Millennium Development Goals. He holds a Master's degree (1985) and PhD in agricultural economics (1988) from Purdue University, USA, where he won the outstanding thesis award for that year.



Tutu Agyare

Nubuke Investments LLP

Tutu Agyare is the Managing Partner at Nubuke Investments, an asset management and advisory firm based in London and focused solely on Africa. He previously worked with UBS Investment Bank, most recently as the Head of European Emerging Markets. His focus over the past 20 years has been a return to his roots and all things African. He has a very strong network of African relationships, both at the government and business level, and advises corporates on business strategy and governments on policy. He has a BSc in Mathematics and Computing from the University of Ghana and was voted one of the '100 Most Influential Africans' by *New African* magazine.



Lanre Akinola

African Business magazine

Lanre Akinola is the Editor of *African Business* magazine published by the London-based IC Publications. *African Business* will soon be celebrating its 50th anniversary, a testament to its sustained relevance and popularity in Africa over the decades. It has won several international awards, often beating global publications such as *The Economist* and the *Financial Times* in the process, and has made the final nomination cut more often than any other representative of the African-oriented media. Akinola is former editor of *This Is Africa*, published by Financial Times Ltd, has worked with the Bloomberg Media Initiative Africa, and was a 2014 Desmond Tutu Leadership Fellow.



Dede Amanor-Wilks

Development specialist

Dede Amanor-Wilks is a development specialist and currently works as a consultant to the UN Economic Commission for Africa. She is Vice President of the Association of African Women for Research and Development's Ghana chapter. She was formerly ActionAid's international director for West and Central Africa, based in Nairobi, and director of the Inter Press Service regional center for Africa, based in Harare. Prior to that she was East Africa and later Francophone Africa editor for *Africa Economic Digest* magazine in London. Dede Amanor-Wilks holds an MPhil in economic history from the London School of Economics, where she taught the foundation course in economic history.



K.Y. Amoako

African Center for Economic Transformation (ACET)

K.Y. Amoako began his career in 1974 at the World Bank, quickly rising to become Division Chief for Country Programs in the Africa Region and Division Chief for Sector Programs in Latin America and the Caribbean. He was Director of the Bank's Education and Social Policy Department from 1992–1995, going on to become Executive Secretary of the UN's Economic Commission for Africa (ECA) from 1995–2005. In addition to a degree from the University of Ghana, he holds a PhD in Economics from the University of California, Berkeley. He holds the honorary degrees of Doctor of Laws from Addis Ababa University and Doctor of Letters from the Kwame Nkrumah University of Science and Technology, Ghana.



Joe Amoako-Tuffour

African Center for Economic Transformation (ACET)

Joe Amoako-Tuffour is currently the Director of Research at the African Center for Economic Transformation (ACET) and the Senior Advisor providing overall strategic direction for ACET's extractive resources program. As advisor to Ghana's Ministry of Finance in 2001–2003, he played a lead role in developing the multi-donor budgetary support framework and was also responsible for inter-ministerial coordination on aid delivery. In 2009–2011, he played a lead role in the preparation of Ghana's Petroleum Revenue Management Act and subsequent review of the Act. He has taught at St Francis Xavier University, Canada, and holds a PhD in Economics from the University of Alberta, Canada.



Solomon Assefa

IBM Research

Solomon Assefa is currently the Director of IBM Research – Africa in South Africa. He leads the lab by defining strategy, executing R&D projects, hiring top-notch scientists and fostering an innovation ecosystem. The lab is advancing science and developing breakthrough technologies by gathering experts in decision analytics, artificial intelligence, internet-of-things, human-computer interaction, cloud computing, and other domain-specific and interdisciplinary fields. He was named one of the World's Top Young Innovators under 35 and received the TR35 awarded by MIT's Technology Review (2011). His work has been featured in *The Wall Street Journal*, *Forbes*, *Technology Review*, *EE Times*, *IEEE Spectrum* and BBC News, among many other sources.



Patrick Awuah

Ashesi University College

Patrick Awuah is the Founder and President of Ashesi University College, a private, not-for-profit institution with a reputation for innovation and quality education in Ghana. He holds bachelor degrees in Engineering and Economics from Swarthmore College, an MBA from UC Berkeley's Haas School of Business and honorary doctorates from Swarthmore College and Babson College. He has won many prestigious international awards including the MacArthur Fellowship, the McNulty Prize and Membership of the Order of the Volta – one of Ghana's highest awards. In 2015, Patrick was named one of the World's 50 Greatest Leaders by *Fortune* magazine. He is on the Advisory Committee on Voluntary Foreign Aid of USAID.



Kelvin Balogun

The Coca-Cola Company

Kelvin Balogun is the President for Coca-Cola Central, East and West Africa (CEWA). Headquartered in Nairobi, Kenya, CEWA covers 30 countries spanning Nigeria, East Africa, West Africa, Mid-Africa, the Horn region and Islands. He joined The Coca-Cola Company in October 1999 as Strategic Planning and Business Development Manager for Coca-Cola Nigeria. In 2002 he moved to East Africa and in 2011 he became Managing Director for Coca-Cola Nigeria Limited, a position he held until his current role. He holds an MBA from the Goizueta School of Business at Emory University in Atlanta, and a Bachelor's degree in Metallurgical and Materials Engineering from Obafemi Awolowo University in Ile-Ife, Nigeria.



Edward Brown

African Center for Economic Transformation (ACET)

Edward Brown is the Director of Policy Advisory Services at ACET. He has more than 27 years' experience in international development and public policy at the World Bank. He has worked extensively in Africa, Eastern Europe, and Central Asia. He started out in the early 1980s as a researcher in the Development Research Department at the World Bank, going on to overall leadership and management of country programs and policy dialogue. His main interests are in public policy, development strategies, aid management and post-conflict socio-economic recovery and development. He holds a PhD and MA from the University of Pennsylvania.



Kojo Busia

African Mineral Development Centre (AMDC)

Kojo Busia is the Acting Coordinator of the African Mineral Development Centre (AMDC). He also leads the Governance and Participation team under the African Mining Vision, an African Union mining flagship for sustainable development. He led the AMDC in the design and development of the *Country Mining Vision Guidebook* which is now being rolled out in a number of African countries. He spent nearly a decade leading the UN Economic Commission for Africa's support to the African Peer Review Mechanism. In this role he facilitated the adoption of the Peer Review Mechanism as the major framework for addressing natural resource governance challenges in Africa.



Mark Carrato

USAID

Mark Carrato is the Chief of USAID's Kenya and East Africa Office of Economic Growth, and is the US Embassy Kenya Power Africa Team leader, managing Presidential Initiatives in Feed the Future and Power Africa as well as programs in water and sanitation, resilience, finance and innovation. He has served as Acting Director/Deputy Director of the USAID Office of Economic Growth and Transformation in Ethiopia, where he negotiated and implemented the G8 New Alliance for Food Security and Nutrition. He also led strategic oversight and implementation of the USAID mission's approximate \$1 billion agriculture portfolio in Afghanistan and has served with USAID in Colombia and Pakistan.



Michael Chege

University of Nairobi

Michael Chege is currently teaching public policy and the political economy of international development at the University of Nairobi, after serving for a decade as the UNDP policy advisor at Kenya's Treasury and at the National Economic and Social Council, an advisory body to Kenya's cabinet. He served as the chair of the technical committee charged with drafting the Kenya Vision 2030 between 2006 and 2008 as well as other policy papers. Prior to that, he was Professor and Director of the Center for African Studies at the University of Florida at Gainesville, and Chairman of the Africa Committee of the US Social Science Research Council in New York.



Steve Cumming

The MasterCard Foundation

Steve Cumming is responsible for Youth Livelihoods projects at The MasterCard Foundation, with focus on vocational skills and informal employment. He is also the focal point within the Foundation for the Youth Think Tank. Before joining the Foundation, Steve was the International Programs Director at Youth Challenge International, where he managed projects in East and West Africa. Prior to that he worked in South Sudan, Angola and Sierra Leone, where he was responsible for program implementation and staff development. He has a Master's in Post War Reconstruction and Development from the University of York, a Master's in Social Work from Carleton University and a PhD in Economics from the University of Alberta, Canada.



Ibrahima Cheikh Diong

Africa Consulting and Trading

Ibrahima Cheikh Diong is the Founder and CEO of Africa Consulting and Trading (ACT). He was previously the senior Africa advisor of BNP Paribas for over three years. Prior to that, he held senior positions in the government of Senegal. He has also been a regional Africa Director at the World Bank and Director at the International Finance Corporation (IFC). He holds a Master's degree in International Affairs specialized in Public Policy, International Finance and Environmental Policy Management from Columbia University in New York City.



Makhtar Diop

World Bank

Makhtar Diop is Vice President for Africa at the World Bank. Before joining the World Bank, he worked at the International Monetary Fund, focussing on the Central African Republic. He also served as Minister of Economy and Finance of Senegal. In 2014, *Jeune Afrique* named him "one of the 50 most influential Africans." Diop completed his graduate studies in economics at the University of Warwick and the University of Nottingham (UK), in Macroeconomics and Econometrics. He also holds a Finance Degree from the Ecole Supérieure Libre des Sciences Commerciales Appliquées (ESLSCA), France.



Kwabena Donkor

Ghana Parliamentary Select Committee on Mines and Energy

Kwabena Donkor, Ghana's former Minister for Power is the MP for the Pru East Constituency and the Chairman of the Parliamentary Select Committee on Mines and Energy. He has been an academic, technocrat and presently a political leader. He was the pioneer Chief Executive of the Bulk Oil Storage and Transportation Company (BOST), the state-owned petroleum logistics company. He holds an MSc and a PhD from the University of Bristol and a MBA from Lancaster Management School, University of Lancaster. He is also a Fellow of the Chartered Management Institute, a Fellow of the Royal Society of Arts and a Member of the Chartered Institute of Energy (all UK).



Cristina Duarte

Minister of Finance and Planning, Cape Verde

Cristina Duarte has 30 years of professional experience, most of which is in leadership and senior management positions in both government and in the private sector. She has been serving Cape Verde as the Minister of Finance, Planning and Public Administration since 2006. Over her distinguished career, she has developed strong leadership and strategic management skills, played an instrumental role in public policy making and in the private sector, and she has been involved in numerous international programs representing Cape Verde or the private sector. In addition to Cape Verde, Cristina has lived in Angola, Kenya, Portugal and the United States.



Francis Gatare

Rwanda Development Board

Francis Gatare served as Principal Private Secretary to His Excellency the President of the Republic of Rwanda from 2009 to 2014. He also served as the Chief Economist and Deputy Head of Policy and Strategy in the Office of the President. Prior to joining the Office of the President, he served as the Principal Deputy CEO of the Rwanda Development Board. Francis also served as the Director General of the Rwanda Investment and Export Promotion Agency from 2007 to 2008. Francis has served in several managerial positions in UNDP and taught economics at universities.



Claver Gatete

Minister of Finance, Government of Rwanda

Claver Gatete has been Rwanda's Minister of Finance since February 2013. He worked as an economist in Canada and with the United Nations Development Programme as a National Economist for the Rwanda program before joining the Office of the President in 2001. After serving as Rwanda's ambassador to the UK, Ireland and Iceland, he moved to the National Bank of Rwanda as Deputy Governor and then Governor. He holds a Master's Degree in Agricultural Economics from the University of British Columbia in Canada.



Neway Gebreab

Ethiopian Development Research Institute

Neway Gebreab is the Executive Director of the Ethiopian Development Research Institute and Chief Economic Advisor to the Prime Minister. He has extensive experience not only in formulating green growth and development strategies but also in macro-economic policy and international finance. He chairs the Ethiopian Government/ Donors Committee on Governance and is the Chairman of the board of directors of the National Bank of Ethiopia. In the course of his career, he has been involved in many multi-lateral policy forums and negotiations, such as those organized by the World Bank, the IMF, the UN and the New Partnership for Africa's Development (NEPAD).



Goodall Gondwe

Minister of Finance, Malawi

Goodall Gondwe has been Malawi's Minister of Finance since he was appointed to the post by President Peter Mutharika in 2014. Previously he was Minister of Finance from 2004 to 2009, Minister of Local Government from 2009 to 2010, and Minister of Natural Resources, Energy and Environment Affairs from 2011 to 2012. He was credited for turning around Malawi's economy while serving as Minister of Finance in the 2004 Bingu wa Mutharika administration. In 2008 he was voted as Africa's Finance Minister of the Year at the African Banker Awards, held at the Willard Intercontinental Hotel in Washington DC, USA



Eveline Herfkens

UN Millennium Campaign

Eveline Herfkens founded and led the UN Millennium Campaign, appointed by Secretary General Kofi Annan in 2002. She is currently a Senior Fellow at SAIS, Johns Hopkins University. From 1998-2002 she was Minister for Development Cooperation of the Netherlands. She served as Ambassador, Permanent Representative to the UN and the WTO in Geneva (1996–1998) and as Member of the Board of Executive Directors of the World Bank Group (1990–1996). She was an MP in the Netherlands, 1981–1990. She has been a member of the ILO World Commission on the Social Dimension of Globalization, the UN Commission on HIV/AIDS and Governance in Africa, and the ILO/WHO Social Protection Floor Advisory Group.



Amini Kajunju

Africa-America Institute

Amini Kajunju is the President and CEO of the Africa-America Institute (AAI). Before joining AAI in October 2012 she was Executive Director of the non-profit Workshop in Business Opportunities for 10 years. She previously served in program positions at the International Executive Service Corps and Social Science Research Council and interned at the Center for Humanitarian Outreach and Intercultural Exchange, and The Carter Presidential Center. She holds a BA in International Relations with an emphasis on economic development from Brigham Young University and a Master's degree in Public Administration with a concentration in finance and management from New York University.



Nathan Kalumbu

The Coca-Cola Company

Nathan Kalumbu is President of The Coca-Cola Company's Eurasia and Africa Group based in Istanbul, from where he leads the company's business in more than 80 countries. He began his career as the Central Africa region's External Affairs Manager, before moving into Marketing Operations and Country Management roles in Zimbabwe, Zambia and Malawi. In 2004, Nathan was appointed Business Planning Director and Executive Assistant to the Retail Division President, North America. He returned to the Africa Group as Director of Business Strategy and Planning for the East and Central Africa Division in 2006. Nathan then led the Central, East and West Africa (CEWA) Business Unit as President.



François Kanimba

Minister of Trade and Industry, Rwanda

François Kanimba was appointed as Rwanda's Minister of Trade and Industry in May 2011 after serving as Governor of the Bank of Rwanda since 2002. Between 1984 and 1995, he worked in the Ministry of Economic Planning where he developed a wide expertise in macro-economic management. He was chairman of the Governance Task Force which negotiated Rwanda's first structural adjustment program supported by the World Bank, the IMF and other development partners. Originally trained as an engineer, he has a degree in Statistics and Economics from Paris-based European Centre for Training Economists Statisticians for Developing countries.



David Kennedy

UK Department for International Development

David Kennedy was appointed as the UK Department for International Development's first Director General for Economic Development in June 2014. He has worked on development finance, strategy and investment at the World Bank and the European Bank for Reconstruction and Development. He was most recently Chief Executive of the Committee on Climate Change, an independent advisory body to the UK Government and Devolved Administrations. He has a PhD in Economics from the London School of Economics.



Henry Kerali

World Bank

Henry Kerali is the World Bank Country Director for Ghana, Liberia and Sierra Leone. Prior to taking up this new appointment, he was the World Bank's Regional Director for the South Caucasus, based in Georgia. He joined the Bank in 2003 in the Infrastructure and Energy Department in the Europe and Central Asia (ECA) Region. Before that, he was a Professor at the University of Birmingham, England, specializing in the development of transport infrastructure. He has worked in different regions of the world, including Latin America, Africa, East Asia, South Asia, and the ECA Region, and has also served as sector manager of the Bank's transport program in the ECA Region.



Sheila Khama
African Development Bank

Sheila Khama is Director of the African Natural Resources Center at the African Development Bank. Prior to joining the Bank, she was the Chief Executive Officer of De Beers Botswana and Debswana Diamond Company (Pty) Ltd. She is on the sustainability panel of Lafarge SA, the Technical Advisory Group of Oxford University's Natural Resources Charter and the UN's Sustainable Development Solutions Network on extractives and land resources. She is Chairperson of AGAMAL, a non-profit entity financed by the Global Fund to contain malaria infection in Ghana. She obtained a Bachelor of Arts degree from the University of Botswana and completed an MBA degree at the University of Edinburgh.



Alemayehu Konde Koira
The MasterCard Foundation

Alemayehu Konde Koira is a Senior Program manager at The MasterCard Foundation with a focus on problems of youth unemployment, entrepreneurship, skills development, social and financial education and agriculture. He has some 30 years' experience in a variety of international non-governmental, donor and academic organizations within the international development field. Before joining The Foundation, he worked for Plan International in Tanzania as Program Manager and Household Economic Security Advisor in Plan Region of Eastern and Southern Africa. He holds a BSc from Alemaya University of Agriculture, Ethiopia and a Master's in Agriculture Economics from Reading University, UK.



Evode Imena
Minister of State in charge of Mining, Ministry of Natural Resources, Rwanda

Evode Imena is Rwanda's Minister of State in charge of Mining at the Ministry of Natural Resources. He was appointed in 2013 in a new post in the Cabinet due to the importance of the mining sector to the economic development of Rwanda. His roles are to oversee all mining-related activities, policy formulation and implementation of existing policies, oversee geological research and mineral exploration activities, and to liaise with other ministries and international agencies to implement government programs in the mining sector. He holds a Master's in Sciences (Maîtrise en sciences) in Geology with specialization in Metallogeny from Cadi Ayyad University in Morocco.



Acha Leke
McKinsey & Company

Acha Leke is a director in McKinsey's Johannesburg office and supports clients in its Public Sector, Social Sector, and Private Equity Practices. Since his appointment, Leke has transformed McKinsey into the leading advisory firm in Africa. The company's footprint has grown from just one office in South Africa to six across the region, with 300 consultants working across 30 different countries in the region. He co-authored the *Lions on the Move* published with McKinsey in 2010, which widely shifted opinion on Africa's investment promise, and middle-class consumption prospects. He completed his PhD in electrical engineering from Stanford University.



Carlos Lopes
UN Economic Commission for Africa

Carlos Lopes leads a staff of around 1,000 at the Economic Commission for Africa. He has more than 24 years of senior leadership experience at the UN. He has authored or edited 22 books and taught at academic institutions all over the world. Selected as one of the most influential Africans several years in a row by *New African* and *Financial Afrik*, he is a frequent commentator on CNN, Al Jazeera, the BBC, France 24 and in *Le Monde* and the *Financial Times*. His Op-Eds are published on average 30 times a month in the pan-African media and he has around half a million monthly impressions from his social media.



Ibrahim Mayaki
New Partnership for Africa's Development

Ibrahim Assane Mayaki of the Republic of Niger is the CEO of New Partnership for Africa's Development (NEPAD). He was Prime Minister of Niger from 1997 to 2000. Between 1996 and 1997 he was Minister in charge of African Integration and Cooperation and Minister of Foreign Affairs. From 2000 to 2004, he was a guest Professor at the University of Paris XI, where he lectured on international relations and organizations; he also led research on Europe and the Contemporary World. He has a Master's degree from the National School of Public Administration in Quebec, Canada and a PhD in Administrative Sciences from University of Paris I, France.


Ramesh Moochikal

Olam International

Ramesh is an acknowledged expert in African agriculture and food commodities. He supervises Olam's operations, which employ over 3,000 people including 50 top global managers in 20 countries in Central, South and East Africa. He joined Olam at its inception in Nigeria 24 years ago, and has been a part of the core team that saw the company grow from a green field start-up to a Singapore listed \$18 billion revenue organization today. He has lived and worked in multiple countries across Africa, has headed Olam's India operations and started Olam's trading desk in Europe before returning to Africa. He is based in Durban and teaches at the University of Cape Town.


Nkosana Moyo

Mandela Institute of Development Studies

Nkosana Moyo is the Founder and Executive Chair of the Mandela Institute of Development Studies. He is an Eisenhower Fellow and a World Economic Forum (WEF) Global Leader of Tomorrow alumnus, holds a PhD in Physics from Imperial College, University of London and an MBA from Cranfield School of Management, UK. Until 2011, he was the Vice President and COO of the African Development Bank (AfDB). Before joining the Bank, he was Managing Partner for Africa Business at Actis Capital LLP and also served at the World Bank's International Finance Corporation (IFC) as an Associate Director. He has also served as Minister of Industry and International Trade in his native country, Zimbabwe.


Abdu Mukhtar

Dangote Industries

Abdu Mukhtar is the Group Chief Strategy Officer, Dangote Industries. He is a Partner at Sahel Capital. He is also the Co-Founder and Chairman of Grassroot Microfinance Bank. He served as a medical officer in the Ministry of Health, Kano, and ASO Clinic Abuja. Prior to this, he was the Group Managing Director and Chief Executive Officer at Abuja Investments Company, where he oversaw portfolio investments and joint-venture projects. He sits on the Boards of several non-profit organizations including LEAP Africa and the Nollywood Foundation. He holds a Master's in Public Administration from Harvard University Kennedy School of Government and an MBA from Harvard Business School.


James Musoni

Minister of Infrastructure, Rwanda

James Musoni is the Minister of Infrastructure in the Government of the Republic of Rwanda. Before his current position, he was Minister of Local Government (2009–2014); Minister of Finance and Economic Planning (2006–2009); Minister of Commerce, Industry, Investment Promotion, Tourism and Cooperatives (2005–2006); Commissioner General of Rwanda Revenue Authority (2001–2005) and Deputy Commissioner General of Rwanda Revenue Authority (2000–2001). He has an MBA in finance from Newport International University, California, and a BCom, Finance, from Makerere University, Kampala, Uganda. He also holds a Certificate in Public Finance Management Executive Course from the Harvard Kennedy School.


James Irungu Mwangi

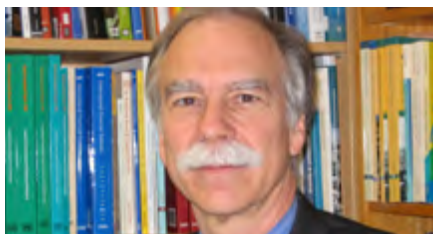
Dalberg Group

James Irungu Mwangi is Executive Director of the Dalberg Group, a collection of impact-driven businesses that seek to champion inclusive and sustainable growth around the world and a Partner with Dalberg Global Development Advisors. He founded and built up Dalberg's presence in Africa, beginning with the Johannesburg office in 2007, Nairobi in 2008, and Dakar in 2009, and he served as Global Managing Partner from 2010 to 2014. His clients have ranged from heads of state to senior leaders of multilateral organizations and foundations. He has also advised Chief Executives and investors on commercially attractive and socially impactful businesses in frontier markets, particularly in Africa. He holds a BA in economics from Harvard University.


Uzziel Ndagijimana

Minister of State: Economic Planning, Ministry of Finance and Economic Planning, Rwanda

Uzziel Ndagijimana is the Minister of State: Economic Planning in the Ministry of Finance and Economic Planning. Before joining the Ministry, was the Permanent Secretary of the Ministry of Health. He began his career as a lecturer at the National University of Rwanda. He was Vice-Rector of the National University of Rwanda and the Rector of the School of Finance and Banking in Kigali. He moved into leadership positions in the Government of Rwanda from 2002. He has an MSc and a PhD in Economics with specialization in International Trade. He speaks Kinyarwanda, French, English, Swahili, Polish, and basic Portuguese.



Richard Newfarmer
International Growth Centre

Richard Newfarmer is Country Director for Rwanda, Uganda and South Sudan at the International Growth Centre, a joint venture of Oxford University and the London School of Economics. He is also a Senior Fellow at the World Trade Institute in Bern, Switzerland, and a Member of the Advisory Board for the WTO Chairs Program. He consults with organizations, including the World Bank, the OECD and the International Trade Centre, and has written on competitiveness, industrial policy and aid for trade in Uganda, Rwanda, Malawi, Botswana and Zimbabwe. He holds a PhD and two MAs from the University of Wisconsin and a BA from the University of California at Santa Cruz.



Amolo Ng'weno
Bankable Frontier Associates

Amolo Ng'weno is the East Africa Regional Director of Bankable Frontier Associates (BFA), a consulting company specializing in financial services for low income people. Until 2015, she was Managing Director of Digital Divide Data Kenya (DDD), a social enterprise BPO company that hires young people from disadvantaged backgrounds. She joined DDD from the Bill & Melinda Gates Foundation, where she was Deputy Director in the Financial Services for the Poor, working to improve the financial services available in developing countries. She holds a B.A. in Psychology and Social Relations from Harvard University and a Master's in Public Affairs from Princeton University.



Emmanuel Nnadozie
African Capacity Building Foundation (ACBF)

Emmanuel Nnadozie has been the Executive Secretary of the ACBF since 2013. He is an educator, economist, author and development expert. His work spans over 20 years in the development sector. Prior to his selection for ACBF, he worked with UNECA as Chief Economist and Director of the Macroeconomic Policy Division and earlier at the Economic Development and NEPAD Division of the UNECA. At the UNECA, he led the production of the annual *Economic Report on Africa*, the *Least Developed Countries Monitor* and the annual *Africa MDGs Report*. Before joining UNECA, he taught economics from 1989 to 2004 at Truman State University in Kirksville, Missouri.



Ndidi Nwuneli
LEAP Africa

Ndidi Nwuneli is the founder of LEAP Africa, one of Nigeria's leading non-profit organizations, the co-founder of AACE Food Processing & Distribution, an indigenous agro-processing company and a partner at Sahel Capital, an advisory and private equity firm focussed on the agribusiness sector in West Africa. She started her career as a management consultant with McKinsey & Company, working in their Chicago, New York and Johannesburg Offices. She returned to Nigeria to serve as the pioneer Executive Director of the FATE Foundation. She holds an MBA from Harvard Business School and a BSc with honors from the Wharton School of the University of Pennsylvania.



David Ofofu-Dorte
AB & David

David Ofofu-Dorte founded AB & David in 1998 and has grown it to become one of Africa's largest law firms. He also led the firm to earn the distinction as the first African law firm to be awarded the England Law Society Lexcel accreditation, which is a mark of the highest standard in law practice. He has a combined public and private sector experience which cuts across finance, infrastructure and advice to governments and PPPs. Landmark assignments he has led include representation of Marine Construction in the \$400 million West Africa Gas Pipeline project and advisory role on a \$700 million infrastructure project for the production and transportation of potable water.



Yvonne Okwara
Kenya's Television Network

Yvonne Okwara works for Kenya's Television Network (KTN) as a Senior Anchor and content producer. She is also the Head of News Anchors at KTN. Her body of work runs the gamut from powerful interviews, talk shows to news presentation. She has been at the center of some most defining moments in Kenya. She covered Kenya's 2013 general elections, the Supreme Court Election Petition and the inauguration of President Uhuru Kenyatta. Her notable interviews include President Uhuru Kenyatta, Deputy President William Ruto, and Rebecca Garang widow of South Sudanese leader John Garang among other leaders in the region.



Tony Oteng-Gyasi

Tropical Cable and Conductor, Ghana

Tony Oteng-Gyasi is a past President of the Association of Ghana Industries, and Executive Chairman of Tropical Cable and Conductor, a wholly Ghanaian owned manufacturer of electrical and telecom cables in Ghana. He is the immediate past Chairman of the University of Ghana Council. He has been a member of the Council of the Ghana Stock Exchange, and the Council of the Ghana Institute of Management and Public Administration (GIMPA), the Ghana Bar Association, an honorary fellow of the Ghana Institution of Engineers, and a fellow of the Chartered Institute of Marketing Ghana. He has been honoured with Order of the Volta from the Republic of Ghana.



Louis Onyango Otieno

Microsoft

Louis Onyango Otieno is currently the Director of the Middle East and Africa team responsible for Corporate Affairs with Microsoft 4Afrika – a strategic initiative aimed at helping Africa accelerate its economic growth and global competitiveness. Here, Otieno promotes innovations such as the use of TV White Spaces to provide high speed, affordable broadband connectivity in the largely unserved rural areas. Otieno is past President of the American Chamber of Commerce in Kenya. He has served as an ICT advisor to the Presidents of Tanzania, Uganda and Mozambique. He served on Kenya's Vision 2030 Board and on the boards of Uchumi Supermarkets (Kenya) and Red Media (Nigeria).



Kenneth Quartey

Sydals Ltd, Ghana

Kenneth Quartey is the CEO of Sydals Ltd in Ghana, a poultry farm that also breeds horses and livestock. Today, Sydals is the third largest poultry farm in the country with over 100,000 birds and is one of the most modern and mechanized. In 2006, Kenneth won the National 2nd Best Farmer Award during the annual Farmers' Day Celebrations. He graduated from the University of Nebraska with a BSc in Animal Science. He has captained the Ghanaian polo team on several occasions. He is a Fellow of the Africa Leadership Initiative, Ghana and a member of the Aspen Global Leadership Network



Mona Quartey

Deputy Minister Finance, Ghana

Mona Quartey, currently the Deputy Minister Finance of the Republic of Ghana, is a seasoned finance professional with extensive experience in treasury, risk management, and corporate finance. She has close to 25 years of banking and mining experience. She serves on the Boards of Golden Star Resources Ghana (Wassa and Bogoso), Ghana Water Company, SSNIT, Ghana Investment Promotion Council (GIPC), SIMNE, Green Pastures & Still Waters and BVM Finance Advisory Service. She holds a Bsc (Hons) degree in Development Planning from Kwame Nkrumah University of Science and Technology and a Master's in Business Administration (Finance) from Dalhousie University Canada.



Matthew Rees

USAID

Matthew Rees is the USAID Deputy Coordinator for Trade Africa, the US Presidential Initiative launched in July 2013 focused on boosting trade with and within East Africa, and Director of the USAID/ East Africa Office of Regional Economic Integration. He is based in Nairobi, Kenya, and serves as the technical lead for programs and assistance for regional trade, agriculture and integration. He manages USAID's technical and trade capacity, building relationships with the East African Community (EAC), EAC Partner States' Ministries of Trade, the Common Market for Eastern and Southern Africa (COMESA) and the regional donor community, focussing on advancing regional economic integration and trade.



Reeta Roy

The MasterCard Foundation

Reeta Roy is President and CEO of The MasterCard Foundation. Under her leadership, the Foundation has prioritized Africa to make its most substantial commitments, partnering with a diverse range of visionary organizations, and is initiating large-scale projects. A passionate advocate, Roy ensure that the Foundation is focused on the people it serves, and she travels extensively in the communities where it is active. She is a member of the Aspen Philanthropy Group and the World Economic Forum on Social Innovation. She has spoken at the UN General Assembly, the Clinton Global Initiative, the World Innovation Summit for Education, and the UNESCO Youth Forum.



Valentine Rugwabiza

Minister of East African Community, Government of Rwanda

Valentine Rugwabiza is the Government of Rwanda's Minister of East African Community. Previously, she was the CEO of the Rwanda Development Board and a Member of Cabinet. Between 2005 and 2013, she served as Deputy Director-General of the World Trade Organization (WTO), becoming the first female DDG in its history. Before that, she served as Rwanda's Ambassador and Permanent Representative to UNOG and to Switzerland. She is a founding member of the Rwanda Private Sector Federation, the Rwanda Women Entrepreneurs' Organization and the Rwandese Women Leaders' Caucus. She has extensive experience in both the public and private sector where she has held senior management positions.



John Rwangombwa

Central Bank Governor, Rwanda

John Rwangombwa is the Central Bank Governor of Rwanda. He started with the Rwanda Revenue Authority where he rose through the ranks to be Deputy Commissioner of Customs for Operations. He then joined the Ministry of Finance and Economic Planning as the Director of the National Treasury Department. In 2005, he was appointed Permanent Secretary and Secretary to the Treasury and in 2009 he became the Minister of Finance and Economic Planning. He also oversaw the implementation of Rwanda's first Economic Development and Poverty Reduction Strategy (EDPRS I). He was voted Governor of the Year 2015 for the Sub-Saharan Region by *Emerging Markets*.



Jean-Louis Sarbib

Development Gateway

Jean-Louis Sarbib is CEO at Development Gateway, a non-profit organization working to reduce poverty by improving aid effectiveness, governance, and transparency through information technology. He advises James Wolfensohn, former President of the World Bank. From 1980 to 2006, he was at the World Bank where he became Vice-President for Africa and later the Middle East and North Africa. His last posting was as Senior Vice-President for human development. He joined Wolfensohn & Company from 2006 to 2009, was a Senior Fellow at The Brookings and taught at Georgetown University. He has an honorary doctorate from the University of Ouagadougou and a Lifetime Award for Diversity and Inclusion from the World Bank.



Antoinette Monsio Sayeh

African Department of the International Monetary Fund

Antoinette Monsio Sayeh assumed her current position as Director of the African Department of the International Monetary Fund in 2008, after two and a half years as post-conflict Liberia's Minister of Finance. Before joining President Ellen Johnson Sirleaf's Cabinet, she worked for the World Bank as Country Director for Benin, Niger, and Togo; in Africa and South Asia; and as Assistant to its principal Managing Director. Before joining the Bank, she worked in economic advisory positions in Liberia's Ministries of Finance and Planning. She holds a BA in economics from Swarthmore College and a PhD in International Economic Relations from the Fletcher School at Tufts University.



Witney Schneidman

Covington & Burling

Witney Schneidman is the Senior International Advisor for Africa at Covington & Burling LLP. He was Deputy Assistant Secretary of State for African Affairs in the Clinton Administration, responsible for economic and commercial issues in Africa. Drawing on his experience in the State Department, the World Bank, think-tanks and his own consulting practice, he has advised energy, technology, consumer and health companies, among others, on projects in more than 30 African countries. He has written extensively on African economic and political issues and aired his views on CBS News, CNN, National Public Radio, the BBC and the South Africa Broadcasting Corporation, among other media outlets.



Richard Sezibera

East African Community

Richard Sezibera is the current Secretary General of the East African Community. His focus has been the removal of internal barriers to trade through a functional Single Customs Territory, free movement of people and labor within East Africa, harmonization of education and training curricula and standards, coordinated investments in critical infrastructure including rail, energy, ports and harbors and inland waterway and roads among others. Prior to his current position, he served as Rwanda's Minister of Health, Presidential Special Envoy to the Great Lakes Region and Ambassador to the USA with concurrent accreditation to Argentina, Brazil and Mexico.


Haddis Tadesse

Bill & Melinda Gates Foundation

Haddis Tadesse represents the Bill & Melinda Gates Foundation in Ethiopia and the African Union. Before joining the Bill & Melinda Gates Foundation as the Special Assistant to the Director of Agriculture, he held several government positions, including as Senior Policy Advisor to Seattle Mayor, Greg Nickels. He graduated from the Evans School at the University of Washington with a Master of Public Administration.


Seth Tekper

Minister of Finance and Economic Planning, Ghana

Seth Tekper has been Ghana's Minister of Finance and Economic Planning since 2013. As a Deputy Minister in the Ministry of Finance and Economic Planning from March 2009 to January 2013, he worked mainly on the Budget and Medium-Term Expenditure Framework (MTEF) as well as on revenue policy and administration. Between 1999 and 2009, he held various positions in the Fiscal Affairs Department (FAD) of the International Monetary Fund (IMF). He led several technical assistance missions to member-states to improve the organization, process and legislation for revenue institutions. He is a Chartered Accountant who holds a Master of Public Administration (MPA) degree from the Kennedy School, Harvard University.


Dina Umali-Deiningering

World Bank

Dina Umali-Deiningering is a Practice Manager in the Agriculture Global Practice of the World Bank. She oversees advisory and lending activities covering South and Central Africa, Rwanda, Kenya and Uganda. Prior to joining the Africa Region, she was the Practice Manager for Agriculture and Water in the Europe and Central Asia Region. From 1997–2008, she worked in the South Asia Region, where her last position was Country Sector Coordinator in New Delhi overseeing the India Agriculture program. She has an MA and PhD in Applied Economics from Stanford University, and a BA in Agribusiness Management from the University of the Philippines.


Phyllis Wakiaga

Kenya Association of Manufacturers

Phyllis Wakiaga is the CEO of the Kenya Association of Manufacturers (KAM). Before joining KAM, she was the manager for Government and Industry Affairs at Kenya Airways where she was a key member of the government of Kenya's delegations negotiating bilateral air services agreements; she was also responsible for building and maintaining government and industry relations. She is an Advocate of the High Court of Kenya and holds a Master's in Business Administration from Jomo Kenyatta University, Bachelor of Law from the University of Nairobi, Diploma in Law from Kenya School of Law, and a Higher Diploma in Human Resource Management from the Institute of Human Resources Management Kenya.


Darren Walker

Ford Foundation

Darren Walker is President of the Ford Foundation. For two decades he has been working on an array of social justice issues, including education, human rights, urban development, and free expression. Prior to joining Ford, he was Vice President at the Rockefeller Foundation. He is on the boards of Carnegie Hall, New York City Ballet, the High Line, and the Arcus Foundation. He received the 'Distinguished Alumnus Award,' the highest honor given by his alma mater, the University of Texas at Austin. He is a member of the Council on Foreign Relations, the American Academy of Arts and Sciences and the recipient of several honorary degrees.


T.J. Zhai

CITIC Construction

T.J. Zhai is currently the Senior Regional Liaison and Market Manager for CITIC Construction – Africa Division. He spent over 15 years in the USA and has been involved in the new World Trade Center reconstruction and US Department of Defense system engineering contract research. Upon returning to China in 2010, he joined the Chinese National Development and Reform Commission – Energy Research Institute before joining CITIC in 2013. He was recently honored with the Business System Model Award of 2015 by CITIC. He obtained a PhD in Management Science and Engineering from Northwestern Polytechnic University.

African Transformation Report 2

Even as Africa welcomes new growth and industries, agriculture still makes up the bulk of most African economies. It also offers countries their most immediate pathway to transformation, despite being inefficient and outmoded across the continent.



Given the overwhelming importance of agriculture as a basis for Africa's economic transformation, the second edition of our flagship *African Transformation Report (ATR2)* will focus on a single, overarching goal: how to achieve Africa's agricultural transformation.

Africa has nearly 60% of the world's arable, uncultivated land. It has year-round temperatures suitable for cultivation. And it has an expanding young labor force that gives it a clear, comparative advantage in agricultural production.

But Africa is yet to undergo an agrarian revolution. Modernizing African farms and connecting them with other parts of the economy has been slow. The continent remains a net importer of food, and agriculture's share of GDP has been declining in many countries.

However, with the application of modern science and technology and farming practices that raise productivity; as well as policies that support full value chain

development, African agriculture has the potential to not feed the continent but also generate employment, boost incomes, and stimulate industrialization.

The *2016 African Transformation Report: Transforming Africa's Agriculture*, currently in production, will be our vision of Africa's agricultural future – and a blueprint for translating that vision into reality. It will highlight the key linkages between agriculture and economic transformation.

It will assemble and synthesize existing knowledge, supplementing with new case studies that examine common challenges. It will go beyond a mere discussion of the issues to champion the interventions and innovations that are already happening on the ground, providing public and private sector leaders with the information they need to move forward.

The topic for the *2016 African Transformation Report* could not be more relevant. That's because the potential for agriculture to drive

economic transformation is enormous. In Kenya, for example, where agro-processing is relatively well-developed, agriculture contributes 30% of GDP through manufacturing, distribution, and agricultural services. And it provides more than 18% of formal employment.

What is our ultimate vision? An agriculture sector that looks remarkably different within 20-25 years. Our report will layout an agenda to help make that happen, characterized by the need to:

- raise productivity on all farms, from smallholders to large-scale commercial enterprises.
- improve post-harvest handling, and strengthen the value chain to ensure that increased production translates into increased availability and demand.
- expand linkages between agriculture and the rest of the economy, particularly manufacturing and agribusiness.

African Transformation Report 2

The *2016 African Transformation Report* will explore opportunities, identify challenges, and outline the fundamental structural changes and new programs needed to fully realize the economic potential of Africa's agricultural industry.

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