



Realising the Potential of Africa's Youth

REPORT OF THE AFRICA COMMISSION
MAY 2009



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About the Africa Commission

The Africa Commission was launched by the Prime Minister of Denmark in 2008 to help Africa benefit more from globalisation. The Commission consisted of Heads of State and governments, politicians, experts, representatives from international and regional organisations as well as the business community, civil society and the academic world. The majority of the Commissioners were from Africa, which reflected the Commission's overriding commitment to ensure African ownership of its recommendations and initiatives.

The Commission addressed ways to create employment for young people through private sector-led growth and improved competitiveness of African economies. Special emphasis was given to create decent jobs, foster entrepreneurship, and provide greater opportunities for young African women and men through education, skills development and access to finance. Drawing on existing analyses and best practices, the Commission's aim was to make specific policy recommendations and devise concrete initiatives.

Over the course of its work, the Africa Commission held three summits: The first took place in Copenha-

gen, Denmark on 16 April 2008; the second in Addis Ababa, Ethiopia on 20 November 2008; and the third and concluding summit occurred in Copenhagen on 6 May 2009.

Between these summits, various stakeholders contributed with numerous recommendations and provided significant input to the work of the Commission. During 2008, the Commission organised five thematic conferences in African capitals, gathering stakeholders from across the continent, representing civil society, governments, regional and international organisations, universities and research institutions as well as the private sector. In the spring of 2009, three workshops involving high-level stakeholders worked to refine the proposals agreed upon by the Commission in Addis Ababa. Furthermore, the Commission convened a youth forum and an African Youth Panel, which enabled visionary young people from all over the continent to present their candid views and innovative proposals to improve the lives of African youth. Substantial input was also provided by networks of trade unions and business associations in Africa, representing workers and the private sector.



**Chairman
of the Africa Commission**



**Mr. Lars Løkke Rasmussen
(Denmark)**

Prime Minister of Denmark,
Chairman of the Africa Commission
Leader of the Liberal Party (Venstre).
Mr. Løkke Rasmussen has also served as
Minister of Finance and Minister for the
Interior and Health.

**Members of the
Africa Commission**



H.E. Jakaya Mrisho Kikwete (Tanzania)

President of the United Republic of Tanzania
since 2005
*Member of Parliament since 1988, also serving as
Deputy Minister for Energy and Minerals 1988-1990; Min-
ister of Water, Energy and Minerals 1990-1994; Minister
for Finance 1994-1995 and Minister of Foreign Affairs and
International Cooperation 1995-2005. In 2008 he was
the Chairman of the African union.*



**H.E. Dr. Luísa Dias Diogo
(Mozambique)**

Prime Minister of the Republic of
Mozambique since 2004
*Prior to her nomination as the first female
Prime Minister of Mozambique Ms. Diogo
served as Minister of Planning and
Finance.*



Dr. Mohamed Ibn Chambas (Ghana)

President of the Economic Commu-
nity of West African States ECOWAS
*Also served as Member of Parliament
and Deputy Foreign Minister and Deputy
Minister of Education in charge of Tertiary
Education in Ghana.*



Mr. Lauritz B. Holm-Nielsen (Denmark)

Rector at Aarhus University since 2005
*Prior to this Rector Holm-Nielsen served as Lead Higher
Education Specialist for the World Bank. In his earlier
career Lauritz B. Holm-Nielsen was Rector of the Danish
Research Academy and Chairman of the Nordic Academy
for Advanced Study.*



Dr. Mo Ibrahim (Sudan)

Founder of Celtel and member of the
board of the Mo Ibrahim Foundation
*Dr. Ibrahim is also Founding Chairman of
Satya Capital Ltd.*



**Dr. Asha-Rose Migiro
(Tanzania)**

Deputy Secretary-General of the
United Nations
*Has also served as Minister of Foreign
Affairs and International Cooperation and
as Minister for Community Development,
Gender and Children in Tanzania.*



Dr. Greg Mills (South Africa)

Director of the Brenthurst Foundation
*Prior to this Dr. Mills was National Director of the
South African Institute of International Affairs (SAIIA).
A council member of RUSI, during 2008 he was
seconded as strategic adviser to President Kagame
of Rwanda. He has also taught at a number of institu-
tions including the Universities of the Western Cape
and Cape Town.*



Dr. Ngozi Okonjo-Iweala (Nigeria)

Managing Director of the World Bank
*Has served as Nigerian Minister of Finance
and Minister for Foreign Affairs. Prior to
this Ms. Okonjo-Iweala was Vice-President
and Corporate Secretary of the World Bank
Group.*



Dr. Christian Friis Bach (Denmark)
International Director of DanChurchAid
Dr. Friis Bach is Affiliated Professor at the University of Copenhagen and has also worked as an independent adviser, author and lecturer and served as Associate Professor of International and Development Economics at the Royal Veterinary and Agricultural University.



Mr. Klaus Aagaard Bustrup (Denmark)
Chairman of the Board of Danida
Member of the Danish Board for International Development Cooperation since 1990 and Chairman since 2008. Mr. Bustrup previously held the position as CEO of the Danish Council for Agriculture.



Mr. Robert Calderisi (Canada)
Economic consultant and writer
Has served at the World Bank as Country Director for Central Africa, World Bank Spokesman for Africa, Manager in the Institutional Change and Strategy Department and as Chief of the World Bank Regional Mission in Western Africa.



Dr. Donald Kaberuka (Rwanda)
President of the African Development Bank since 2005
Dr. Donald Kaberuka is the 7th President of the African Development Bank. He served as Rwanda's Finance and Economic Planning Minister from 1997 to 2005.



Ambassador Ellen Margrethe Løj (Denmark)
Special Representative of the Secretary General of the UN in Liberia
Has also been Ambassador and Permanent Representative of Denmark to the United Nations and Representative of Denmark on the Security Council.



Ms. Betty Maina (Kenya)
Executive Director of the Kenya Association of Manufacturers
Prior to this Ms Maina held the position as Chief Executive of the Institute of Economic Affairs. Ms. Maina has also worked as a consultant for the World Bank and the United Nations.



H.E. Jean Ping (Gabon)
Chairperson of the Commission of the African Union
Has served as Minister for Foreign Affairs, Cooperation and la Francophonie of the Gabonese Republic and as Minister of Planning, Environment and Tourism.



Ms. Ulla Tørnæs (Denmark)
Danish Minister for Development Cooperation
Member of the Danish Parliament since 1994. Prior to serving as Minister for Development Cooperation Ms. Tørnæs was Minister of Education.



Ambassador Koen Vervaeke (Belgium)
European Union Special Representative and Head of the European Commission Delegation to the AU
During his diplomatic career Mr. Vervaeke has held a wide range of positions within the Belgian Ministry of Foreign Affairs.

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Foreword by Prime Minister Lars Løkke Rasmussen



Lars Løkke Rasmussen,
Prime Minister of Denmark,
Chairman of the Africa Commission

The key to a more prosperous Africa lies in the hands of its younger generations. They will be the dynamic drivers of poverty reduction through long-term economic growth that creates employment. But this requires a refocused development agenda defined by the African countries.

It is on this basis that the Danish Government decided to establish an Africa Commission bringing together key African and international stakeholders. The Africa Commission fills a vacuum. If Africa's demographic and economic challenges are to be overcome, it is crucial that the growing youth population is given prospects for good employment. Private sector development that creates employment is a must if Africa is to reach the Millennium Development Goals (MDGs) by 2015.

Our aim is to provide a clear and unambiguous contribution to the international development agenda. We have set ourselves ambitious targets: The objective of the Africa Commission is to find effective means of creating job opportunities for young Africans through private sector-led economic growth.

The composition of the Commission – the majority are Africans – bodes well for the achievement of our agenda. It also illustrates the determination at the highest international level to solve the challenges related to young people and employment. I am confident that the recommendations and the five concrete initiatives launched in this report and implemented by African organisations will have a direct and positive effect.

Our work does not end with this report. The recommendations and the five concrete initia-

tives will be brought to life through strong international partnerships.

The Danish Government will support all five initiatives. Together with my fellow Commissioners, we are determined to promote the agenda outlined in the following pages. We will do this at the international level together with our partners and in support of reform processes in African countries.

Since the first meeting of the Africa Commission, we have witnessed a changing global environment. Today we are facing a very serious global economic crisis. It has its genesis in the developed world, but is already hitting Africa hard. The challenges that this has brought have been factored into this report. Our overarching objective of developing concrete initiatives for the creation of more and better jobs is more pertinent than ever.

It is therefore my sincere hope that the work of the Africa Commission will place Africa higher on the international agenda. I strongly believe that developing competitive African economies will enable African countries to get their fair share of the benefits of globalisation, to significantly increase and sustain economic growth and employment. This will ensure job opportunities for young Africans. We have a common interest in pushing this agenda. But much more importantly: Africa's young people deserve a fair chance to break free from poverty by becoming entrepreneurs and creators of jobs.

Copenhagen, May 2009

Foreword by President Jakaya Mrisho Kikwete

A little more than a year ago I received an invitation from the Danish Prime Minister to join the Africa Commission. What prompted me to accept was what I considered to be the highly relevant mandate of the Commission.

I welcomed the Commission's focus on the youth and its strong emphasis on sustainable growth and entrepreneurship. And I was encouraged by the fact that the Commission from the outset intended to find African solutions to African challenges.

I am pleased to note that immense efforts have been carried out in order to involve African stakeholders throughout the process, and I fully support the recommendations and initiatives presented in this report.

The Africa Commission is setting a new agenda for international development cooperation with Africa. We are advocating a shift in focus towards enterprise-led development in Africa: Aid in itself will not ensure sustainable development. Improving Africa's competitiveness will.

Now Africa is confronted with a global financial crisis that has its origin in the world's richest countries. It threatens the hard-won gains made by African countries over the past decade. Investments are declining. Businesses are struggling to survive. And jobs are lost. The urgency with which Africa and its development partners need to act has never been greater.

Africa's excessive dependency on development aid is not sustainable. Africa and its partners must focus on job creation through improving competitiveness, by combating

corruption, adding more and better post-primary education and skills training based on private sector demand, providing access to investment capital, better energy supply as well as basic infrastructure.

These are just some of the views presented in this report. They are not all new. But I sincerely hope that they will inspire decision makers across the continent and abroad. The Government of Tanzania will actively pursue a policy that is consistent with these recommendations.

The Africa Commission has been an important platform for finding effective means of improving job opportunities for young Africans. We share a common goal of building societies where all young people have a prosperous future, and we want to put employment higher on the international agenda. The work of the Africa Commission is an important step in this direction.

Dar es Salaam, May 2009



Jakaya Mrisho Kikwete,
President of the United Republic of Tanzania,
Member of the Africa Commission

Executive Summary



To address the significant challenges and the new opportunities facing the African continent, the Africa Commission recommends the development of a refocused agenda for international development cooperation with Africa. Creating jobs for Africa's increasing youth population requires private sector-led growth through reforms which improve competitiveness. For this agenda to be successful, Africa will have to raise confidence in its economic prospects. African governments should focus more on attracting private capital for investment. They must assert ownership over necessary reforms and demonstrate good governance. Development partners should support the agenda and deliver on their aid commitments. Their assistance must support long-term development.

Due to the demographic transition youth will comprise an increasing share of Africa's growing population. This larger and younger working force constitutes a significant opportunity for Africa - but only if more jobs are created. If the political will can be mobilised, the energy and talent of Africa's young women and men will be a force for positive change in Africa.

The recommendations and the five initiatives contained in this report are not intended to answer all the challenges of Africa, but point to priority areas which require urgent action if Africa is to achieve its full potential. African countries are different. There cannot be a 'one-size-fits-all' solution. The recommendations of the Africa Commission, which focus on Sub-Saharan Africa, are backed up by existing knowledge and innovative thinking and expand on ideas which have worked. The Commission offers concrete, actionable initiatives to address the need for greater growth

as a necessary precondition for sustainable development and poverty reduction.

Refocusing international development cooperation with Africa

The recommendations contained in this report have been accentuated by the present global economic crisis which is hitting most African countries hard. The need to address Africa's challenges and opportunities for promoting growth, job creation and poverty reduction has never been more urgent. Africa could benefit much more from globalisation. One way is to reduce its dependency on commodities and have the private sector add more value to its products. This would create more productive and decent jobs for the growing number of young people.

Against this background, the Africa Commission proposes private sector-led growth as the most effective way to create more and better jobs. In this respect, agriculture has a crucial role to play in most African countries. Inclusive growth that generates decent work and income is the best way to reduce poverty in Africa. Focus must be on increasing competitiveness of private enterprises, including agro-business. This will require strong partnerships between the public and the private sector to eliminate barriers to growth.

Growth driven by private investments also leads to higher revenues for governments to finance vital social services and infrastructure. It will contribute to reducing aid dependency of developing countries. Strong growth and employment opportunities are required to achieve the Millennium Development Goals including sustaining progress in health, food security and education. This must be recognised by the 2010 UN MDG review conference.

Progress on governance is a prerequisite for economic growth and development. Efforts should aim to develop effective and robust public sectors that combat corruption, protect property rights and ensure the rule of law, promote gender equality and strengthen the role of civil society and the private sector in holding governments accountable.

National development strategies should be further developed and implemented based on consultative processes involving the private sector, business associations, labour market associations and civil society. The aim should be to improve the business environment by maintaining and expanding major infrastructure, financial markets and skills development and other measures that enhance competitiveness. International development assistance must build upon and support such strategies.

The international community must do more to open markets, including for south-south trade. Goods from African countries should be granted full and free access to markets, including through easing the rules-of-origin requirements and phasing-out trade-distorting subsidies. Relative to other developing countries, there is a case for allowing African countries privileged access to markets, at least for a limited period of time.

The potential of the African youth must be realised by giving them influence over policies and strategies. Tapping into the creativity and knowledge of young people could prove a crucial asset for boosting economic development on the continent. Young people should therefore be given a much needed voice and the opportunity to participate in decision-making.



The five international initiatives

The Africa Commission has identified five key areas of main concern to growth, employment and competitiveness:

1. Benchmarking African Competitiveness

The Africa Commission recommends focusing on those particular constraints that prevent African businesses from growing through exports in order to improve Africa's competitiveness in the global economy. The use of competitiveness indices should be promoted as advocacy tools to ensure ownership among African governments, the private sector and civil society in the results dissemination and follow-up process.

The Initiative:

The Africa Commission, in partnership with the World Economic Forum and the African Union, will ensure coverage of a significant and increasing number of African countries in the World Economic Forum's Global Competitiveness Index, and encourage policy impact through measures to engage business and government leaders in a results-based dialogue on the required reforms.



2. Access to investment finance and capacity development for small and medium-sized enterprises

The Africa Commission recommends that the financial sector in African countries scales up investment finance for small and medium-sized enterprises (SMEs) and develops the necessary capacity. For their part, African governments, supported by international development partners, must provide a predictable regulatory framework, facilitate capacity development of financial institutions and enterprises, and provide effective market-based instruments that increase access to investment finance.

The Initiative:

The Africa Commission will develop an African Guarantee Fund in partnership with the African Development Bank to foster the growth of financial resources available for the investment needs of small and medium-sized enterprises and for capacity development of financial institutions. Furthermore, the Commission will launch a complementary facility for enterprises to improve their business management and technical skills in order to gain access to investment finance.

3. Unleashing African Entrepreneurship

The Africa Commission recommends an increased focus on young entrepreneurs as drivers of change. Such a renewed focus should be reflected in policy dialogues, poverty reduction strategies or other development plans and budgets. African governments together with stakeholders must promote entrepreneurship as a viable, pro-poor develop-

ment strategy, given that most new jobs are being created through small enterprises and self-employment. In particular, the development of comprehensive programmes directly aimed at promoting young entrepreneurs in setting up and growing viable businesses should be considered.

The Initiative:

The Africa Commission will together with the International Labour Organisation develop packages of assistance to young existing and would-be entrepreneurs complementing entrepreneurship training with advisory services, mentorship, and access to finance for both rural and urban entrepreneurs. In order to strengthen the sustainability of this initiative, all enterprise support services will be offered through existing local providers like business associations, youth-led organisations, private consultancies and training providers, or public agencies.

4. Access to Sustainable Energy

The Africa Commission recommends increasing production, distribution and productive use of electricity and other forms of energy in a cost-effective and climate-friendly manner. This need has to be addressed at regional, national and local levels. In communities with limited access to energy, the need can be met by an efficient utilisation of local and renewable energy sources. The private sector, in particular small and medium-sized enterprises, must play an important role in the provision of energy services at the local level. This potential should be utilised by stimulating and expanding the market for decentralised energy services.

The Initiative:

Together with the African Development Bank the Africa Commission will address the African energy deficit. The initiative will stimulate and expand the emerging market for sustainable energy, primarily in rural areas, by strengthening the role of small and medium-sized enterprises in delivery and productive use of energy from local and renewable energy sources. It will build upon positive experiences with decentralised energy systems in Africa and contribute to the Africa-EU Energy Partnership.

5. Promoting Post-Primary Education and Research

The Africa Commission recommends focusing on and investing in post-primary education based on the requirements of the private sector. Investment should be enhanced in secondary education, specifically within technical and vocational skills development for young women and men. African countries and regional organisations, supported by development partners, should also promote better linkages between university education, research and the private sector in agricultural development and value chains.

The Africa Commission recommends the expansion of the Education for All – Fast Track Initiative to include post-primary education, including technical and vocational skills development, as part of a comprehensive approach to education for all.

The Initiative:

The Africa Commission will launch an initiative along two tracks. Track One will promote innovative ways to expand technical and vocational skills development focusing on out-of-school youth by upgrading existing apprenticeships and developing demand-driven technical and vocational training in under-served rural communities. Track Two links university education, research and private sector development in sustainable agriculture and agro-business to increase the business skills of graduates and promote innovation with a special focus on value chains. This track will be implemented in partnership with the African Union Commission through its agreement with the Forum for Agricultural Research in Africa.

Process: Next Steps

All initiatives will be implemented jointly by African countries and international development partners through African organisations. The work initiated by the Africa Commission does not end with this report, which is only one step along the way. The success of this Commission will ultimately be judged by the achievement of its goals in providing more opportunities for Africa's youth, women and business to prosper.



1

Introduction





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The current financial crisis poses the greatest danger ever in recent history to African development. It threatens to reverse or even wipe out the hard-won socio-economic gains made by African countries over the past few decades

Jakaya Mrisho Kikwete,
Member of the Africa Commission

Introduction



Africa's recent progress is being threatened.

The need to address Africa's challenges and opportunities for promoting growth, job creation and poverty reduction has never been more urgent. The global economic crisis is hitting African countries hard. This crisis comes on top of recent food and fuel price increases and the challenges arising from climate change.

Prior to the current situation, Africa was an increasingly active player in the globalised economy. Economic growth in Sub-Saharan Africa averaged 5 percent a year for five years, based mainly on improved policies and strong international demand for African commodities. The current economic crisis will have a severe impact on Africa's growth rates and its capacity to reduce poverty. Even before the crisis, progress towards the UN Millennium Development Goals (MDGs) was off track in many African countries. Although progress has been made in many sectors and on individual targets, no African country is on track to achieve all eight MDGs by 2015. The current crisis may further threaten the continent's prospects of reaching the MDGs.

Growth in Sub-Saharan Africa is projected to decline from just under 5.5 percent in 2008 to 1.5 percent in 2009. Growth threatens to fall further as the crisis dampens the prices of commodity exports, cuts access to private capital markets and foreign direct investment and reduces levels of remittances. Furthermore, at a time when the need for a WTO trade agreement that is responsive to Africa's needs has never been greater, protectionism is on the rise.

The potential consequences of the global downturn for Africa's development should not

be underestimated. However, the future also presents real opportunities for Africa.

It is predicted that over 80 percent of future global economic growth will depend on emerging markets. African countries can become major beneficiaries of this trend if the continent pursues the right policies for private sector-led growth and value-added exports. By 2025, one in every four young people worldwide will be from Sub-Saharan Africa. This gives the region a significant opportunity. If capital is available and if the skills needed to compete in the global economy are nurtured, the continent's youth will constitute a major comparative advantage and be a force for positive change in Africa.

The Commission has, therefore, placed special emphasis on the need for policies that will enable Africa to benefit from globalisation. The consultations of the Commission strongly confirmed the need to enhance the competitiveness of African economies through private sector-led growth and job creation for Africa's youth. Young people are central to Africa's development, yet they have been largely absent from and unrepresented in past policy debates. The Africa Commission wishes to address this shortcoming and put youth and employment at the top of the international development agenda.

Although the input and recommendations differed among the more than 1000 stakeholders consulted, there was wide agreement on the need to focus more on poverty reduction through private sector-led growth and to give special attention to youth entrepreneurship, decent employment and gender equality. In order to ensure that the constraints to private sector-led growth are addressed efficiently, the

Commission has repeatedly underlined the need to include private sector stakeholders in identifying and delivering solutions to the problems facing the private sector. This consideration will be reflected in the delivery mechanisms of the Commission's five concrete initiatives.

The findings contained in this report are not intended to answer all the challenges facing Africa or provide a 'one-size-fits-all' solution. The aim, rather, is to use the knowledge and experience the Commission has gained to build on ideas which have worked and offer concrete, actionable initiatives. The Commission does this with a fresh point of departure: To address the need for greater growth as a necessary precondition for social and economic development. The five initiatives presented in this report should not be considered in isolation. Improved skills and capacity, sustainable and affordable energy, the development of financing and business support for small and medium-sized enterprises, the need to improve business environments – these initiatives are integrated and mutually reinforcing.

The Africa Commission has worked within the overall context of the MDGs. It has taken into account, and builds on, the recommendations of the 2008 MDG Africa Steering Group Report that highlighted the need for African countries to implement comprehensive policies and strategies that would increase their competitiveness while reducing poverty. The Commission underlines the importance of respecting and implementing the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. Consequently, the initiatives presented in this report will take into account the key principles of aid effectiveness, including the need for strong national ownership, alignment with

country policies and systems, harmonisation with other development partners, and capacity development of African organisations and institutions, especially within the private sector.

The Commission seeks in concrete terms to contribute to the implementation of the Africa-EU Strategic Partnership agreed in Lisbon in December 2007. And it complements the objectives of the African Union (AU) and the New Partnership for Africa's Development (NEPAD). To promote ownership and contribute to the development of African solutions, the Africa Commission has placed particular emphasis on working with and through African institutions, in particular the AU and the African Development Bank (AfDB).

In building on these international efforts, the Africa Commission will support reformers and stakeholders who are promoting private sector-led growth. And it will seek to guide international development cooperation towards a greater focus on assistance to private sector development that creates employment and reduces poverty. The Commission recognises that the full integration of Africa into the global economy is a prerequisite for achieving the MDGs.

The remainder of this report is divided into four sections. The first presents the rationale for the priority focus; the second provides overall recommendations for international development cooperation with Africa; the third outlines key areas that are vital for private sector-led growth and the five concrete initiatives designed to improve the lives of young Africans; and the fourth describes the way forward in the implementation of the recommendations of the report. Finally, the five concrete initiatives are described in detail.



The Africa Commission comes at a time when the world is facing four major crises: a deep recession, food shortages, volatile energy prices, and global warming. Of all regions, Africa is the least equipped to face these challenges. Now, more than ever, we need to strengthen the global partnership to support African countries' national development strategies. The Commission's initiatives will undoubtedly help us deliver on the MDGs by 2015

**Asha-Rose Migiro,
Member of the Africa Commission**

2

African Growth and Employment: Challenges and Opportunities





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Africa's youth composes a huge pool of talent and energy that is currently not being fully exploited. Given the opportunity the African youth can be an important driver of change. They have the potential to lift the continent out of poverty

Ulla Tørnæs,
Member of the Africa Commission

African Growth and Employment: Challenges and Opportunities



Africa is a diverse continent with more than fifty countries that vary considerably in terms of history, geographic position and natural resource endowments, level of economic development and immediate growth prospects. The focus of the Commission is Sub-Saharan Africa. The Africa Commission acknowledges that continent-wide problems play out differently across the region. However, there are also similarities in some of the key underlying trends that need to be addressed if Africa is to increase and sustain economic growth that generates employment and thereby reduces poverty. Growth that generates employment will be the most effective means of reducing poverty. To assist Africa on its path towards sustainable development and achievement of the MDGs, renewed attention should be directed towards some of the main challenges and opportunities.

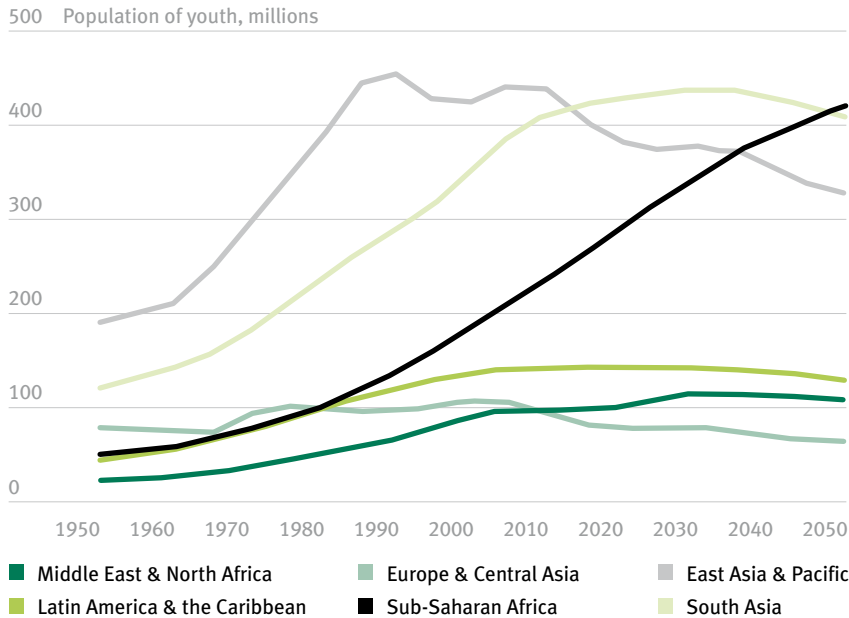
Recent growth in many African countries has not been sufficiently effective in reducing poverty. Growth in a majority of African countries has been driven by high demand and prices for raw materials, rather than by labour-intensive agriculture and manufacturing and adding value to raw materials and agricultural products. It has not adequately reduced poverty or created sufficient productive employment and decent work for Africa's rapidly growing population. In other regions, reductions in poverty often followed agricultural reforms, increases in productivity and labour-intensive industrialisation that created millions of jobs. This structural transformation has yet to take place in Africa. In fact, the share of manufacturing in total production in Africa decreased from 1990 to 2005.

Africa's increasing population could be a boon to growth and poverty reduction. In spite of

the HIV/AIDS pandemic, Africa's population is growing at 2.5 percent per year, twice that of Latin America and Asia. With fertility levels predicted to decline, this demographic transition will gradually increase the number of people in working age compared to dependants, i.e. children and the elderly. This will give Africa a rapidly increasing young labour force and, consequently, a potential comparative advantage for growth compared to other regions.

The energy and talent of the continent's young women and men could be a force for positive change, if harnessed wisely. Africa's countries face a considerable challenge in transforming the potential of youth into growth and development. Today, young Africans have far fewer opportunities, in terms of political influence and access to resources such as land and finance, than adults. In most places young women have fewest opportunities. Poor living conditions, lack of basic services and decent jobs, and widely different levels of income could lead to social destabilisation, especially in urban areas, where the majority of Africans will live in the future. Demand-driven education, including post-primary education, needs to be expanded and more productive employment and decent work for the rising youth population must be created. Decent work, in particular, provides hope of a better future and can help fragile states build peace and stability. Good health is a prerequisite for labour productivity. The ability to learn, be productive and avoid high rates of absence from school or job is closely related access to health services and nutrition.

If given a voice, Africa's young women and men can positively influence policies and



Source: United Nations (2005)

Compared to other regions, Sub-Saharan Africa's youth population is expected to increase dramatically over the next 40 years

strategies that affect their lives. The Youth Panel of the Africa Commission stresses that young people are largely excluded from the development debate in Africa. Tapping into the creativity and knowledge of young people could prove a crucial asset for boosting economic development on the continent. The Panel proposes to empower youth forums and establish an African youth development platform.

Private sector development is central to addressing the youth employment challenge. Nine out of ten jobs in the developing world are in the private sector and private companies are the main long-term source of jobs and incomes. The growth of small and medi-

um-sized enterprises (SMEs), in particular, presents significant opportunities for employment generation and poverty reduction. Successful, growth-oriented enterprises invest to improve productivity and employ people. In Africa, however, a number of barriers, differing from country to country, make it difficult for businesses to expand and prosper.

Small enterprises are suffering the most from a poor business environment. They face the biggest constraints in access to markets, to energy, to transport and not least to investment finance. The vast majority of Africans are working in small enterprises, operating in both the informal and formal economy, including within agriculture. Realising the po-

DECENT WORK

Africa urgently needs both more and better jobs. Employment with low pay, long hours, poor conditions and no rights will not foster the kind of development Africa requires. Strategies and policies on job creation should therefore have the attainment of Decent Work as their goal from the outset. Decent Work, as defined by the International Labour Organisation (ILO) and supported by the African Union,

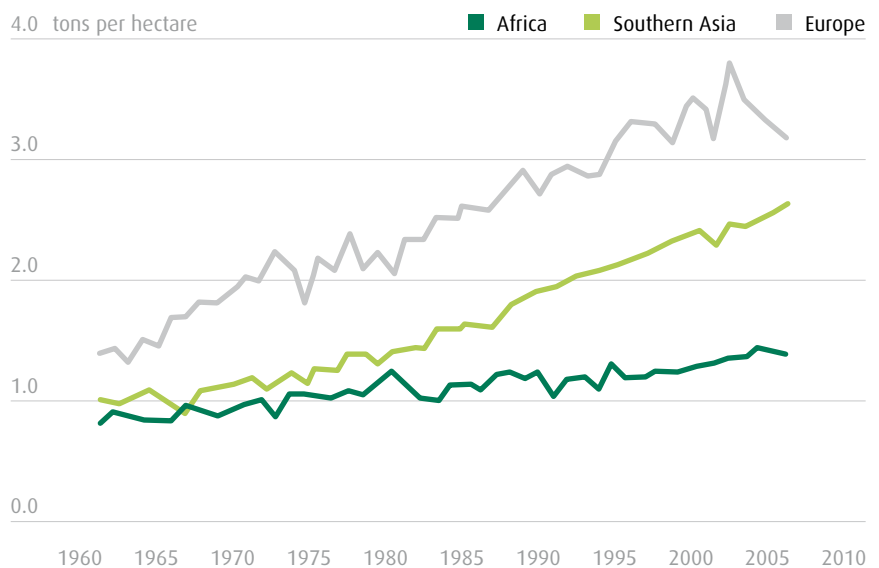
consists of productive employment, rights at work, social protection and social dialogue. Efforts that may enhance growth in the short term but undermine the attainment of Decent Work in the long term are not acceptable.

Source: African Trade Unions in cooperation with the Danish Trade Union Confederation

tential of Africa’s entrepreneurs, existing and new, is essential to increase incomes and create jobs, especially among youth. Existing entrepreneurs are often successful in spite of the myriad constraints they face. But the obstacles are often too great for most would-be entrepreneurs in Africa, and many never get to translate their ideas and energy into action, profit and jobs.

Agricultural productivity has hardly increased. This has left many Africans poor, as the majority of Africans depend on agriculture for their livelihoods. The main reason is failed policies, including (i) inadequate focus on the need for sufficient capacity in governments to ensure that development aid channelled

Cereal yield, tons per hectare



While Europe and Southern Asia have experienced notable improvements in agricultural productivity, Africa has barely managed to increase its cereal yield per hectare over the last 50 years

Source: FAOSTAT



through them results in effective evidence-based interventions in productive sectors, (ii) insufficient focus on encouraging a value chain approach, (iii) inadequate agricultural research, training and extension services and (iv) low levels of investment, including in human resources. Discrimination against women in agriculture in terms of access to land, input, credit and markets, has also hindered progress. Improvements in agricultural productivity have shown to be highly effective in increasing living standards and food security as well as stimulating growth.

Promoting gender equality will increase growth and reduce poverty. Achieving MDG3 – gender equality – is not just a goal in itself. It is also an effective means to reduce poverty. Gender equality and women's empowerment have a multiplier effect on other development efforts. Women invest more in children's education and health than men. However, wom-

en's pay is often lower than that of men. It is not efficient that half of the world's population does not have equal access to resources such as property, finance, education, labour markets and business services. In Sub-Saharan Africa, agricultural productivity can increase by up to 20 percent if women's access to resources such as land, seed and fertiliser is equal to men's. Addressing the constraints on women's entrepreneurship is critical for economic growth.

Post-primary education and skills development need to reflect the demands of the private sector. Africa has experienced impressive improvements in primary school enrolment over the last ten years. Nevertheless, a substantial education deficit remains. Secondary and tertiary education enrolment rates in Africa are significantly lower than in any other region. Enterprises are in short supply of adequately skilled labour. There is a

WOMEN REPRESENT A SIGNIFICANT POTENTIAL FOR AFRICA IF EMPOWERED

In Burkina Faso, Kenya, Tanzania and Zambia, allocating land, labour and capital equally could increase production by between 10 and 20 percent.

Source: The World Bank, the UN and FAO: The Gender in Agriculture Sourcebook

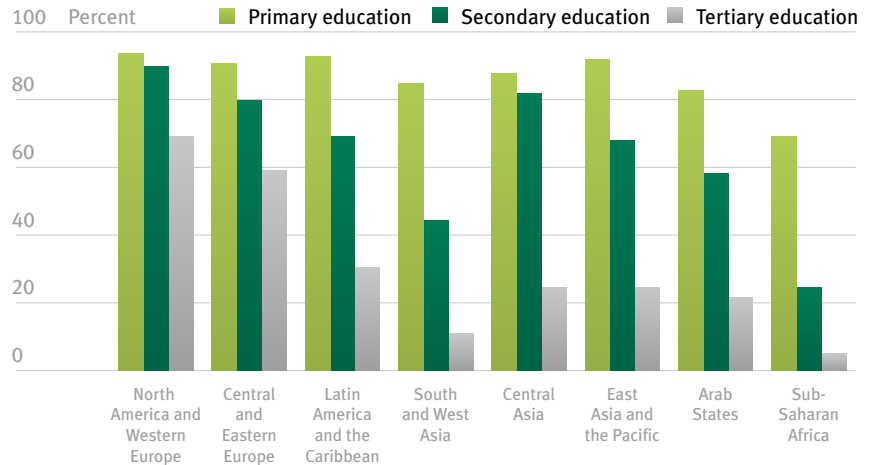


Inequality between men and women represents a structural barrier to growth in Africa. Women are an important source of economic growth and we must consider ways of promoting the active participation of women in the economy as well as in the society in general

Luísa Dias Diogo,
Member of the Africa Commission

Compared to other regions, Sub-Saharan Africa has the lowest school enrolment ratio in the world. This is the case for primary, secondary as well as tertiary education.

Enrolment ratio in education



Source: Education for All Global Monitoring Report, UNESCO (2008)



Closer collaboration between higher education, research and the private sector requires additional and a different capacity at universities. Supporting development of this capacity must therefore be a priority

Lauritz Holm-Nielsen,
Member of the Africa Commission

need to make secondary education more relevant for the skills requirements of the private sector, where school leavers will seek employment, and improve technical and vocational education.

Access to markets and trade is essential for growth and employment creation. Although African exports have increased in recent years, they still fell short of global export-growth. Africa's share in global trade dropped from 6 percent in 1980 to about 3 percent in 2007. Domestic markets are small in most African countries. Increased regional and international trade is a strong driver for growth. Public investment that reduces the physical, material or economic barriers that isolate countries from external markets will spur private sector investment and jobs. Relaxation of rules-of-origin and the phasing-out of trade-distorting subsidies and lowering of

tariffs on African goods by the developed world would likewise foster growth in production and jobs. However, export-led growth will not emerge from trade policies alone. Other key requirements are lower trade-related costs for transport, energy and crossing borders; adequate skills; entrepreneurship and innovation; access to finance; a better regulatory environment for the private sector; and increased Aid for Trade.

More and better managed infrastructure is needed. Africa has a large backlog of overdue infrastructural investment. Poorly-regulated markets and subsidies – that benefit the well-off most – undermine investment in infrastructure, and result in poor maintenance and high costs for firms and households. It is estimated that the infrastructure backlog reduces annual per capita growth by 2 percent. There has been good progress in cellular technolo-

MEASURING GOVERNANCE QUALITY IN AFRICA

The Ibrahim Index of African Governance was created in recognition of the need for a quantifiable method of measuring governance quality in Sub-Saharan Africa. The index is a comprehensive ranking of Sub-Saharan African nations according to governance quality. The index assesses national governance against fifty-seven criteria which capture the quality of services provided to citizens by governments. The index:

- Provides a tool for civil society and citizens to hold governments accountable
- Stimulates debate on governance, in particular by providing information about leadership performance, and
- Provides a diagnostic framework to assess governance in Sub-Saharan Africa.

To be able to measure changes in the quality of governance over time, information is collected over a number of years. The first Ibrahim Index was published in September 2007 and included data from 2000, 2002 and 2005.

gy, and some improvements in internet connections, but much more is needed. Poor transport infrastructure and high transport costs due to lack of competition (in air, road, and railroad transport) further undermine competitiveness, often making it too costly to



get goods to markets, especially within the agricultural sector. Women suffer disproportionately from all these shortages.

Shortcomings in access to energy hinder growth. A very large deficit is found within power generation and distribution. Nowhere in the world is power as costly and unreliable as in Africa. The competitiveness of SMEs is most severely affected because they do not have access to electricity that is necessary for efficient production and communications. Lack of electricity also limits better health and education services.

Improvements in political and economic governance need to be sustained for growth and job creation. The African Peer Review Mechanism under NEPAD/AU has helped foster more ownership of governance reforms in many African countries. Further progress can be achieved, if all African countries sign up to

In Nigeria 40 percent of electricity is generated privately at a cost that is three times higher than electricity from the grid. In many countries, outages occur more than 100 days a year.

Source: Ramachandran et. al. 2008, Africa's Private Sector.



The important reforms are politically painful because they require the state to surrender power to the market and to the private sector, and because they challenge the protected status of politically-connected monopolies.

Extract from the Kivu Consensus, An Agenda for a Competitive Africa

this mechanism. The Commission on Growth and Development, a World Bank-based commission that brought together practitioners from government, business and the policy-making arena to gather understanding about the policies and strategies supporting rapid and sustained economic growth and poverty reduction, emphasised in their final 2008 report that there is a need to change mindsets in order to avoid younger generations replicating malpractices.

Encouraging more dialogue in African countries between government, business and labour market organisations, and civil society can be an effective strategy to identify opportunities and constraints for fostering growth and job creation. Improving partnerships between the public and the private sector at all levels could help African countries take advantage of opportunities that require coordinated actions by both the public and private sector.

Reforms are especially urgent given the prospect of fiercer competition among all nations for investment, once global growth starts to pick up again. Without a well-functioning public sector, additional support to the private sector will not provide the desired results. Responsible governments and competitive markets are mutually reinforcing.

Strong legal and institutional frameworks alongside efficient public financial management systems will increase transparency and minimise corruption. Political stability and progress in terms of human rights and the rule of law are also imperative. African leaders, in consultation with the relevant stakeholders from civil society and the private sec-

tor, must further strengthen the rule of law and protect property rights.

African countries must continue to improve their macroeconomic management. Tax revenues have increased, inflation has come down and some African countries have been able to raise capital for infrastructure investment in international capital markets. Prior to the financial crisis, this led to increases in foreign direct investment, although much of it has been focused on extractive industries with limited effects on employment. To attract investment aimed at diversification and faster job creation, Africa needs to continue reforms in order to improve macroeconomic stability, establish competitive exchange rates, and promote a stable political environment.

Foreign private capital flows still lag behind official development assistance in Africa. To improve access to finance for the private sector, reforms in the financial sector need to be deepened. Financial intermediation is still very low, especially in Sub-Saharan Africa (excluding South Africa). Between the early 1980s and the end of 2004, private sector bank credit to GDP stagnated at around 15 percent. In the best-performing countries in Africa this ratio was more than twice as high.

African economies must add more value to exports to exploit the opportunities offered by globalisation. The ongoing economic crisis demonstrates that economies that depend on commodity exports suffer greater volatility than countries with more diversified economies. The crisis highlights the need for Africa to improve its competitiveness across a wider range of economic activities and sectors. It may also present new opportunities: Old in-



A **VALUE CHAIN** is comprised of all the actors and activities that take services or products from their conception to their end use. In agriculture, the value chains consist of input suppliers, producers of all sizes including smallholders, processors, traders, wholesalers, exporters, and retailers in various end markets. They are called “value chains” because at each stage value is added to the service or product.

industries that close down in developed countries could be rebuilt in modernised forms in African countries, if they can offer sound business environments. Growth could be achieved by adding value – e.g. through processing – to African resources, rather than exporting them unprocessed. Africa needs to find ways to harness its resources, including youth labour, entrepreneurship and natural resources in ways that create specific production capacities that are globally competitive.

Easing constraints to competitiveness may not be sufficient to develop the ‘competitive edge’ needed to break into global markets. Evidence shows that a concentration of investment - including supportive public investments in infrastructure and human capital - in a particular sector is often required to develop a competitive edge. If effectively managed, public-private partnerships in selected indus-

tries, including within agriculture, could provide this edge and also complement horizontal reforms aimed at improving the business climate for all firms.

The value chain approach to private sector development offers significant opportunities for many African countries. Applying a value chain approach requires understanding entire market systems from input suppliers to end-market buyers. The value chain approach brings together private sector stakeholders such as producers, processors, the financial sector and transporters and public sector institutions such as local governments, regulatory bodies, research institutes and educational institutions. In partnership, they can identify and analyse key constraints to development in the value chain. Constraints could, for instance, relate to lack of access to technology, skills, finance or export markets.

Processing holds vast economic potential for Africa. By processing the 650,000 MT of raw cashews exported in 2007, the continent would gain:

1,000 new businesses
250,000 new jobs
150 million added value (USD)

Source: www.africancashewalliance.org. The African Cashew Alliance is a public-private partnership supporting increased farmer income, exports, and economic growth of the cashew industry in Africa.



We must pay more attention to adding value to Africa's agricultural products

**Klaus Bustrup,
Member of the Africa Commission**

THE CASE FOR ORGANIC VALUE CHAINS

Modern organic agriculture has the potential to improve agricultural output, increase food security and household incomes and create more and better jobs. It builds on principles for improving soil fertility by incorporating legumes and compost, strengthening ecological support-functions and using natural regulation and crop diversity to prevent pests and diseases. A review of 114 projects training approximately 1.9 million farmers in twenty-four African countries in organic agriculture showed that the average yields more than doubled. The demand for high value organic products in Europe and North America has increased sharply, creating a potential for modernisation of the

agricultural sector in Africa and growth through local processing companies.

Uganda, a leading African country in the organic sector, has 300,000 hectares of certified organic land with more than 200,000 producers. The organic cotton sector in Northern Uganda now involves more than 10,000 farmers. Coordination between stakeholders and targeted support from development partners has been a key factor behind the growth of the organic sector.

Source: International Centre for Research in Organic Food Systems (ICROFS) and Willer and Kilcher (eds.) *The World of Organic Agriculture: Statistics and Emerging Trends*

A broad analysis is essential because there can be critical constraints to competitiveness in any part of the market system. The identification of constraints forms the basis for an action plan and a budget, to be implemented and financed by stakeholders. The public sector could provide public goods (e.g. fund infrastructure or co-finance skills training) and an improved regulatory framework, which would be necessary to leverage increased private sector investment.

Climate change affects all aspects of development in Africa. Although it has contributed the least to climate change, Africa will be hardest hit by its impacts. The scarcity of water resources and increased intensity and volatility of rainfall worsen livelihoods and increase the costs of providing basic infrastructure such as roads and sanitation. Climate change will compromise the productivity of low-technology agriculture, on which the livelihoods of the majority of Africans, especially women, depend. The cost of doing business will also increase, further limiting the options for growth. In adapting to climate change, however, Africa could benefit from the introduction of cleaner technology, including sustainable energy, which could propel the continent onto a carbon-friendly and green development path.

African competitiveness must be improved.

The different challenges and opportunities presented in this chapter have one thing in common: They are all related to African competitiveness. Across the various frameworks

and indices benchmarking competitiveness, Africa stands out as the continent with the poorest performance. In order for the situation to improve, Africa must address the issues outlined above. It will require tough reforms and strong leadership, but action is necessary if Africa is to take advantage of the possibilities offered by globalisation.



Global warming will have severe and negative effects on the livelihood of millions of the world's poorest people. The most marginalised and vulnerable groups with the lowest adaptation capacity will be affected the most

Christian Friis Bach,
Member of the Africa Commission

3

Refocusing International Development Cooperation with Africa





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A larger and more productive private sector is a necessity if Africa is to experience sustainable development. Private sector-led growth must create more and better employment for Africa's growing youth population. Employment will reduce poverty, improve the standards of living for Africans and create the basis for sustainable development and for reaching the Millennium Development Goals

Lars Løkke Rasmussen,
Chairman of the Africa Commission

Refocusing International Development Cooperation with Africa



To address the significant challenges and the new opportunities facing the African continent, the Africa Commission recommends a refocused agenda for international development cooperation with Africa. Creating jobs for Africa's increasing youth population requires a greater emphasis on private sector-led growth.

For this refocused agenda to be successful, African governments must focus less on attracting donor funds and more on attracting private capital for investment. The Africa Commission recognize that this may not be possible in the short-term context of the global economic and financial crisis but it must be the long-term goal. This will need to be paired with ownership over necessary reforms and good governance. Development partners must support the agenda and deliver on their aid commitments. Their assistance must support long-term development, which over time

will reduce aid dependency. Development partners must also reduce the burden on governments and civil society in line with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. Ultimately, however, it will be up to Africans to raise investor confidence in Africa's economic prospects. Development partners can only play a catalytic role in this process.

The refocused agenda should put special emphasis on youth employment, private sector-led growth and competitiveness inter alia by implementation of the following recommendations:

- **R1: Increased emphasis on the role of the private sector, including agriculture, in delivering growth and employment.** Achieving the MDGs and sustaining progress in health, food security and education requires strong growth and employment opportunities for African youth. This must be recognised at the 2010 UN MDG review conference.
- **R2: Shift focus from donor-led growth to private sector-led growth.** Increased competitiveness of the private sector combined with international trade liberalisation is the best way to reduce poverty, create jobs for young Africans and ensure sustainable development.
- **R3: Increase support from development partners to build the private sector,** including through value chain approaches and other strategies that can help transform and grow African economies and create jobs for African youth.

- **R4: Ensure progress on governance**, which is a prerequisite for economic growth and development. Efforts should aim to develop effective public sectors able to combat corruption, protect property rights and ensure the rule of law, promote gender equality and strengthen the role of civil society and the private sector in holding governments accountable.
- **R5: Develop and implement national development strategies** through broad consultative processes involving the private sector, business associations, labour market associations and civil society. The aim should be to improve the business environment by expanding and maintaining major infrastructure, financial markets and skills development and other measures that enhance competitiveness. International development assistance must build upon and support such strategies.
- **R6: Establish strong partnerships between the public and the private sector** to eliminate barriers to growth and to strengthen the competitiveness of the private sector. African governments should support private sector initiatives to develop value chains and promote labour-intensive manufacturing, especially in areas such as agriculture and agro-processing. Support from the public sector should aim to help develop competitive markets, which attract private investments and create jobs.
- **R7: Ensure more is done to open markets, including for south-south trade.** Developed countries must give African goods full and free access to their markets, including easing rules-of-origin requirements

and phasing-out trade-distorting subsidies. Relative to other developing countries, there is a case for allowing African countries privileged access to markets in developed countries, at least for a limited period of time.

- **R8: Unleash the potential of women as drivers of economic growth and development.** Gender equality and improvement of women's economic opportunities should be promoted by mainstreaming and benchmarking gender equality in all policies, strategies and actions for private sector development and through special efforts by government, the private sector, labour market organisations, civil society and development partners.
- **R9: Realise the potential of African youth by giving them influence over policies and strategies.** Young people should be given a much-needed voice and the opportunity to participate in decision-making, including through improved career opportunities.
- **R10: Strengthen efforts to include climate change considerations in all development strategies.** The international community should support African governments in adapting to the risks and impacts of climate change and benefiting from mitigation measures, including through reaching an ambitious agreement during the UN Conference of Parties (COP15) in Copenhagen in December 2009.



4

Addressing Africa's Priority Challenges: Key Areas and the Five Concrete Initiatives





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**It is time to act –
and the African youth
must be involved**

African Youth Panel

Addressing Africa's Priority Challenges: Key Areas and the Five Concrete Initiatives



Rather than trying to reinvent the development wheel, the Africa Commission has focused much of its time and energy on finding effective means to advance enterprise-led growth in Africa – the key to sustainable prosperity

Greg Mills,
Member of the Africa Commission

No Commission – however representative and ambitious – can claim to be exhaustive or entirely original. The purpose of the Africa Commission has been to identify aspects of African development which may either have attracted inadequate attention over the last decade or have become more urgent in the current circumstances. The Commission has highlighted some of the major constraints Africa faces in realising its full potential and achieving the MDGs. This chapter outlines a number of concrete initiatives within five key areas that must be addressed if Africa is to increase employment and economic growth and reduce poverty. The five key areas are:

- **Competitiveness.** Improve Africa's competitiveness in the global economy by increasing research-based knowledge and public awareness of the key constraints to

competitiveness, including gender inequality.

- **Investment finance.** Provide access to investment finance for small and medium-sized enterprises to expand production and employment.
- **Young entrepreneurs.** Give young entrepreneurs opportunities to contribute to growth and job creation by helping them turn their innovative ideas into profitable businesses.
- **Sustainable energy.** Exploit the huge potential for renewable and climate-friendly energy in local communities by developing the markets that enable SMEs to invest effectively in production, distribution and efficient use of decentralised energy sources.



- **Post-primary education and research.** Improve the skills of young Africans by upgrading existing traditional apprenticeship schemes and developing demand-driven technical and vocational skills development in under-served communities. Link university education, research and private sector development in sustainable agriculture to increase the business skills of graduates and promote innovation in agricultural value chains.

The Africa Commission will launch five concrete initiatives within these five key areas. The following section outlines the background and specific details for each initiative.



Competitiveness

Improve Africa's competitiveness in the global economy by increasing research-based knowledge and public awareness of the key constraints to competitiveness, including gender inequality.

Competitiveness

Few African businesses are internationally competitive. They are stymied by the conditions of the domestic market, where the costs of doing business are too high and the incentives for enterprises to flourish too low. Productivity and competitiveness are hampered by the limited access to finance, energy and technology; the scarcity of relevant skills; logistical limitations caused by poor infrastructure for transportation, communication and energy; the costly interaction between business and government; poor governance; and the marginalisation of women.

Relevant stakeholders from civil society, the labour market and the private sector need to be involved in much-needed reform processes, which must be grounded in detailed analyses, based on benchmarking against international standards and the particular circumstances of each country. This will help identify the greatest constraints and opportunities and, in doing so, build on previous initiatives.

African countries have been willing to submit, through the African Peer Review Mechanism, to a systematic audit of governance and institutional effectiveness. What is needed is to build on this process. Indices tracking African competitiveness already exist. The next step is to use a global index for benchmarking the competitiveness of African countries against each other and – most importantly – relative to international standards. Such a benchmarking project would focus critical attention on improving the business environment across the continent and would help identify the best means to resolve the constraints to competitiveness. It would act as a spur to entrepreneurship and promote growth and employment. For such a benchmarking project to



Competitiveness is not only about “hard” infrastructure such as roads and ports, it is also about the “soft” regulations and decisions, and we need to pay more attention to that. In Africa, in some countries it will take me 50 days to register a business. In some places you need the signature of your father or your husband, and if you fail to get that, you need a judge

Betty Maina, Member of the Africa Commission

be truly effective, however, the infrastructure that would enable African governments to analyse the data and use the findings to develop and implement a substantive reform agenda must be developed. Furthermore, a regional mechanism for tracking progress must be put in place.

The Africa Commission calls for the following policy actions on competitiveness:

- **R11:** Focus on those particular constraints that prevent African businesses from growing through exports in order to improve Africa's competitiveness in the global economy.
- **R12:** Promote the use of competitiveness indices as advocacy tools and ensure ownership among African governments, the



CENTRAL AMERICA AND THE WORLD ECONOMIC FORUM

Central America is an interesting example of useful benchmarking on competitiveness issues that has not only raised the level of the national policy debates but also led to concrete examples of policy initiatives. In the mid-1990s, the Latin American Centre for Competitiveness and Sustainable Development (CLACDS), a think-tank based at INCAE Business School, was launched to promote dialogue and follow through with concrete proposals that would raise competitiveness and improve the business climate in the five nations that comprise the Central American Common Market. As a part of that initiative, CLACDS engaged the World Economic Forum and committed itself to cooperate in data collection processes necessary to include the nations of the region in the Global Competitiveness Report, and to engage in the dissemination and analysis of the resulting data.

Ten years on from the initiation of this process, the discussion about competitiveness in Central America permeates the region's politics and media, and is central to national debates on the future direc-

tion of individual countries. The Global Competitiveness Report is widely reported on and often used to substantiate policy initiatives. Largely based on the Global Competitiveness Report data, and the awareness of competitiveness that it has promoted, several academic studies and proposals emerging from CLACDS in recent years have been taken to the next stage: They have been turned into concrete policies and actions. Two specific initiatives that this process has helped to deliver are:

- The member nations of the Central American Common Market now have common and modern customs legislation.
- The Inter-American Development Bank, the Central American governments and the governments of several neighbouring nations have undertaken the Puebla-Panama Plan, at the heart of which are major infrastructure projects, which were initiated by CLACDS as the Central American Logistics Corridor.

private sector and civil society in the results dissemination and follow-up process.

- **R13:** Develop a global competitiveness index that will eventually benchmark all African countries against international stan-

dards and spur debate and action on concrete measures that African countries should implement to promote private sector-led growth.



The Initiative: Benchmarking African Competitiveness

To improve competitiveness and accelerate growth and job creation, the Africa Commission is launching an initiative aimed at improving and expanding the benchmarking of African competitiveness.

This initiative will follow a two-pronged approach. First, it will ensure coverage of a significant and increasing number of African countries in the well-established World Economic Forum's Global Competitiveness Index. Second, it will encourage policy impact through measures to engage business and government leaders in a results-based dialogue on the required reforms. A related goal will be to raise public awareness about the importance of enhancing competitiveness (through media and other channels) to galvanise support for the reform process.

To encourage policy reform and impact at the intergovernmental level, the African Union will include competitiveness under the existing African Peer Review Mechanism.

The Global Competitiveness Index covers several facets of competitiveness. While the overall ranking focuses attention on the index, instructive comparisons of strengths and weaknesses across twelve pillars of competitiveness can be drawn from the detailed results.

[Read more about the initiative on page 62](#)

Investment Finance

Provide access to investment finance for small and medium-sized enterprises to expand production and employment.



Investment Finance

Africa's small enterprises, from traders to farmers, contribute to more than 80 percent of output and jobs in most African nations. They offer the best opportunities for growth, diversification and job creation. But SMEs are constrained by limited access to stable energy services, business management skills, skilled labour and especially finance for investment.

Almost 50 percent of African companies identify lack of access to finance as a major constraint to doing business. The cost of finance, including investment finance, is higher in Africa than any other part of the world, and the access for SMEs is particularly limited. Very few commercial banks do small enterprise-

banking in Africa. Furthermore, the global financial crisis is likely to squeeze access to finance for these enterprises more than for bigger companies for some years to come.

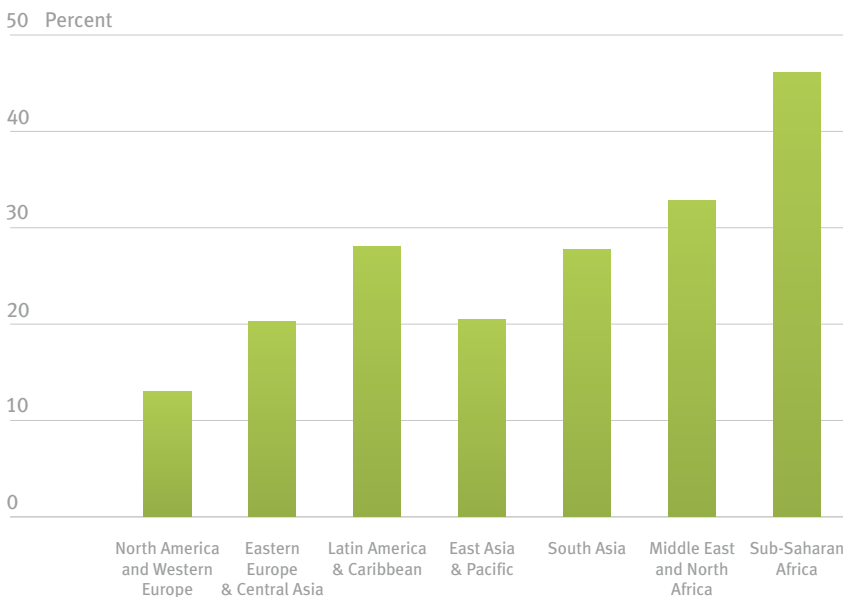
Causes of the problem are found in both supply and demand. While the lack of effective business plans and adequate skills within SMEs are a problem on the demand side, the supply is constrained by lack of capacity in the financial sector to do business with smaller companies; inadequate information resulting in high-risk assessments; lack of collateral and collateral registries; poor protection of creditors; and lack of availability of longer-term funds.



Small and medium-sized enterprises play a pivotal role in creating jobs, growth and poverty reduction in Africa. We must ensure that SMEs are given the best possible basis for expansion and growth

Donald Kaberuka,
Member of the Africa Commission

Share of firms identifying access to finance as a major constraint



Source: World Bank Enterprise Surveys (2009)

The share of firms identifying access to finance as a major constraint to doing business is higher in Sub-Saharan Africa than in any other part of the world



Successful developing countries have seen their SMEs flourish, moving from informal to formal production and becoming the backbone of growth in production and employment. Such processes of development support the creation of a strong middle class and also tend to strengthen democratisation and the rule of law.

The Africa Commission calls for the following policy actions on access to finance:

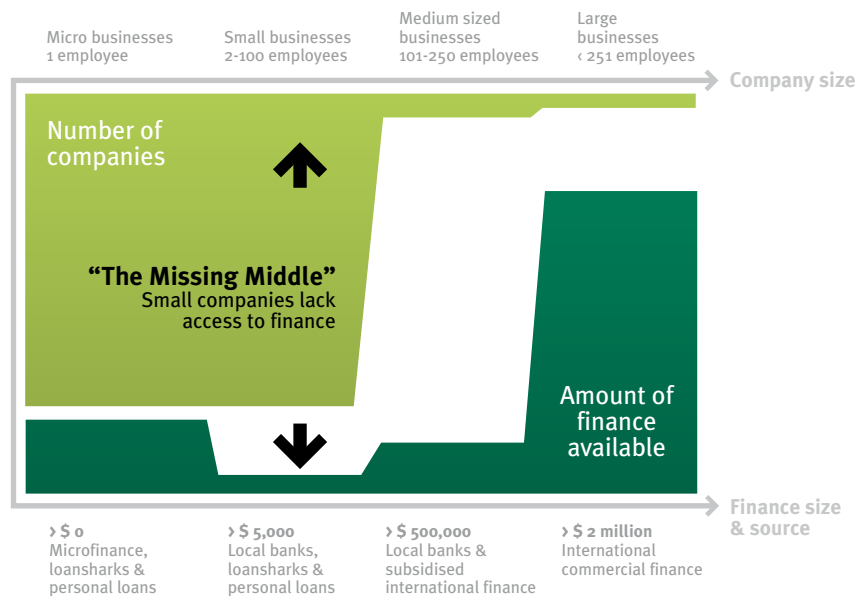
- **R14:** The financial sector in African countries must scale up access to finance, in particular investment finance, for SMEs and develop the necessary capacity. For their part, African governments, supported by

international development partners, must provide a predictable regulatory framework, facilitate capacity development of financial institutions and enterprises, and provide effective market-based instruments that increase access to investment finance.

- **R15:** African governments must facilitate a better business environment for small enterprises. This requires basic infrastructure (which may be financed through aid and public-private partnerships), the registration and protection of property rights, a less burdensome regulatory framework, and incentives, rather than punishment in the form of extra costs, for businesses that formalise their operations.

While micro-financing and large loans are available to a certain degree, there is an evident lack of access to finance for small enterprises in Sub-Saharan Africa

The Missing Middle



Source: Confederation of Danish Industry in cooperation with ESA BMO Network based on Thierry Sanders, NCDO



The Initiative: Access to Investment Finance for SMEs

The Africa Commission will develop an African Guarantee Fund (AGF) in partnership with the African Development Bank to foster the growth of financial resources available for the investment needs of SMEs and for capacity development of financial institutions. Furthermore, the Commission will launch a complementary facility for enterprises to improve their business management and technical skills in order to gain access to investment finance. This capacity development facility will draw on national resources, including consultants, training institutes etc. By sharing the risk of this type of loan, and doing it in coordination with other activities that build the recipient's capacity, this initiative would also create more productive employment, especially for young people.

The AGF will make available “partial portfolio credit guarantees”: Agreements with financial institutions, under which the AGF takes on some

credit risk on investment projects financed by them. It could also do counter-guarantees, which allow for more funds to be available for investments, bridge any collateral gap and help reduce the risk faced by the lender. Only sound financial institutions that have the potential to appraise and effectively monitor SME loan/lease portfolios, and that are willing to absorb at least half of any realised losses, should be considered as partners.

The AGF will also address the need to raise long-term finance by making available institutional guarantees. These guarantees would ensure the partial repayment of investments (such as lines of credit, capital allocations, or bond purchases) made by major fund providers (such as pension funds, insurance companies, or equity/venture funds) to financial institutions and equity funds that use those funds to provide loans and equity, or other financial facilities, to SMEs.

[Read more about the initiative on page 64](#)



Young Entrepreneurs

Give young entrepreneurs opportunities to contribute to growth and job creation by helping them turn their innovative ideas into profitable businesses.

Young Entrepreneurs

Young Africans are growing up in a difficult economic environment with limited opportunities for decent work. Despite this fact, many young Africans do gain employment either by working for others or, more typically, by establishing their own businesses. But the potential of Africa's young entrepreneurs is not being fully realised. Existing entrepreneurs are often successful in spite of the myriad constraints they face, such as ineffective regulatory frameworks, lack of business skills, training and mentoring, access to finance, and even negative stereotypes which still persist in large parts of Africa. But the majority of would-be entrepreneurs are thwarted by these obstacles, never seeing their often promising ideas and dynamic energy translate into products, profits and jobs. Women face more constraints to becoming entrepreneurs than men. Entrepreneurship should be considered an important tool for economic growth across economies at all stages. Youth entrepreneurship is not rewarded and encouraged as much as it should be. There is a need to nurture a culture in which creating jobs is encouraged more than getting a job. Evidence suggests that young people are ready to rise to the challenge.

Given their key role in delivering higher incomes and more jobs, focus on providing young entrepreneurs with skills and opportunities needs to be strengthened. As young women and men are Africa's greatest asset, there is a need to exploit their potential by providing them with the opportunity to obtain productive employment and decent jobs.

WOMEN FACE PARTICULAR CONSTRAINTS WHEN STARTING A BUSINESS

Women are generally less mobile than men and have less time and cash. They have fewer contacts to make their way around complex requirements and are often seen as soft targets for bribes

- In Swaziland women are not allowed to register property and they need a male guardian's consent to open a bank account or start a business
- In D.R. Congo the law requires a woman to physically take her husband to the business

registry to prove she has his consent to open a business

- In Tanzania women are unlikely to inherit land. Therefore they lack collateral to apply for business loans. Although the situation has improved over the last couple of years, progress for female business owners is still much slower than for their male counterparts

Sources: Confederation of Danish Industry in collaboration with the Eastern and Southern African Business Membership Organisation Network (the ESA BMO Network) and World Bank "Doing Business Women in Africa"

The Africa Commission calls for the following policy actions on entrepreneurship:

- **R16:** Increase the focus on young entrepreneurs, both women and men, as drivers of change. Such a renewed focus should be reflected in policy dialogue, poverty reduction strategies or other development plans, and medium-term and annual budgets.
- **R17:** African governments together with stakeholders, including the private sector, schools, universities, civil society, and youth organisations, must promote entrepreneurship as a viable, pro-poor development strategy, given that most new jobs are being created through small enterprises and self-employment. In particular, the development of comprehensive programmes directly aimed at encouraging young entrepreneurs to set up and grow viable businesses, including facilitating access to start-up capital, should be considered.



We need to change the psychology from 'how do I get a job?' to 'how can I create ten jobs?'

Ngozi Okonjo-Iweala,
Member of the Africa Commission

AFRICAN YOUTH RISING TO THE CHALLENGE

- In ILO's training programmes, one out of every two trainees graduating through the programmes goes on to start a new business
- More than 70 percent of the students participating in Young Enterprise entrepreneurship programmes develop positive attitudes towards starting their own business
- Research conducted by Youth Business International (YBI) reveals that one in five young people has the intuitive skills to start and run a small business and – out of 100 businesses financed by YBI – 70 percent are still running and employing other young people after three years
- In the first phase of the UNIDO/ILO Youth Employment Initiative in the Mano River Union, 380 young people delivered viable business plans within a month of the call for applications

The Initiative: Unleashing African Entrepreneurship

The Africa Commission will launch an initiative targeting young African entrepreneurs. The initiative will offer packages of assistance to young existing and would-be entrepreneurs, complementing training with advisory services, mentorship, and access to finance for both rural and urban entrepreneurs. In order to strengthen the sustainability of this initiative, all enterprise support services will be offered through existing local providers like business associations, youth-led organisations, private consultancies and training providers or public agencies.

The initiative aims to create thousands of enterprises and tens of thousands of new and better jobs, at least 50 percent for women, in

three countries where it will initially be launched. It builds on existing entrepreneurship tools used and tested by the International Labour Organisation (ILO).

Key areas of intervention are (i) training for future entrepreneurs, (ii) embedding entrepreneurship education in the school system, (iii) business plan competitions, (iv) access to finance, including micro-credit schemes, (v) strengthening evidence-based advocacy through impact assessments and youth business climate surveys and (vi) launching a Youth Opportunities Fund: A competitive grant scheme for youth-led organisations working on youth entrepreneurship.



The initiative will assist young entrepreneurs – existing and would-be – in developing bankable business plans and accounting skills and provide them with access to finance, a business network and mentors as well as basic infrastructure such as access to the internet, computers and printers. The initiative will promote a culture of entrepreneurship and ensure that activities take place within potential high-growth sectors. That way, sustainable enterprises will be developed in sectors where income is proven by market research or value chain analysis.



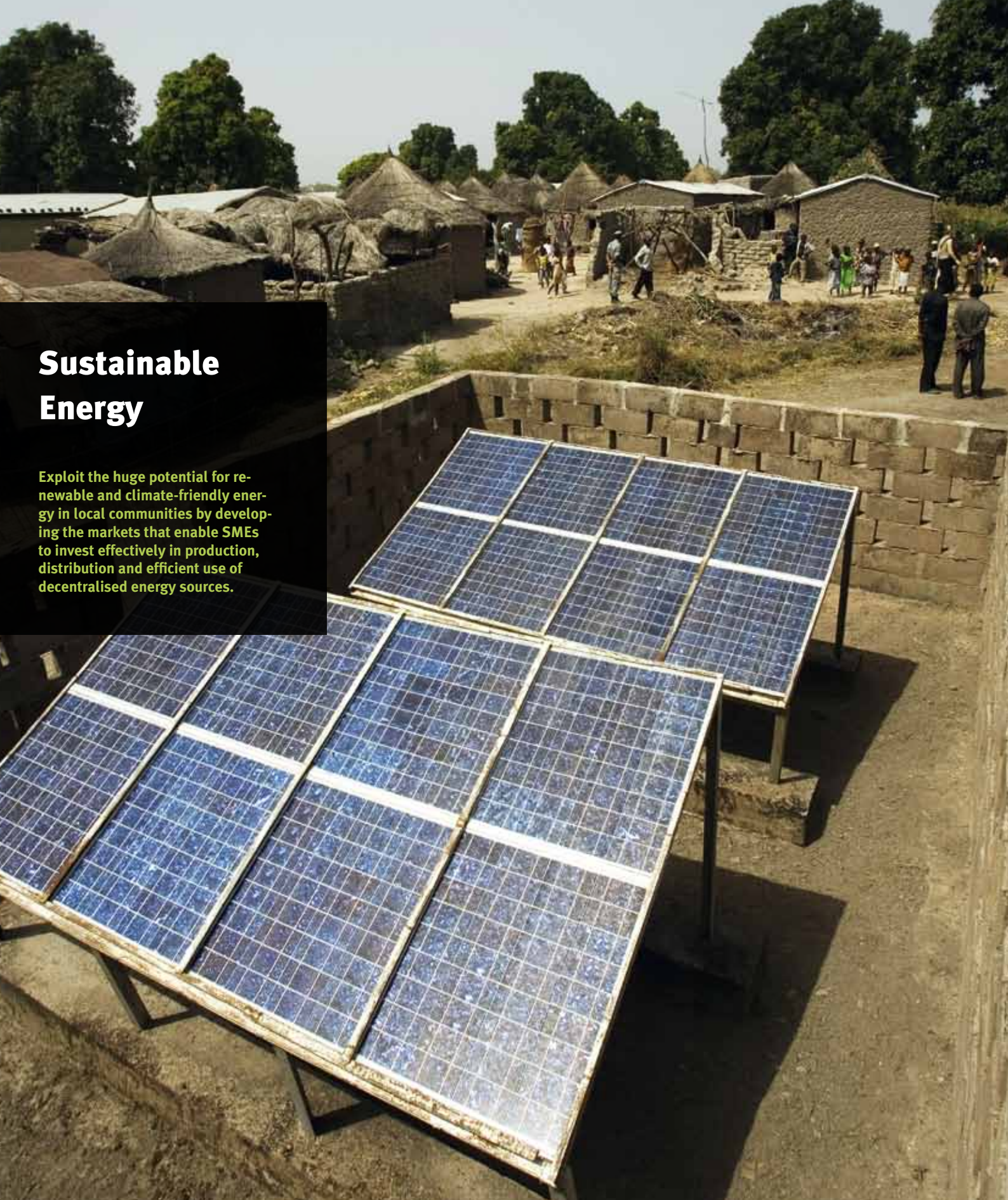
We need to enable bright young African entrepreneurs to realise their dreams

**Mo Ibrahim,
Member of the Africa Commission**

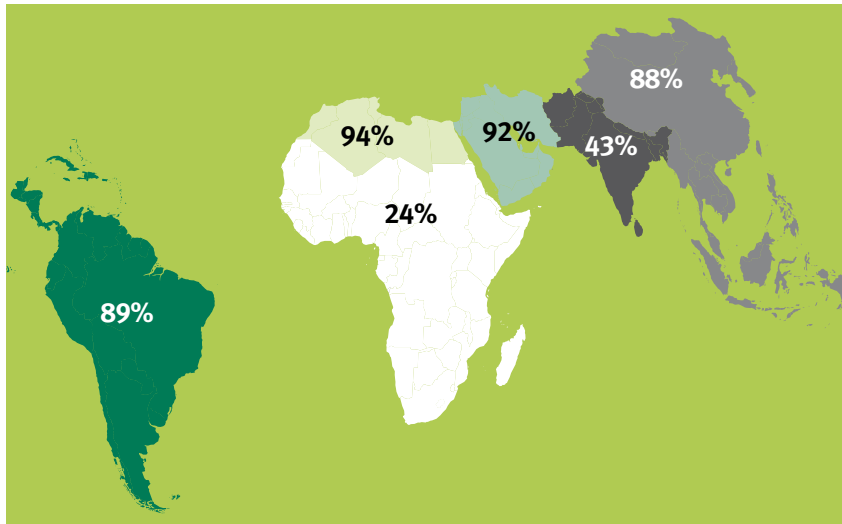
[Read more about the initiative on page 66](#)

Sustainable Energy

Exploit the huge potential for renewable and climate-friendly energy in local communities by developing the markets that enable SMEs to invest effectively in production, distribution and efficient use of decentralised energy sources.



Sustainable Energy



Percentage of population with access to electricity. Sub-Saharan Africa has the lowest level of access to electricity in the world.

Source: World Energy Outlook (IEA) 2004.

Despite abundant fossil and renewable energy sources, the level of access to energy in Africa is the lowest in the world. More than 75 percent of the population in Sub-Saharan Africa (and more than 90 percent in rural areas) do not have access to electricity.

Even in areas with access to electricity, it is often expensive and unreliable, making it difficult for businesses to operate and be competitive. Close to 50 percent of African companies identify electricity as a major constraint to doing business. Irregular supply of electricity accounts for average losses of 6 percent of total sales and for enterprises in the informal economy up to 20 percent.

The absence of modern forms of energy, such as electricity, liquid fuels and gas, affects productivity, employment, communications, health-care and education, especially for women and children.

Improving energy access in Africa requires efforts at different levels: Strengthening regional cooperation on large-scale energy investments in generation- and transmission lines; expanding national grids and managing utilities more efficiently; and increasing the use of decentralised energy options, such as hydro, biomass, solar and wind energy. In remote areas that will not gain access to the national energy grids in the foreseeable future, decentralised, renewable energy systems are often more cost-effective and reliable than diesel pumps and generators in providing electricity, heat and mechanical energy.

Africa has abundant untapped renewable energy sources that could become the backbone of a reliable, affordable and low-carbon energy system. The technologies are well known and are becoming more reliable and profitable in response to fluctuating fossil fuel prices, increasing market volumes and tech-

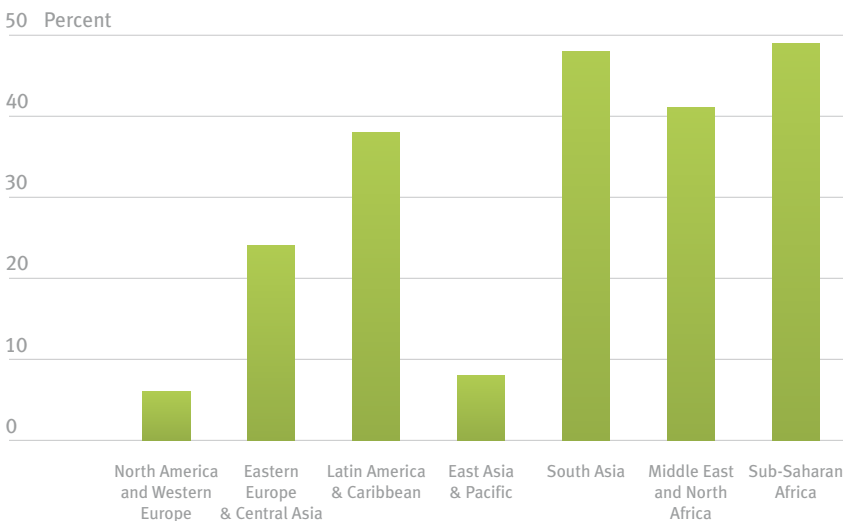


nological innovation. At the same time, they are generally more labour-intensive in production, installation and operation than centralised energy systems.

African countries already have positive experiences of using decentralised renewable energy sources that can be replicated and scaled-up. In Mauritius, residues from the sugar industry meet more than 40 percent of the country's electricity needs. In Mali, female entrepreneurs are drying and marketing mango with the help of solar energy. In Kenya, a rural company has manufactured, sold and installed over 300 water pumps, driven by wind energy. Kenya also has more than 200,000 solar-electric (PV) systems, mainly

marketed and installed by private companies. There are promising market opportunities in Africa for SMEs, both as energy providers and energy consumers, be it in agriculture, agro-industries, tourism or commerce. The benefits of decentralised energy production and use include lower and more stable energy prices, enhanced job creation and income generation, increased competitiveness and improved conditions for innovation and entrepreneurship, including for women entrepreneurs. In households, women and children will have more time for productive activities and education, and reduced exposure to dangerous indoor air pollution, as new and cleaner energy systems replace the inefficient use of wood and charcoal. At the same time, renewable energy and energy-efficient technologies are climate-friendly and an important part of a future energy system.

Share of firms identifying electricity as a major constraint



Source: World Bank Enterprise Surveys (2009)

Almost 50 percent of firms in Sub-Saharan Africa identify lack of access to electricity as a major constraint to business

A number of constraints affecting the market for decentralised energy need to be addressed. These include the lack of awareness, knowledge and skills needed to develop investment proposals, poor access to risk capital and loans, and a restrictive regulatory environment.

The Africa Commission calls for the following policy actions on energy:

- **R18:** Increase production, distribution and productive use of electricity and other forms of energy in a cost-effective and climate-friendly manner. This need has to be addressed at the regional, national and local levels. In communities with limited access to energy, the need can be met by an efficient utilisation of local and renewable energy sources.

- **R19:** The private sector, in particular SMEs, must play an important role in the provision of energy services at the local level.

Their potential should be utilised by stimulating and expanding the market for decentralised, renewable energy services.

The Initiative: Access to Sustainable Energy

The Africa Commission will launch an initiative addressing the African energy deficit at the local level. The energy initiative will stimulate and expand the emerging market for sustainable energy, primarily in rural and peri-urban areas, by strengthening the role of SMEs in delivery and productive use of energy from local and renewable energy sources. It will build upon positive experiences with decentralised energy systems in Africa, where technologies are becoming increasingly reliable and profitable.

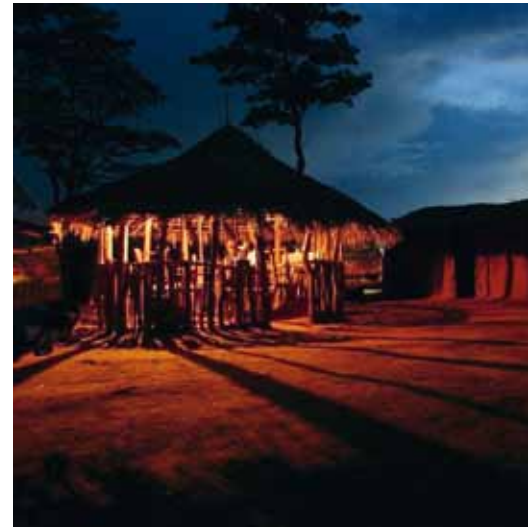
This initiative will, in support of government policies, provide assistance for:

- **Policy advice** to African governments to strengthen the market for decentralised renewable energy systems, e.g. through regulation that facilitates private production, distribution and sale of electricity by appropriate power purchase agreements and feed-in tariffs and by creating other incentives for using renewable energy. These actions will be further strengthened by the sharing of knowledge and successful practices among countries and by active outreach via printed and electronic media.
- **Capacity support** for small and medium-scale local energy producers, business associations, financial institutions, local authorities and other stakeholders in the form of technical assistance and training. It includes assistance to develop bankable

investment projects, improving access to know-how, technologies, markets and potential business partners, improving financial institutions' ability to appraise decentralised energy projects and facilitation of public-private partnerships.

- **Finance to investment projects** by SMEs, both for the production, distribution and productive use of sustainable energy at the local level. This support will be developed in close cooperation with national financial institutions and could comprise credit lines, guarantee schemes or other forms of risk mitigation, soft loans, equity or other instruments. Support could be channeled through existing banks, rural energy funds or agricultural credit organisations. Options for financing under the UN Climate Convention will be considered as part of the financing package.

The Africa Commission's energy initiative will be implemented with the African Development Bank and will contribute to the objectives of national development policies and plans in the target countries. It will be a contribution to the Africa-EU Energy Partnership and will seek partnership with the European Commission and EU member states, as well as with the AU and relevant regional economic communities. It will be open for participation and financial contributions from other development partners, private companies, private sector organisations, foundations etc. in Africa and abroad.



Read more about the initiative on page 68

A young woman with dark hair styled in braids, wearing a black and white striped shirt with red and blue accents, is shown in profile, looking towards the left. She is resting her chin on her hand, appearing to be listening or thinking. In the background, other students are visible, some also resting their heads on their hands, suggesting a classroom or lecture hall setting. The lighting is warm and focused on the woman in the foreground.

Post-Primary Education and Research

Improve the skills of young Africans through demand-driven technical and vocational skills development and better linkages between university education, research and business

Post-Primary Education and Research

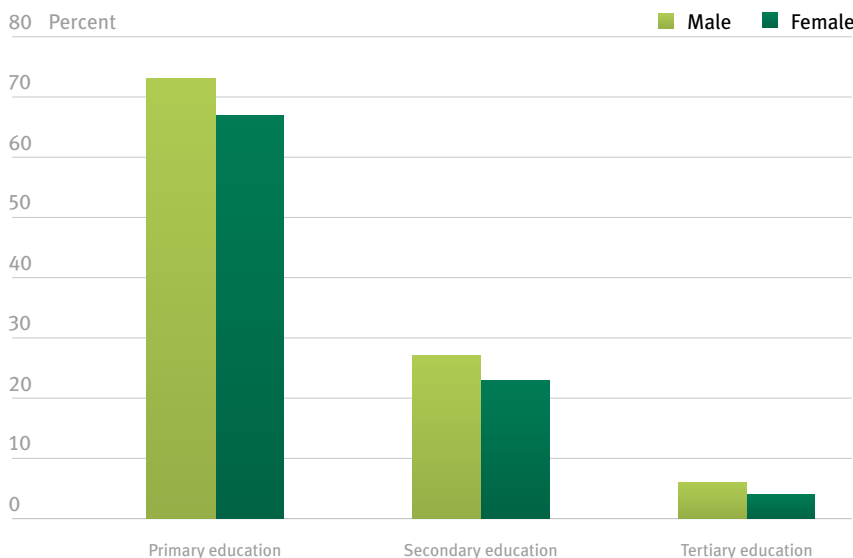
Africa has experienced impressive improvements in primary school enrolment over the last ten years. Nevertheless, a substantial education deficit remains. Secondary and tertiary education enrolment rates in Africa are significantly lower than in any other region, with higher gender inequality than for basic education.

Understandably, the first priority has been to increase primary enrolment rates, which today stand at around 70 percent, with some gender inequality remaining. This increase has been achieved due to substantial increases in national budgets in Africa and support by development partners, including not least through the Education for All - Fast Track Ini-

tiative, an effective international partnership that fast-tracks and scales up investment in basic education. But much more must still be done to support primary education. The Education for All – Fast Track Initiative must be fully financed and extended to all eligible countries. Moreover, Africa still has much to achieve when it comes to school completion, quality standards and secondary enrolment. There is a need to make secondary education more relevant for the skills needs of the private sector where school leavers will seek employment. And there is a need to improve technical and vocational education to equip the labour force with the skills needed to drive productive economies. In most African countries, formal technical and vocational



Enrolment ratio, Sub-Saharan Africa



Source: Education for All Global Monitoring Report, UNESCO (2008)

The number of females enrolled in primary, secondary and tertiary education in Sub-Saharan Africa is lower than that of males.

**APPRENTICESHIP SYSTEMS ARE
PREDOMINANT IN MANY AFRICAN COUNTRIES**

In Senegal, some 400,000 young people are in apprenticeships annually, compared to some 7,000 graduates from the formal vocational training centres; and up to 80 percent of skills development in Ghana is through the apprenticeship system.

Source: Africa Economic Outlook 2008.

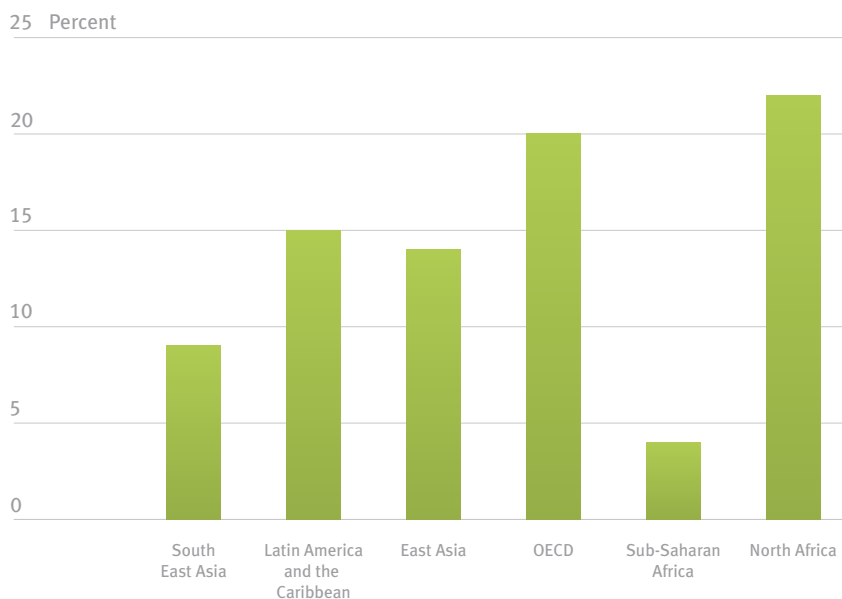
education is neglected: Less than 5 percent of secondary school students attend technical and vocational schools.

Technical and vocational skills development systems in Africa suffer from weak links with the job market as well as shortages of qualified staff and ill-adapted programmes. Very few countries emphasise skills development in rural communities and acknowledge the role of the informal economy, which is the largest employer and source of the majority of vocational learning in Africa. Most of the training provided in Sub-Saharan Africa is actually delivered through private providers in the informal sector.

For their part, African universities are not sufficiently geared to meet the needs of industry. Graduates often cannot find employment, while many small businesses lack staff with the education and skills needed to drive innovation. Essentially, the relationship between the demands of the private sector and what universities teach is too weak. However, studies show that when university graduates do business, they create more jobs than those without a university education. Nowhere are these deficiencies more critical than in agriculture, Africa's dominant industry.

The potential of African universities to promote positive change in society needs to be enhanced. Universities have a particular re-

Technical and vocational education and training as a percentage of total secondary enrolment



Technical and vocational education constitutes a very low percentage of total secondary enrolment in Sub-Saharan Africa compared to other regions.

Source: OECD, African Economic Outlook (2008)

sponsibility for generating and diffusing knowledge into the economy and creating opportunities for innovation. They do that most effectively when they have strong links with research and business. However, achieving such links will require adjustments in the way that African universities function. They need to be engaged with private enterprise at all levels, including smallholders and firms in local and distant markets. By linking across agricultural value chains – locally, nationally and regionally – universities would be better able to educate entrepreneurs who can tap the enormous under-exploited potential of African agriculture for growth, job creation and poverty reduction. In doing so, they would also encourage youth and women to take up careers in agriculture and related industries.

The formidable ingenuity of Africans must be directed towards increasing agricultural production, which is only possible by closing the gap that currently exists between the yields farmers are getting and what the crops and livestock are capable of producing. This must be achieved in the face of an ageing and increasingly feminised farming sector, as youth and men migrate to the cities for better employment opportunities, and because of the challenges arising from climate change.

The Africa Commission calls for the following policy actions on education:

- **R20:** Focus on and invest in post-primary education, better considering the requirements of the private sector, so Africa can become globally competitive.
- **R21:** Enhance investment in secondary education, specifically within technical



The centrality of education to the development of Africa is beyond question. Education is a key part of strategies to improve individuals' well-being and societies' economic and social development; above all education must be capable of nurturing autonomous individuals that can contribute to the positive transformation of our communities

Mohamed Ibn Chambas, Member of the Africa Commission

and vocational training and skills development for young women and men. The Africa Commission recommends the expansion of the Education for All - Fast Track Initiative to include post-primary education, including technical and vocational skills development as part of a comprehensive approach to education for all.

- **R22:** African countries and regional organisations, supported by development partners, should invest in the creation of better linkages between university education, research and the private sector in agricultural development and value chains. Such an investment should be based on national and regional strategies and funded through African organisations, with particular emphasis on promoting innovation and gender equality.



The Initiative: Promoting Post-Primary Education and Research

In order to address the challenges related to the educational deficit, the Africa Commission will launch an initiative along two tracks. Track One will promote innovative ways to expand and promote technical and vocational skills development (TVSD) focusing on out-of-school youth; and Track Two will foster better links between higher education, research and businesses in sustainable agriculture.

Track One: Technical and vocational skills development will present innovative ways to expand vocational and technical training and education. This component will ensure the promotion of gender equality, e.g. by focusing on training that benefits women in particular and reduces the barriers to their access and involvement. The following interventions will be promoted:

- **Quality improvements in traditional apprenticeships:** Based on workplace learning, the intervention will strengthen apprenticeships by introducing more structured institutional learning that results in a specific qualification. It will build on traditional apprenticeship systems as implemented in many African countries, both in the formal and informal economy. The initiative will also include the training of master craftsmen, involvement of business associations and labour market organisations, especially those representing the informal economy, and introduction of standardised contracts, certification etc.
- **Community-based TVSD programmes in rural areas:** This intervention will include

a combination of training in business skills or livelihood skills and literacy training. Special target groups will be groups of young farmers, including at least 50 per cent women, who can potentially play a role in value chain projects where specific training needs have been identified. Training of stakeholders participating higher up in the value chains, for example at the processing level or sales level, will also be involved.

Track Two: Linking university education, research and business in sustainable agriculture will promote innovation and produce graduates with entrepreneurial and business skills and research-based knowledge that is relevant to the development of African agriculture and agro-businesses. A facility will be established in partnership with the African Union Commission through its agreement with the Forum for Agricultural Research in Africa (FARA). The facility will help implement FARAs mandate to support networking amongst its stakeholders. The aim is to strengthen capacity by sharing resources, exchanging experiences and facilitating change. Universities will be invited to submit grant applications in partnership with private sector firms and agricultural research institutions. It will include the following interventions:

- **Development and implementation of collaborative programmes between universities, research institutions and the private sector which foster innovation.** This might include: Supporting collaboration in research with existing businesses; facilitating business start-ups by graduates through "innovation camps" associated with universities; and enabling universi-

ties to link-up to businesses in local communities, countries and regions. These would be two-way linkages with universities, research and business providing feedback to each other, e.g. with business participating in curriculum reviews, which monitor how graduates perform and set the research agenda.

- **Development and implementation of improved and better contextualised BSc and MSc teaching and learning** that takes advantage of various approaches and tools. These include e-learning, experiential and problem-based learning, practical training with internships, agro-business studies and training in teamwork and other systems skills that are needed for effective interdisciplinary and multi-institutional innovation systems. This will include improved engagement with universities on agricultural development, including the Comprehensive Africa Agriculture Development Programme (CAADP), to generate new thinking and opportunities for investment in improved facilities for teaching and research.
- **Facilitating exchange of experiences and sharing of resources and knowledge** between universities, research institutions and private enterprise to raise awareness and realise the potential of such collaboration to drive positive change. This may include strengthening of tertiary education networks. The activity will be designed to enable universities to contribute more effectively to agricultural development and in particular the CAADP under AU/NEPAD.



Read more about the initiative on page 71

5

End of the Beginning





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It is time for Africa to take responsibility for its own future. We want African solutions to African challenges

Jean Ping, Member of the Africa Commission

End of the Beginning



The work of the Africa Commission should not solely be valued by this report, which is one step along the way. The success of this Commission must ultimately be judged by the achievement of its goals in providing more opportunities for African youth, women and businesses to prosper.

Private sector-led growth and job creation for Africa's young people must be put higher on the international development agenda. The Commissioners, as key stakeholders in international development cooperation with Africa, are committed to this goal and they will actively promote the implementation of the Commission's five initiatives. Also, the Commissioners will work to ensure that the recommendations presented in this report will be reflected in the national development strategies of African countries.

The Commission fully recognises that the success of the five initiatives will depend not only on the financial support and technical capacity development provided, but also, and more importantly, on African governments' ownership and commitment to improve good governance, promote entrepreneurship and private sector-led growth.

The Commission's five initiatives will complement existing efforts in Africa to achieve the MDGs and will be aligned with national policies and development plans in cooperation with African governments. Initially they will be implemented in a number of Sub-Saharan African countries characterised by small and open economies and a commitment to promoting good governance, private sector-led growth and job creation for young people. Thereafter, it is the aim of the Commission to roll out the



initiatives to a larger number of countries based on experience and best practices.

Each of the initiatives will be developed in accordance with the key principles of aid effectiveness, including strong national ownership, alignment with country policies and systems, harmonisation with other development partners, and capacity development of African organisations and institutions, especially within the private sector. The focus will be on tangible results.

The initiatives will mainstream and benchmark gender equality as a key priority. Other issues, such as the need for participating and implementing organisations and beneficiaries to tackle the HIV/AIDS pandemic and environmental concerns will be taken into account in line with national policies.

The Secretariat of the Africa Commission, in close collaboration with the implementing partners, African governments and key stakeholders, will further develop and consolidate the initiatives. In order to ensure African ownership, quality assurance, monitoring and evaluation of the five initiatives will be anchored within the African Union Commission.

The Five Initiatives in Detail





Initiative: Benchmarking African Competitiveness

Background

African countries must become more competitive if they are to benefit from globalisation. The key challenges are to identify the main constraints to competitiveness, devise the necessary reforms, and then implement them in accordance with international standards and the particular characteristics of each country.

The World Economic Forum's Global Competitiveness Index that benchmarks countries' competitiveness is a relevant tool for this purpose. It defines competitiveness as the set of institutions, policies and factors that determine the level of productivity of an economy. The Global Competitiveness Report provides a unique benchmarking tool for businesses, in developing strategies and guiding investment decisions; and for governments and the private sector, in identifying obstacles to economic growth and assisting in the design of better economic policies.

Objective

The objectives are to:

- Increase, sustain and improve the coverage of African countries in the Global Competitiveness Index and related benchmarking reports, including the Africa Competitiveness Report, for a period of minimum five years
- Facilitate follow-up of the Global Competitiveness Index analyses and ensure dissemination and advocacy of the index at country level
- Ensure follow-up and pressure for reform at the highest level through the African Union Commission

The need to improve competitiveness will be kept high on the African agenda to foster policy dialogue and reforms at the country level.

Strategic approach

The World Economic Forum has analysed the competitiveness of African countries since the early 1990s and has produced regional reports on the competitiveness of Africa for over a decade. The World Economic Forum's competitiveness work uses data from the Forum's Executive Opinion Survey. The Executive Opinion Survey meets the need for up-to-date and far-reaching data, providing valuable qualitative information for which hard data sources are scarce or non-existent. It complements the hard data derived from various international sources, such as the World Bank's "Doing Business" report. The data gathered thus provides a unique source of insight and a qualitative portrait of each nation's economic and business environment, and how it compares with the situation in other countries.

The feasibility and relevance of increasing the number of indicators that are youth-, gender- and agriculture-specific will be explored for inclusion in the 2010 Executive Opinion Survey, taking into account the importance of agriculture in many African countries.

Governments around the world already pay close attention to the annually-released Global Competitiveness Index results and use them to track progress over time. The World Economic Forum will disseminate the findings of the report and facilitate a system for following-up on the findings nationally or regionally to enhance reform processes. This will help develop structures that would enable not only debates on the necessary reforms, but also permit African governments and other stakeholders to analyse the data and use these findings to develop a substantive reform agenda. This initiative will help facilitate the outreach of the Global Competi-

tiveness Index and link-up with existing institutions and processes at the national level.

Over the next five years, this initiative will secure the inclusion of an increasing number of countries in the Global Competitiveness Index.

Activities

Activities will include:

- Data collection and analysis by the World Economic Forum and partner institutions in African countries
- Outreach and dissemination of the results of the Global Competitiveness Report at regional meetings and in African countries to achieve maximum policy impact. The African Union will play a key role in this process. An economist from the World Economic Forum's Global Competitiveness Network will attend workshops in selected countries each year to present the findings to a private-public stakeholder gathering
- In selected countries, further country-specific analytical work will be undertaken to inform policy dialogue between government, the private sector, labour market organisations and civil society. Where appropriate, this will be achieved via mechanisms that facilitate the dissemination and sharing of good practices. Such mechanisms, existing or newly established, will be tasked with drawing up national action plans
- Support for the development of modalities for a possible competitiveness review mechanism integrated into the existing African Peer Review Mechanism

Expected output

The initiative is expected to produce the following output over the next five years.

- Launch of reports at regional meetings

	2009	2010	2011	2012	2013
Existing countries maintained in the Global Competitiveness Index	31	32	36	38	38
New countries included in the Global Competitiveness Index	1	4	2		
Existing + new countries	32	36	38		

- Four to five workshops will be held in selected African countries, including leaders from business, government and civil society, with a goal of initiating a process of review and policy reform for improved competitiveness
- Additional policy research carried out in a number of selected countries which have influenced and contributed proposals for policy reforms
- A competitiveness review mechanism integrated into the existing African Peer Review Mechanism

These activities should put competitiveness higher on the agendas of the target countries and spur debate among policy makers, media, the private sector and other stakeholders. The results are expected to include better policies and more competitive African economies that will have moved higher up on the Global Competitiveness Index.

Setup (management and organisation)

The World Economic Forum will be responsible for: Data collection; writing the report; launching the Global Competitiveness Report globally and the Africa Competitiveness Report at regional meetings; and participating in the national-level launching workshops.

The African Union Commission will be responsible for activities at the Pan-African level.

An African partner policy research organisation with the relevant capacity will be engaged to prepare and organise the national-level workshops and facilitate follow-up in a number of selected countries.

Overall budget

A tentative budget for this initiative is estimated at USD 2.7 million for five years.

PROCESS ACTION PLAN

10 June 2009:	World Economic Forum Africa meeting in Cape Town. Initiative communicated to the high-level multi-stakeholder audience
Sep 2009:	Global Competitiveness Report 2009-2010 published
Sep 2009 – April 2010:	Four to five country-level workshops and presentation of the Global Competitiveness Index results to the AU Heads of State to build support for the project
Aug 2010:	World Economic Forum/Africa Commission report published analysing the details of the Africa results in the Global Competitiveness Index (for presentation at the UN MDG review conference)
Sep 2010:	Global Competitiveness Report 2010/2011 published
Sep 2010 – April 2011:	Four to five country-level workshops
Sep 2011:	Global Competitiveness Report 2011/2012 published
Sep 2011 – April 2012:	Four to five country-level workshops
Sep 2012:	Global Competitiveness Report 2012/2013 published
Sep 2012 – April 2013:	Four to five country-level workshops
Sep 2013:	Global Competitiveness Report 2013/2014 published
Sep 2013 – April 2014:	Four to five country-level workshops

Initiative: Access to Investment Finance for SMEs

Background

Small and medium-sized enterprises (SMEs¹), including commercially-oriented farms, have a largely unexploited capacity for growth and employment. Access to external finance for investment is very low for SMEs, as is the capacity for SME-banking in the financial sector and SMEs' business management capacity.

There is a need to develop financial markets to help address these constraints. This initiative will set up an Africa Guarantee Fund (AGF) to provide guarantees to financial institutions for SME-investment lending and capacity development in financial institutions and SMEs.

Objective

The overall objective is:

- Access to investment finance for SMEs significantly increased within five years

The AGF will mobilise significant financial resources for SMEs. A guarantee capital of USD 500 million with a leverage of three times, and risk sharing coverage of 50 percent, would mobilise some USD 3 billion of loans and some USD 20 billion of SME investment (1.5 percent of GDP in Africa). This will help secure and create millions of productive and better jobs in Africa. The AGF will help deepen the financial markets in African countries as banks increase the scope of business to include SMEs, which thus far have been largely "unbanked".

Strategic approach

Guarantees to financial institutions will only be

provided on the basis of assessed capacity development needs of the institutions and SMEs. Where such assessments identify needs, capacity development will be supported.

The AGF will be managed according to market principles and generate appropriate returns on its resources in order to achieve self-sustainability and attract investors. The aim is to achieve a AAA or AA+ rating.

The target group will be growth-oriented SMEs in a wide array of business activities. A special focus will be given to agricultural value chains in countries where their commercial potential has been identified.

In relation to each guarantee agreement and capacity development agreement, the AGF will mainstream gender equality. Ambitious but realistic targets will be set for female entrepreneurs and employees benefiting from the initiative. The need for gender-specific capacity development in financial institutions and SMEs will be addressed. The AGF will also set realistic targets for young entrepreneurs and young employees.

The guarantee coverage will generally be set at no more than 50 percent.

It is envisaged that the AGF will be rolled out in five to six countries in Africa within the first two years and gradually expand coverage, adding two to four new countries per year. The selection criteria will try to balance: Geography (all regions in Africa included); level of development in selected countries (ranging from the poorest, post-conflict countries to more prosperous countries); population size; and potential impact of the interventions. These criteria

will need to be further developed by the partners in the initiative.

The AGF will increase aid effectiveness. It will be able to leverage funds, which will result in more guarantee agreements (compared to bilateral guarantees provided by development partners) and more lending to SMEs. Furthermore, the AGF could help rationalise aid activities to the extent that bilateral development partners will cease doing bilateral guarantees.

Activities

The initiative will provide guarantees and capacity development support to financial institutions and SMEs.

Guarantees

- Partial portfolio guarantees for financial institutions in African countries that increase lending for SME investment. Counter guarantees could also be considered
- Institutional (portable) guarantees. These could be in the form of: A credit line from a bank to a micro-finance institution; the purchase of bonds by institutional investors such as pension funds that are issued by a bank to raise longer-term finance for SME investments; or other innovative schemes such as equity funds
- A combination, e.g. institutional guarantee to help a bank raise long-term capital for SME-lending and portfolio guarantees in connection with SME-loans

Guarantees will be issued in compliance with the legal requirements of Basel II and as a first liability. The AGF will be designed and operated to (potentially) achieve a triple-A rating in order to attract a zero percent risk-weight on SME loans provided by financial institutions working with

¹ An SME would typically employ 0-200 persons, have a turnover of USD 50,000 to 1 million and require loans between USD 10,000 to 500,000. However, SME definition may differ from country to country.

the AGF. For financial institutions the advantage is that a guarantee from a highly-rated AGF will allow an expansion of credit with limited or no need to set aside regulatory capital.

Capacity development for financial institutions

Capacity development services will be applied in connection with the guarantees but managed separately.

Support will be provided for gender-specific needs assessment and the development and implementation of capacity development action plans in financial institutions that make guarantee deals with the AGF. Financial institutions will increase their capacity to appraise and manage SME portfolios. The AGF will provide assistance grants but it is envisaged that the financial institutions will cover most of the costs.

Capacity development services for SMEs

Support will be provided to identify gender-specific needs and develop and implement action plans to help participating SMEs improve their business management skills (accounting, budgeting, planning, marketing etc.). This would include support to develop and manage business plans but could also include other services specific to the enterprise, e.g. related to technology or occupational health. The need for SME capacity building will be assessed and determined in conjunction with the guarantee agreement. For individual enterprises the needs will be determined in conjunction with the financial institution's appraisal of the SMEs. SMEs would bear most of the capacity development costs.

The capacity development of SMEs will be managed by an existing organisation with an Africa-wide network and experience in the area, but

will be implemented through existing local service providers.

Expected output

Output will include:

- A number of SMEs receiving investment loans to increase business management capacity
- A number of financial institutions with increased and well-performing SME-portfolios, with increased capacity to appraise SMEs and strategies for further developing their SME-engagement
- More funds raised by financial markets for SME investment

Setup (management and organisation)

The AGF will (preferably) be set up as a legally separate entity. The majority of its capital will be provided by multilateral and bilateral development partners. Other shareholders could comprise private financial institutions and development finance institutions.

The AGF will manage both the guarantees and the capacity development of financial institutions. The guarantee business will be separated from capacity development of financial institutions.

Another existing organisation will manage the capacity development of SMEs. There will be close coordination between the AGF and the organisation to ensure that capacity development of SMEs will be done in accordance with all guarantee agreements.

Overall budget

The overall budget for the AGF is estimated over a five-year period to be USD 500 million, approximately 10 percent of which will be for capacity development.

PROCESS ACTION PLAN

May 2009:	Presentation of the initiative at the African Development Bank's Annual Meetings
May – June 2009:	Undertake detailed feasibility study in six to eight countries, draft outline of an Information Memorandum (proposal for the AGF)
May onwards 2009:	Set up working group to lead process, and consult potential partners
July 2009:	Presentation of 1st draft Information Memorandum
Aug – Dec 2009:	Stakeholders' approval and update of the Information Memorandum
Jan – March 2010:	Finalising design of the AGF (statutes, management and organisation, operational guidelines, initiating hiring of staff)
June 2010:	Start implementation (first guarantee agreement)

Initiative: Unleashing African Entrepreneurship

Background

By 2010 Sub-Saharan Africa will be the “youngest” region in the world. Taking into account the limited absorptive capacity of existing formal labour markets in Africa, the promotion of youth entrepreneurship is one of the few feasible options to stimulate the demand side of the labour market and create employment opportunities, both in the informal and formal sector.

This initiative builds on developed and tested methodologies and support services of the International Labour Organisation (ILO) and the Youth Employment Network (YEN, a partnership of UN, ILO, and World Bank). The initiative aims at scaling up YEN and ILO activities in alignment with national policies and priorities.

Objective

The objective of the entrepreneurship initiative is:

- To contribute to the creation of decent work for young Africans, both as a means of self-employment and as job creation for others

The initiative will help create thousands of jobs, and if successful make a contribution to the development of more effective policies and interventions in support of entrepreneurship in Africa.

Strategic approach

The initiative takes the following strategic approach:

- Building on existing and tested entrepreneurship development tools and a local network of trainers: The initiative will rely on an existing regional network of ILO master trainers in entrepreneurship who are licensed to train local trainers
- Offering packages of assistance: The entrepreneurship training will be complemented

by advisory services, mentorships, as well as access to finance and technology. In order to ensure that assistance is demand-driven and sustainable, training needs will be identified based on market analysis and value chain approaches

- Developing the market for business services: All enterprise support services will be provided through existing local service providers, such as business associations and private consultancy firms. These organisations will receive support to become effective training providers. They will charge fees to clients, potential young entrepreneurs, from the start of the initiative. The multiple partner structure enhances competition among training providers and enhances the sustainability of the initiative
- Facilitating youth participation: Youth will be encouraged to contribute to the initiative. A competitive grant scheme will invite youth-led organisations to submit innovative projects on entrepreneurship promotion. Based on the findings of programme evaluations and youth business climate surveys, training will be given to youth organisations on how to do evidence-based advocacy on youth employment
- Making synergies work: Cross-country cooperation of policy makers and training providers will facilitate sharing of good practices in youth entrepreneurship
- Targeting different groups of young people: In order to reach out to a large number of potential and existing youth entrepreneurs, it is essential to target necessity-driven youth entrepreneurs, such as “survivalist start-ups” in the informal sector, as well as opportunity-driven SMEs with high potential for creating additional employment in the formal sector

- Adopting a regional focus: In order to maximise the impact of the initiative, it will be launched initially in three countries. The criteria for selection, which will need to be further elaborated, might include whether the countries prioritise youth employment, and are willing to set up or have in place national structures that could manage the activities

Activities

The initiative will operate with the following activities:

1. Training and assisting entrepreneurs: Local providers will offer training and complementary support services to young men and women in both rural and urban areas. Well-tested entrepreneur training products used by the local providers are ILO’s “Generate your business idea”, “Start Your Business”, “Improve Your Business”, “Expand Your Business” and “GET Ahead for Women in Enterprise”, which have been used in some ninety countries world-wide and are available in Swahili
2. Embedding entrepreneurship education in the school system: Entrepreneurship education courses will become an integral part of the teaching in schools, vocational training institutions, and in higher education. The main product will be the ILO’s “Know About Business” being used in the education systems of thirty-five developing countries. Since the late 90s, more than half a million students have received such entrepreneurship education
3. Running business plan competitions as a tool to promote an enterprise culture and to identify growth-oriented young entrepreneurs
4. Access to finance for young entrepreneurs: Access to finance for small start-ups in both urban and rural areas will preferably, be provided through existing micro-finance institutions

5. Strengthening evidence-based advocacy:
- (i) Evaluation of results: Support to undertake impact assessments comparing the results of programme participants with comparison groups of youth that do not participate. Results will be shared through the world-wide youth employment inventory of the World Bank, which provides empirical data for policy makers on the effectiveness of youth employment programmes set up with financial support from YEN
 - (ii) Youth Business Climate Surveys: These surveys will show what the specific barriers are for youth entrepreneurs and what they think about the support programmes available. The initiative will support dissemination of the results of the youth business climate surveys through meetings with policy makers and via mass media.
 - (iii) Youth Capacity Development: The initiative will strengthen youth groups to become stronger advocates for youth entrepreneurship
6. Youth Opportunities Fund: A competitive grant scheme for youth-led organisations on youth entrepreneurship will be launched, targeting intermediaries like youth NGOs. The best projects will receive an award in the form of a grant to help bring their projects to fruition. The fund is a tool to identify innovations and to facilitate youth participation. This component can build on a similar fund run by YEN for youth NGOs in West Africa

Expected output

- 550,000 in-school youth will receive entrepreneurship education
- 80,000 out-of-school youth will get entrepreneurship training and support

- 40,000 new jobs will have been created and 20,000 new businesses will have started

Setup (management and organisation)

The ILO and YEN will be responsible for the overall coordination and effective implementation of the initiative. ILO will run the activities 1 to 4, while YEN will manage activities 5 and 6.

In order to maximise outreach, the initiative will have a multiple-partner structure working with the following groups of local organisations:

- private consultancy firms and training providers
- chambers of commerce, employers' federations, and sectoral business associations
- youth NGOs
- government training and business promotion agencies and universities
- commercial banks, micro-finance institutions

Other important key stakeholders to cooperate with are:

- mass media, especially for the business plan competitions
- private companies in their role as sponsors and mentors
- national governments, especially labour and employment ministries, and regional bodies, such as the East Africa Community, to exercise an advocacy role.

Overall budget

It is expected that the overall budget of the initiative will amount to USD 40 million, out of which 10 million would be reserved for access to finance and possibly sponsored outside the initiative. The lead agencies of the initiative are committed to raise additional funding from other public and private stakeholders.

PROCESS ACTION PLAN	
May – July 2009:	Consultations with potential local partners
July – Sep 2009:	Finalisation of programme document
Sep 2009:	Final programme documentation and signing of agreement with lead agencies
Jan 2010:	Programme starts

Initiative: Access to Sustainable Energy

Background

The energy initiative, which will be launched with the African Development Bank, will stimulate and expand the emerging energy market in Africa for SMEs, both as producers, distributors, suppliers and consumers of climate-friendly energy. It will build upon positive experiences with decentralised and renewable energy systems in Africa, where technologies are becoming increasingly reliable, affordable and profitable.

Objective

The objective is increased production of and access to sustainable energy services, primarily in rural and peri-urban communities, through a market-based approach. This will help accelerate economic growth, job creation and entrepreneurship in SMEs.

A high participation of women entrepreneurs is expected. In addition, the work load and health hazards for women and children related to the use of wood for cooking fuel will be reduced.

The long-term target is a significant increase in the number of businesses, institutions and households with improved access to and more efficient use of both modern and traditional forms of energy. A quantitative target will be established on the basis of the indicative budget.

Strategic approach

The initiative applies an innovative, private sector approach to providing access to energy services, based on local and sustainable energy resources.

Among the key features of this approach are:

- Focus on economic growth, business innovation and job creation through the involvement of SMEs in the provision of energy services, as

well as on adding value through productive use of energy

- Stimulating the local energy market, e.g. through support to enabling frameworks and a dialogue between energy producers and energy consumers at the local level (producer-consumer dialogue)
- Involvement of financial institutions and investors to help reduce both real and perceived risks and thus increase access to financing
- Implementation through African institutions to strengthen ownership, build capacity and ensure sustainability

Apart from delivering on the ground, the initiative will contribute to political objectives at different levels, including national development policies and plans, the priorities of the African Union and the Regional Economic Communities, the Africa-EU Energy Partnership, and the UN Framework Convention on Climate Change. The initiative contributes to policy discussions and specific actions within the Africa-EU Energy Partnership and is open to other development partners, including the private sector.

The initiative will be designed as a set of national projects, building on national policies and strategies and implemented in alignment with government, civil society and private sector institutions.

This approach will maintain the continental scope of the initiative while at the same time ensure ownership and alignment to national priorities. Activities will be tailored to the specific circumstances of each country/area of intervention.

Action will be based on best practice and experiences from Africa and abroad. A phased ap-

proach may have to be applied, to ensure that the appropriate capacity and frameworks are in place prior to specific investments.

The initiative will be launched in three to five countries. Among specific criteria for selection of start-up countries are:

- A political commitment to improve sustainable energy access and facilitate private sector/SME participation in the energy sector
- A business/SME community with interest in providing energy services to under-served areas
- Financial institutions that can be a channel for providing financial resources for decentralised energy investment by SMEs
- Energy resource centres, or other institutions, that can help build the capacity of local actors and provide policy input
- Options for partnerships with national, bilateral and multilateral organisations and institutions for mobilising additional financing from local and international sources

Activities

The energy initiative will strengthen the market for decentralised, renewable energy solutions by taking action in three areas: Policy advice/advocacy, capacity development and investment.

Policy advice/advocacy

Support governments to strengthen the market for decentralised and renewable energy systems, e.g. through appropriate policies, regulatory frameworks and incentives. This can comprise:

- Enabling private production, distribution and sale of electricity, e.g. on a local grid. This can include micro-deregulation to reduce the administrative burden on sustainable energy SMEs

- Facilitating grid connection of decentralised electricity production based e.g. on hydro, wind or biomass, including power purchase agreements and feed-in tariffs
- Sharing of knowledge and successful practices among African countries, regional organisations and other stakeholders to allow testing and verification of various policy options
- Active outreach via printed and electronic media, at the local, national and regional levels

Besides stimulating the market for decentralised energy services, these actions will contribute to good governance in the energy sector.

Capacity development

Help local stakeholders to identify capacity development needs as well as formulate and implement plans. This can include:

- Stimulate the energy market at the local level in collaboration with local authorities, the local business community, community-based organisations and civil society. This can include creating awareness among consumers on the potential benefits of improved energy access and more efficient use of energy
- Strengthen SMEs through technical and management training as well as expert assistance to develop “bankable” investment projects, including sustainable revenue collection and operational/maintenance systems, and improve access to know-how, technologies, technology transfer, markets and potential external business partners
- Strengthen financial institutions’ ability to: Appraise decentralised energy projects; increase their knowledge of the energy business; and create incentives for increased financing of decentralised energy production, distribution and consumption. This includes bundling smaller projects into larger projects

that can be financed by larger banks

- Facilitate public-private partnerships in energy service delivery, e.g. through concessions, service contracts and the like

Investment

Facilitate financing of decentralised energy investment projects by SMEs and by e.g. local authorities, where SMEs play an important role in implementation. The modalities for the investment support will be tailored to the beneficiary country and developed in close collaboration with national financial institutions, such as banks, agricultural credit organisations or rural energy funds. They might comprise:

- Credit lines
- Guarantee schemes
- Soft loans
- Equity

Grant money will be used primarily to reduce risks, leverage additional investment and ensure affordability. Options for financing from the Clean Development Mechanism, and instruments under a post-COP15 climate-funding architecture, will be considered as part of the financing package.

Expected output

An overall target for the initiative will be established on the basis of the indicative budget. In each of the beneficiary countries the initiative will, as part of a country action plan, establish specific targets and indicators for measuring output and achievements. The indicators include:

- Number of businesses, households, schools, health centres and other consumers with improved energy access
- Number of enterprises and entrepreneurs active in energy service provision from decentralised

PROCESS ACTION PLAN

May 2009:	Presentation of the initiative at the African Development Bank’s Annual Meetings
May 2009 – ongoing:	Consult with partners and potential start-up countries
May– Aug 2009:	Design study, including organisational set-up and modalities, and assessment of possible start-up countries
Sep – Dec 2009:	Implementation agreements between partner organisations and start-up countries
Nov 2009:	Programme document ready for approval by partners
Jan 2010:	Commence activities in implementing and executing organisations and preparations for programme at country level, including country action plans
June – Dec 2010:	First activities on the ground



lised energy sources, including installation, operation and maintenance. The indicators will be gender-specific

- Number of enterprises and entrepreneurs that have added value to their products due to improved access to energy. The indicators will be gender-specific
- Number of jobs created, including for young and female employees, in energy provision and productive end-use

Setup (management and organisation)

A small steering group or advisory committee, comprising the right mix of expertise from the private and public sector, will guide the overall implementation of the initiative.

In each country, the initiative will be managed by a relevant institution – or set of institutions – with a view to ensuring aid effectiveness. This could, e.g. be a national or regional energy resource centre.

The investment support will be channeled from the implementing institution through financial institutions, such as banks, rural credit organisations, rural energy funds and the like.

A national reference group with representatives from government, targeted SME associations, civil society and key development partners could be established to guide national implementation, to ensure coherence and to exploit synergies with other initiatives, e.g. by other development partners, development financing institutions and the private sector.

Overall budget

An indicative budget for implementing the initiative over five years, starting up in three to five countries and including additional countries after two years, would be USD 150-200 million.

Initiative: Promoting Post-Primary Education and Research

The initiative on post-primary education and research consists of two distinct tracks.

Track One: Technical and vocational skills development

Background

Technical and vocational skills are crucial for enhancing competitiveness and decent work. Despite the fact that training in the informal sector is the primary avenue through which young people can acquire technical and occupational know-how, it has, to a certain extent, been neglected. The initiative will develop technical and vocational skills development (TVSD) interventions in the informal sector in two areas: Rural community-based TVSD linked to economic opportunities; and apprenticeship systems, predominantly in urban areas.

Objective

The objective of the TVSD Initiative is to equip more young women and men in the informal economy with skills that will improve their employability in more productive and decent work.

It is the aim that more than 50,000 young people will benefit directly or indirectly from improved skills and employment through this initiative.

² Such as the French development agency's survey in seven African countries on experiences of support to TVSD in the informal sector including apprenticeships, World Bank studies, the ILO policy reviews, local surveys, and workshops on experiences etc.

Strategic approach

The initiative will build on existing positive experiences and prior assessments of needs and capabilities (where available).

The initiative will be aligned with national policies and strategies and local and national institutions. It will only be pursued in countries where it forms part of a national strategy or effort for technical and vocational skills development. Implementation will take place through national organisations with relevant mandates, and support for capacity development will be provided.

The initiative will be demand-driven. As such, the private sector (including the social partners, i.e. employers and employees) will have key roles in the implementation arrangements at country level to ensure that training is focused on skills that are needed. Sustainability would be fostered through capacity development by facilitating institutional linkages and networks with social partners, businesses, non-governmental organisations, and national and local government agencies.

The initiative will take account of the numerous lessons learned, reviews and evaluations of programmes within this field.²

Lessons learned will be documented and shared, preferably through a regional organisation.

Gender equality will be mainstreamed, for example in terms of beneficiaries and vocations, with a view to ensure that women and men benefit equally.

The feasibility of developing certification of

knowledge and competencies that can be utilised across borders will be studied.

The initiative will be launched initially in two to three countries in West Africa. Criteria for selection will be developed further, but might include the extent of regional collaboration (sharing lessons, certification), level of need and national policies as well as experience.

Activities

Community-based TVSD

Activities would include:

- Selection of rural communities in line with national policies
- Establishment of committees of stakeholders in the communities, including the private sector, local and national government, women, etc. These will build on existing structures to the extent that they exist in local and national contexts
- Identification by stakeholders of local employment and income-generating opportunities and of skills gaps to be filled to exploit opportunities, e.g. related to agricultural value chains
- Design and delivery of appropriate training and post-training support, preferably through existing training providers in the private and public sector. The initiative will support capacity development of the local training providers. Training could include entrepreneurship for self-employment
- Monitoring and documentation of lessons learned to inform national policies and share experience between countries and communities

Upgrading informal apprenticeships

Informal apprenticeships are self-regulating and self-financing knowledge systems embed-

PROCESS ACTION PLAN

May – Sep 2009:	Finalisation of programme documentation including final selection of countries
May – July 2009:	Consultations with possible partners
Oct 2009	Final programme documentation
Nov 2009:	Agreements entered into
Jan – March 2010:	Programme starts up

ded in local contexts. Building on these apprenticeships, the initiative will enhance the quality and relevance of training, improve employability and productivity of apprentices, and strengthen incentives for master craftspersons and young people to participate in apprenticeships. The details of the activities need to be defined, but could include:

- Work with central and local government, formal and non-formal training institutions, small business and sector associations and informal businesses to assess apprenticeship systems and prospects for private sector development, and identify constraints and opportunities in terms of skills acquisition and decent work outcomes
- Assess training needs and design of interventions as part of national strategies/effort, including coordination of informal apprenticeships within the formal schooling system and the formal training system, and of co-financing arrangements
- Collaboration with education providers, youth groups, NGOs and micro-finance institutions will open apprenticeships to greater numbers of young people and will smooth the transition from school to apprenticeships and from apprenticeship to employment
- Setting-up certification of training, monitoring quality and ensuring recognition of acquired skills
- Monitoring and documentation of lessons learned to inform national policies and share experience between countries and communities

Expected output

Under the assumption of an USD 18 million investment, the initiative would include the following results:

- 10,000 young women and men will benefit from the community-based TVSD
- 3,000 master craftspersons will be trained in technical, core, business and pedagogical skills and the rights of apprentices to decent work
- 6,000 apprentices will benefit from the improved training by their master craftsperson
- 50,000 apprentices will be reached through shorter formal or non-formal training courses in a variety of skills to increase their employability
- 10,000 graduate apprentices, skilled workers and master craftspersons will benefit from the improved recognition of their skills through skills assessment and certification

Setup (management and organisation)

The programme will be implemented as part of the national policy implementation and in the selected countries be aligned to the national structures, e.g. Ministry/Authority responsible for TVSD and local government authorities.

Overall budget

A budget frame for the start-up phase (three to five years) is USD 18 million in two to three countries.

Track Two: Linking university education, research and business in sustainable agriculture

Background

This initiative will help develop sustainable capacity for innovation and for high-quality tertiary education in support of national and regional agricultural policies and development, including AU-NEPAD's CAADP.³

Objective

The objective of the initiative is to promote innovation and entrepreneurship by increasing and strengthening collaboration between universities, research institutions and the private sector. Closer collaboration between higher education, research and the private sector requires additional and a different capacity at universities. Supporting development of this capacity will therefore be a priority.

Strategic approach

Criteria for allocating support will include:

- Sustainability of results in terms of capacity developed within agriculture including natural resource management
- Gender balance in terms of beneficiaries
- Incentives to retain qualified staff and help recruit from the African Diaspora.
- The relevance of the proposal for fostering innovation and competitiveness along whole agricultural value chains to create sustainable

growth, jobs for youths and reduce poverty

- The depth, quality and contextual appropriateness of proposed changes in curricula and in teaching and learning methods and demonstrable feedback links with agricultural value chain actors to ensure suitability
- Improving linkages between education, research and business in teaching and research, with a view to strengthening education, research and innovation
- Care will be taken to ensure that poorly-resourced universities are not excluded
- The activities must be part of comprehensive strategies for adopting value chain approaches
- Research partnerships will be eligible but they must support education programmes
- Collaboration with African and non-African institutions in other countries and regions
- Arrangements for networking or twinning with international centres of excellence
- Proposals to include arrangements for monitoring, evaluation and learning
- Sound governance of the institutions or programmes to be supported and strengthened
- Grants will be made on a competitiveness basis
- Proposals must have co-funding from two or more sources

There will be a need to raise awareness and market the facility on the internet, at existing forums, workshops at national level, and so on. The facility will initially be restricted to institutions in a limited number of countries (three to five) depending on the available funding and the need to ensure that an effective and efficient programme is developed.

Grants would probably be in the range of USD 2 million over three to five years, possibly in-

cluding support for the formulation of full proposals, based on the submission of concept notes for initial selection. In order to ensure dissemination and exchange of lessons learned from the institutes receiving the grants, an existing successful network will be supported or, if necessary, a new one established.

Activities

The initiative will take action within three areas:

Fostering agricultural innovation

Support will be provided to encourage and facilitate innovation in the private sector through establishing better linkages between universities, research and agro-businesses in addressing constraints and opportunities in agricultural value chains.

Activities will include:

- Development and implementation of programmes for collaboration between universities, research institutions and the private sector that foster innovation, for example by supporting collaboration with existing businesses in research, facilitating business start-ups by graduates through establishing "innovation camps" at universities, or enabling universities to link-up with businesses in local communities and at national or regional levels. It is envisaged that this will involve holistic packages of supporting measures including assistance with the initial concept, financing, business skills, mentoring and access to knowledge and tools for self-learning; and support to inter-disciplinary and multi-agency research teams that include students, farmers and rural communities in action-oriented research and development projects
- Engaging universities in agricultural devel-

³ "Urgent action must be taken to restore the quality of graduate and postgraduate agricultural education in Africa" (Framework for African Agricultural Productivity, NEPAD 2006).

PROCESS ACTION PLAN

May – Sep 2009:	Finalisation of programme documentation
May – July 2009:	Consultations with other possible partners
Oct 2009:	Final programme documentation
Nov 2009:	Agreements entered into
Jan – March 2010:	Programme starts up

opment and, together with the CAADP, new thinking, and for investment in improved facilities

- A number of PhD fellowship grants (gender-balanced) on topics that emphasise: Innovative problem-solving relevant to the needs of the rural poor; climate change mitigation; and sustainable economic growth

Improving agricultural teaching and learning at graduate and postgraduate levels

Support will be provided to enable universities to engage with research institutions and the private sector in developing improved, up-to-date and contextually relevant teaching and learning approaches, and resources for graduate and postgraduate programmes.

Activities will include:

- Three-way university-research-business engagement in revising curricula
- Development and implementation of improved open access teaching and learning resources for undergraduate and postgraduate programmes with the emphasis on: Problem-based learning; practical and experiential training with internships; agro-business; analytical skills; systems skills for teamwork relating to diverse stakeholders; and managing interdisciplinary and multi-institutional programmes that address emerging issues such as climate change, water scarcity and energy
- There will be provision for PhD training with focus on strengthening understanding of and improving African agricultural value chains and innovation systems. These will be designed to strengthen the capacity of less well-resourced universities and women candidates in particular
- The available resources will be leveraged

through participation in Erasmus Mundus and other schemes in association with the Network of European Agricultural (tropically and sub-tropically oriented) Universities and Scientific Complexes Related with Agricultural Development (NATURA) and other networks

Exchanging experiences, resources and knowledge for agricultural development

Support will be provided to further develop and sustain one or more successful tertiary agricultural educational networks to extend collaboration beyond the member universities themselves. This will enable them to collaborate with agricultural research institutions and private enterprise firms.

Activities will include:

- Strengthening a successful tertiary agricultural education network to facilitate the exchange of experiences and dissemination of knowledge. The aim is to promote change and sensitise recipients to the need for change and innovation
- Sharing of human and physical resources to build critical mass in quantity and range of capacities to address critical issues, including improving teaching and learning and capacity to respond to challenges emerging from climate change and globalisation
- Documenting experience and the impact of the supported programmes and exchanging lessons learned

Expected output

Output will include contextually appropriate education programmes at universities for BSc and MSc, based on modernised curricula and taking full advantage of e-learning and web-based teaching resources; more research programmes in collaboration with farmers and agro-



business; increased use of research at farms and in agro-business; and greater contributions by universities, research institutes and private enterprises to African agricultural development. The integrated education-research-business triad will create feedback loops that will enrich each other and produce more relevant graduates who are able to start enterprises on their own and create employment and economic growth. These actions will encourage more African students to apply for agricultural courses as their first rather than, as at present, their last choice. It will also increase the number of graduates that become entrepreneurs which will be economically beneficial: Evidence shows that when graduates start their own business they employ more people than non-graduates do.

Setup (management and organisation)

The facility will be managed by the FARA under agreement with the African Union Commission.

The board of FARA, which is comprised, amongst others, of representatives of the four African Sub-Regional Organisations for agricultural research, farmers' organisations, and the Pan African Agro-business Consortium will be responsible for the overall strategies of the facility. The Programme Sub-Committee of FARA's Executive Board, supplemented with a few relevant experts, will receive progress reports, approve work plans and decide on grant allocations based on competitive applications. To ensure quality assessments of the grant applications, the Programme Sub-Committee's decisions will be informed by a peer-review mechanism, involving experts drawn from Africa and other regions.

Overall budget

A minimum budget of USD 20 million is envisaged. The funds will be provided by development partners (bilateral development partners, international organisations) and philanthropic funds.

**List of
Contributors**



Contributors to the Work of the Africa Commission 2008-2009

Alphabetically by last name

Thematic conference on the Educational Challenge. Ouagadougou, Burkina Faso 16 June 2008

- Ms. Achakpa, Mimidoo – Executive Director, Women's Right to Education Programme, Nigeria
- Mr. Ahanhanzo, Joseph – Chargé de Programme Education, Royal Danish Embassy, Cotonou
- Mr. Amponsah, Victor Atta – Training Manager, Ghana Employers' Association
- Mr. Asmussen, Tore – International Secretary, Danish Union of Teachers
- Mr. Baldeh, Matarr Suraa – National Coordinator, Education for All Campaign Network, Gambia
- Mr. Baraki, Elias Tadesse – Program Manager, Save the Children Denmark, Somaliland Program
- Mr. Bayo, Karifa – Président, Université Ouaga II, Burkina Faso
- Dr. Bazie, Bouma Jean-Paul – Conseiller Technique du Ministre, Ministère de l'Enseignement de Base et de l'Alphabétisation, Burkina Faso
- Mr. Bennin, Hajeï Douri – Executive Director, Youth Action on Reproductive Order (YARO), Ghana
- Mr. Bere, Antoine – Directeur Général, Direction Générale de l'Enseignement Secondaire Technique et Professionnel, Ministère des Enseignements Secondaire, Burkina Faso
- Mr. Bilgo, Hamidou – Conseiller en Gestion d'entreprises, Maison de l'entreprise du Burkina Faso
- Dr. Boly, Hamidou – Président/Recteur, Université Polytechnique de Bobo Dioulasso, Burkina Faso
- Dr. Boly-Barry, Koumba – Coordinatrice, Coopération Suisse ADEA, Programme Alpha, Burkina Faso
- Ms. Bonkougou, Odile – Ministre de l'Enseignement de Base et de l'Alphabétisation, Ministère de l'Enseignement de Base et de l'Alphabétisation, Burkina Faso
- Mr. Brewah, James – Education Programme Officer, Save the Children, Sierra Leone
- Mr. Bropleh Jr, Emmanuel Wollor – Student
- Dr. Casely-Hayford, Leslie – Director and Senior Consultant, Associates for Change (AFC), Ghana
- Ms. Ching'andu, Annette – Research Associate, Khulisa Management Services (Pty) Ltd, South Africa
- Ms. Chorlton, Rozanne – UNICEF representative, UNICEF Liberia
- Ms. Cissé, Katy – Expert on Gender, Youth and Development, Université Cheikh Anta Diop, Senegal
- Mr. Cole, Lawalley – Coordinator, Working Group on Communication for Education and Development (WG COMED), Benin
- Mr. Compaoré, André – Président, Conseil National Association Parents d'Elève du Primaire (CNAPEP), Burkina Faso
- Mr. Coulibaly, Jean-Martin – Chargé de Programme Formation Professionnelle, Bureau de Coordination de la Coopération pour le Développement, Ambassade d'Autriche au Burkina Faso
- Ms. Cristofoli, Vigdis – Regional Education Specialist, UNICEF Regional Office for West and Central Africa
- Ms. Dedewanou-Dovoedo, Sylvie – Directrice de la Formation et de la Qualification Professionnelles (Niveau central), Ministry for Secondary Education, Technical and Vocational Training, Benin
- Ms. Dennis, Lawerene – Center for Peace Education and Democracy, Liberia
- Mr. Dicko, Amadou Diemdioda – Président du Groupe Parlementaire Convention des Forces Républicaines (CFR), Assemblée Nationale (Burkina Faso)
- Prof. Djangmah, Jerome Siau – Chairman, West African Examinations Council, Ghana
- Mr. Dokurugu, Abukari – Chairman, Youth Forum 2008 Steering Committee
- Mr. Dourinaah, Eric – Coordinator, Northern Network on Education Development, Ghana
- Ms. Duncan-Adanus, Irene Taama – General Secretary, Ghana National Association of Teachers
- Ms. Edjeani, Esther Happy – Assistant Director, Ministry of Education Science and Sports, Ghana Education Service (GES)
- Mr. Effah, Paul – Executive Secretary, National Council for Tertiary Education, Ghana
- Ms. Fahnbulleh, Miata – Executive Director, OBAA's Girls, Liberia
- Mr. Fall, Atoumane – ANCEFA (Africa Network Campaign on Education for All), Senegal
- Mr. Fatoma, Emanuel A. – Coordinator for Africa, Education International, Togo
- Mr. Fosu, Charles – National Chairperson Youth Wing, Ghana Society of the Physically Disabled – Youth Wing (GSPD-YW)
- Mr. Friberg, Anders – Special Advisor to the UN SRSG in Liberia, UN
- Ms. Hermanson, Nina – Director, Børnefonden
- Mr. Huot-Marchand, Herve – Expert Education, UNESCO-Breda
- Ms. Iversen, Eva – Coordinator, The Danish NGO Education Network
- Mr. Kabore, Paul – Assistant Culturel Provincial, Ministère de l'Enseignement de Base et de l'Alphabétisation, Burkina Faso
- Ms. Kabore, W. Micheline – Chargé des Programmes d'Education Formelle et Non Formelle, Réseau Africain Jeunesse Santé et Développement (RAJS), Burkina Faso
- Mr. Kaboré, Ibrahim – Secrétaire Permanent, Plan Décennal de Développement de l'Education de Base (SP/PDDEB), Burkina Faso
- Dr. Kandakai, Evelyn – Executive Director / Chairperson, LET (Liberia Education Trust) / FAWE (Federation of African Women Educationalists)
- Mr. Kanneh, Mohammed – Project Officer, West Africa Youth Network
- Mr. Kargougou, Issaka – Directeur Général, Maison de l'Entreprise du Burkina Faso (Secteur Privé)
- Dir. Ki, Boureïma Jacques – Directeur, Direction Etude & Planification, Ministère des Enseignements Secondaire, Burkina Faso
- Dr. King, David Kwao Amoah – National President, Farmers Organization Network in Ghana (FONG)
- Mr. Komenan, André – Consultant, The African Development Bank
- Prof. Kouliadiati, Jean – Président, L'Université d'Ouagadougou, Burkina Faso
- Mr. Koutaba, Justin – Ministre, Ministère de la Jeunesse et de l'Emploi (MJE), Burkina Faso
- Mr. Loada, Augustin – Secrétaire Exécutif Centre pour la Gouvernance Démocratique, Centre pour la Gouvernance Démocratique, Burkina Faso
- Mr. Musah, Abdel-Fataou – Conflict Prevention Adviser, ECOWAS
- Ms. Napoe, Assibi Damba – Chief Regional Coordinator, Education International, Togo
- Prof. Ndongo, Oumar – General-Secretary, West Africa Civil Society Forum (WACSOF)
- Ms. Ogbe, Rachel – Principal Programme Officer, Education, ECOWAS
- Mr. Osman, Sulemana Saaka – Programme Director, School for Life of GDCA, Ghana
- Mr. Otoo, Kwabena Nyarko – Researcher, Ghana Trades Union Congress (Ghana TUC)
- Mr. Ouedraogo, Achille Denis Marie – Membre de CESAM, Cellule de Solidarité et d'Assistance Mutuelle, Burkina Faso



Mr. Ouedraogo, Saïdou – Secrétaire Exécutif, Cadre de Concertation des ONG et Association Actives en Education de Base (CCEB-BF), Burkina Faso

Ms. Ouédraogo, Aïcha – Assistante Chargé de Project, Réseau Africain Jeunesse Santé et Développement (RAJS), Burkina Faso

Ms. Page, Lucy – Executive Director, CEP (Community Empowerment Programme)

Mr. Pare, Joseph – Ministre, Ministère des Enseignements Secondaire, Supérieur de la Recherche Scientifique (MESSRS), Burkina Faso

Mr. Roberts, James – Deputy Minister of Education, Ministry of Education, Liberia

Mr. Samassekou, Adama – Secrétaire Exécutif a.i., Académie Africaine des Langues (ACALAN), Mali

Ms. Sanou, Bernadette – Directeur Général, Direction de la Recherche et du Développement Pédagogique (DGCRIF) Ministère de l'Enseignement de Base et de l'Alphabétisation (MEBA), Burkina Faso

Dr. Somé, Seglaro Abel – Expert en Economie de Institutions, Centre d'Analyse des Politiques, Economiques et Sociale (CAPES), Burkina Faso

Mr. Sonko, Daouda – Project Manager, Catholic Relief Services

Ms. Sorgho, Maria Kere – Directrice Exécutive, Fondation pour le Développement Communautaire, Burkina Faso

Mr. Tamboura, Ousséni – Ministre Délégué de l'Alphabétisation et de l'Education non Formelle,

Ministère de l'Enseignement de Base et de l'Alphabétisation (MEBA), Burkina Faso

Mr. Taro, Simon – Ag. Director, Youth and Sports Development Centre, ECOWAS

Ms. Tiendrebeogo, Alice – Directrice Générale, Fonds pour l'Alphabétisation et l'Education Non Formelle, Burkina Faso

Mr. Tijani, Ahmed Hamza – Programme Director, Basic Education Programme, Ibis West Africa

Mr. Traore, Idrissa – Président, Conseil National Association Parents d'Elève Secondaire (CNAPES), Burkina Faso

Mr. Traore, Tahirou – Secrétaire Général, Syndicat National des Travailleurs de l'Education de Base (SY.NA.T.E.B), Burkina Faso

Ms. Vabah, Gayflor – Minister, Ministry of Gender and Development, Liberia

Mr. Wantchecon, Ayignon Michel – Directeur de l'Enseignement Secondaire, par intérim, Ministère de l'Enseignement Secondaire et de la Formation Technique et Professionnelle, Benin

Mr. Warinda, Enock – Monitoring and Evaluation Officer, Forum for African Women Educationalists (FAWE)

Mr. Zabadee, Richard D, Ibis, Liberia

Thematic conference on Women and Employment in Africa. Maputo, Mozambique 15 August 2008

Mr. Abdulrahman, Oumar – Economic Affairs Officer, UNECA

Ms. Abreu, Alcinda – Minister, Ministry for Coordination and Environmental Action, Mozambique

Ms. Ageng'o, Caroline – Executive Director, Tomorrow's Child Initiative

Ms. Akatsa-Bukachi, Marren – Executive Director, Eastern African Subregional Support Initiative for Advancement of Women (EASSI)

Mr. Alitsi, Edward – Programme Officer, Danish Association for International Cooperation (MS Kenya)

Ms. Artur, Maria José – Investigadora, Women in Law in Southern Africa (WLSA)

Ms. Astawes, Shitaye – Board Member, Ethiopian Center for Disability and Development (ECDD)

Ms. Astawes, Tigist – Personal Assistant, Ethiopian Center for Disability and Development (ECDD)

Mr. Baloï, Oldemiro – Minister, Ministry of Foreign Affairs, Mozambique

Mr. Baptista Ali, Aires Bonifácio – Minister, Ministry of Education and Culture, Mozambique

Ms. Bernadette, Lucia – Director of National Institute for Social Affairs, Ministry of Women and Social Affairs, Mozambique

Mr. Bero, Eduardo – Member of CTCNAM, Ministry of Public Works (MOPH), Mozambique

Ms. Bias, Esperança – Minister, Ministry of Natural Ressource, Mozambique

Ms. Bibiana, Amelia – International Secretary, Organisation of Mozambican Workers (OTM/COMUTRA)

Ms. Brito, Lídia – Representative, Mozambique

Bule, Natividade – Representative, Confederation of Economic Associations (CTA), ECOSIDA

Ms. Buque, Celia – National Director, Ministry for Women and Social Affairs, Mozambique

Buque, Sansao – Director of Cooperation in MMAS, Ministry for Women and Social Affairs, Mozambique

Caifaz, Ilídio – Director of Employment, Ministry of Labour (MITRAB)

Mr. Campbell, Alan – Chief Operations Officer, Foundation for African Business & Consumer Services (FABCOS)

Ms. Casimiro, Isabel – President, Women in Law in Southern Africa (WLSA)

Mr. Chinavane, David Uassane – Secretary for International Relations and Projects, Organizacao Nacional dos Professores (ONP)

Ms. Chingobe, Rudo – Training Coordinator, Kara Umoyo, Zambia

Ms. Christensen, Bolette – Deputy Director General, DI

Ms. Cossa, Celina – President, National Union of Farmers (UNAC), Mozambique

Mr. Cruz, Antonio S. – Director of DNEAP, Ministry of Planning and Development, Mozambique

Mr. Cuereneia, Aiuba – Minister and Member of National Council for the Advancement of Women, Ministry of Health, Mozambique

Ms. da Silva, Terezinha – National Coordinator, Women in Law in Southern Africa (WLSA)

Ms. da Silva, Rosa – Governor, Governor of Maputo City

Ms. Damba, Sina – Minister, Ministry for Family Matters and the Promotion of Women, Mali

Mr. de Sousa, Carlos – Deputy Minister, Ministry of Youth and Sport, Mozambique

Ms. Dias, Marinela – Entrepreneur, DPMAS – Niassa

Ms. Didiza, T. – Minister, Ministry of Public Works, South Africa

- Ms. Diogo, Vitória Dias – Minister, Ministry of the Public Sector, Mozambique
- Ms. Ellemann, Karen – MP, Danish Parliament
- Mr. Feer, Mads Jules – Manager Sustainability-SHEA West Africa, AarhusKarlshamn Denmark A/S
- Mr. Finnegan, Gerry – Director (Representative for Malawi, Mozambique and Zambia), International Labour Organization (ILO)
- Ms. Goshu, Nigest Haile – Executive Director, Center for African Women Economic Empowerment, Ethiopia
- Ms. Guebuza, Maria da Luz – First Lady - President of the Organisation for Mozambican Women, Office of the First Lady of the Mozambican Republic
- Mr. Gundana, Feliciano – Minister, Ministry for War Veterans, Mozambique
- Ms. Gune, Jéssia – Representative, SINTIQUIGRA, Mozambique
- Ms. Johnsen, Eva – Programme Officer, Southern Africa, LO/FTF Council, Maputo, Mozambique
- Ms. Kahara-Kawuki, Audrey – Director, Makerere University Business School – Entrepreneurship Centre, Uganda
- Mr. Kaspersen, Jens – Head of Office, Representative, LO/FTF Council, Denmark, Maputo Office
- Dr. King, Rudith – Head of Centre, College of Architecture and Planning, Kwame Nkrumah University of Science and Technology (KNUST), Ghana
- Mr. Larsson, Knud – Sourcing & Trading Director, AarhusKarlshamn Denmark A/S
- Ms. Levi, Benvinda – Minister, Ministry for Justice, Mozambique
- Ms. Libombo, Aida – Deputy Minister, Ministry of Health, Mozambique
- Ms. Lucas, Maria Francisca – Deputy Director, Ministry of Women and Social Affairs, Mozambique
- Ms. Mangaze, Esperança – Representative, Folha Verde
- Ms. Mangureira, Joana – Executive Secretary, National AIDS Council (CNCS), Mozambique
- Ms. Massango, Zilda – Member of CTCNAM, Ministry of Agriculture (MINAG), Mozambique
- Mr. Massingue, Venâncio – Minister, Ministry for Science and Technology, Mozambique
- Ms. Masta, Jane Nyaboke – Director, Gender, Central Organisation of Trade Unions (Kenya (COTU (K))
- Ms. Matabele, Virgília – Minister, Ministry of Women and Social Affairs, Mozambique
- Ms. Mateus, Paulina – Secretary General, Organisation for Mozambican Women (OMM)
- Mr. Matsinhe, Justin – Education Coordinator for Region South, CoNEFS OTM CS, Mozambique
- Ms. Mcha, Marietta Charles – Ag. Assistant Director, Employment Promotion, Ministry of Labour, Employment and Youth Development, Tanzania
- Ms. Mchomvu, Happiness – Women Entrepreneurship Development Coordinator, Small Industries Development Organisation, Tanzania
- Ms. Meneses, Miquelina – President, Association of Mozambican Economists (AMECON)
- Ms. Mlambo-Ngcuka, Phumzile – Deputy President, South Africa
- Ms. Mollocome, Attalia – Attorney General and Minister, Ministry of Justice, Botswana
- Ms. Mongella, Gertrude – President, Pan-African Parliament
- Ms. Mossa, Ema – Representative, ACTIVA, Mozambique
- Ms. Mugisha, Faith Ahabyoona – Administrator, Christian University, Uganda
- Ms. Mulasikwanda, Patrícia – Minister, Ministry for Gender Equality and Women in Development, Zambia
- Mr. Munhequete, Eduardo – President, National Youth Council (CN), Mozambique
- Ms. Muthemba, Esmeralda – Representative, Ministry of Education and Culture (MEC), Mozambique
- Ms. Nayenga, Rosetti – Policy Analyst, Ministry of Finance, Planning and Economic Development, Uganda
- Ms. Ndiaye, Aminata Mbengue – Vice-President, Socialist Party, Senegal
- Ms. Ngaliga, Dorah – Director for Human Resources, CRDB Bank Limited
- Ms. Ngari, Pauline – General Manager Operations, Women Finance Trust, Kenya
- Ms. Ngonde, Inácia – Entrepreneur, DPMAS – Zambézia
- Mr. Nhaca, Soares – Minister and Member of National Council for the Advancement of Women, Ministry of Agriculture, Mozambique
- Ms. Niyibizi, Aline Aurore – Member, Medical Students Association of Rwanda (MEWDSAR)
- Ms. Nkavandeka, Isabel Manuel – Ministra na Presidência para os Assuntos Parlamentares, Presidência da Republica, Mozambique
- Ms. Novela, Sudecar – President, Mukhero Association
- Ms. Ogana, Litha Musyimi – Gender Director, The African Union
- Ms. Olsen Dyhr, Pia – MP, Danish Parliament
- Ms. Onubagu, Elsie – Advisor on Gender, Commonwealth Secretariat
- Ms. Orá, Xarzarda – Representative, Organisation of Mozambican Women (OMM)
- Ms. Osório, Conceição – Investigadora, Women in Law in Southern Africa (WLSA)
- Ms. Pajume, Catarina – Deputy Minister, Ministry of Agriculture, Mozambique
- Ms. Pereira, Telmina – Governor, Governor of Maputo Province
- Ms. Piores, Maria Verónica Teófilo – Member of CTCNAM, Ministry of Trade and Industry (MIC), Mozambique
- Mr. Rand, John – Ministry of Planning and Development Department, Mozambique
- Ms. Romão, Francelina – Representative, Ministry of Health (MISAU), Mozambique
- Ms. Rudvidzo, Thokozile – OIC African Centre for Gender and Social Development, UNECA
- Ms. Ségla, Ariane Djossou – Programme Officer, Danish Embassy, Cotonou
- Ms. Silva, Celmira – Director of Studies, Projects and Planning, Ministry of Youth and Sport (MJD), Mozambique
- Ms. Sithole, Nordestina – Member of CTCNAM, Ministry of Labour (MITRAB), Mozambique
- Ms. Sserubombwe, Joyce – Coordinator, Investment Authority, Uganda
- Mr. Stubkjær, Henrik – General Secretary, DanChurchAid
- Ms. Swaminathan, Umadevi – Managing Director, Self Employed Women's Association, SEWA, India
- Ms. Taiपो, Maria Helena – Minister and Member of National Council for the Advancement of Women, Ministry of Labour, Mozambique
- Ms. Talapa, Margarida – Head of the Office for Women Parliamentarians, Parliament, Mozambique
- Ms. Tamele, Abiba – Directora General – INEFP, Ministry of Labour (MITRAB), Mozambique
- Dr. Thiam, Mareme Cissé – Director of Women's Entrepreneurship, Ministry of Family, National Solidarity, Women's Entrepreneurship and Micro Finance, Senegal
- Mr. Thusi, Nathaniel – Manager SME Development & Training, Foundation for African Business & Consumer Services (FABCOS), South Africa
- Ms. Ussene, Deolinda Abdul Rahimo – Entrepreneur, DPAMS – Nampula, Mozambique
- Mr. Vallik, Steven – Regional Coordinator and Representative, 3F – United Federation of Danish Workers



Ms. van der Merwe, Susan – Deputy Minister, Ministry of Foreign Affairs, South Africa

Mr. Walter, Jake – Director, TechnoServe, Mozambique

Ms. Xavier, Antónia – Deputy Minister, Ministry of Education and Culture, Mozambique

Ms. Yde-Andersen, Signe – Coordinator, Gendernet

Thematic conference on the African Youth and Employment. Accra, Ghana 5 September 2008

M. Abdourahamane, Seydou – Ministre de la Jeunesse et des Sports, Ministère de la Jeunesse et des Sports, Niger

Mr. Abdulai, Alhassan – Executive Director, Center for Promotion of Youth Development, Ghana

Mr. Abdul-Hanan, Zakaria – Copenhagen Consensus 2008 Youth Forum

Mr. Acheampong, Tony – Pastor, International City Baptist Church

Ms. Acolatse, Shika – Project Manager, TechnoServe, Ghana

Ms. Adjei, Betty – Deputy Country Manager, Winrock International

Ms. Adjei, Elisabeth – Director, Ghana Immigration Service

Mr Adotey Akai, Daniel – Communications and Research Officer, Corporate Social Responsibility Movement, Ghana

Ms. Agboh, Lea – Assistant - Policy Dialogue, OECD

Ms. Agersnap, Hanne – MP, Danish Parliament

Ms. Agoston, Robyn – Country Program Officer (Ghana), Youth Challenge International

Mr. Akomea, Nana – Minister for Youth and Employment, Ministry of Manpower, Youth and Employment, Ghana

Mr. Alhassan, Issaka – Project Officer, Youth Action on Reproductive Order

Ms. Alima Mahama, Hajia – Minister for Women and Children's Affairs, Ministry of Women and Children's Affairs, Ghana

Mr. Amoasi-Andoh, Kwamina – Consultant, ILO

Mr. Anokye, Samuel – Association of Ghanaian Industries

Mr. Aryeetey, Ernest – Professor, Institute of Statistical, Social and Economic Research, Ghana

Mr. Ayuk Tabe, Julius – Area Academy Manager, Cisco Systems Networking Academy

Mr. Balde, Boubacar – Cabinet chef, Ministère pour la Promotion de l'Emploi des Jeunes, Guinée

Ms. Banya, Christy – Programme Analyst, UNDP

Mr. Berthelsen, Vagn – President of Alliance 2015, Secretary General, IBIS

Ms. Bortei-Doku, Ellen – Senior Research Fellow, University of Ghana

Mr. Bustrup, Thomas – Director, Danish Industry

Dr. Baah Boateng, William – Labour Advisor, Ministry of Manpower, Youth and Employers, Ghana

Mr. Caesar-Sowah, Patrice – Personal Secretary, Minister for Youth and Employment, Ghana

Mr. Caifaz, Ilídio – National Director of Employment, Mozambique

Mr. Campbell, Alan – Chief Operations Officer, FABCOS

Mr. Chune, Noah – Director of Research and Education, Central Organisation of Trade Unions (COTU), Kenya

Ms. Cisse, Katy – Consultant and Researcher, Cheikh Anta Diop University, Dakar

Mr. Cofie, Charles – Chief Executive Officer, Unilever Ghana Limited

Ms. da Silva, Celmira – National Director of Youth and Sports, Mozambique

Mr. D'Alcantara Zocli, Pierre – President and Chief Executive Director, Junior Achievement Afrique Francophone, Benin

Ms. de Lange, Albertine – Rural Employment Officer, FAO, Ghana

Mr. Debebe, Ashebir – Deputy Country Director, Somalia/Somaliland Program, Save the children, Denmark

Mr. Dei, Seth – Chairman, Marmatten Investment

Mr. Diawara, Balla – Chef de la Division Insertion des Jeunes, Ministère de la Jeunesse et des Sports, Mali

Mr. Djokoto, Jervis – Director of BREDA, The Ghana Baptist Convention

Mr. Donkoh, Archibal – Acting National Coordinator, National Youth Council, Ghana

Mr. Edudzie, Emmanuel – Executive Director, Youth Empowerment Synergy

Dr. El Bakri, Zeinab – Vice President of the African Development Bank, AfDB

Ms. Feven, Henok – Center for African Women Economic Empowerment (CAWEE), Ethiopia

Mr. Gmabi, Philip – The Youth Forum Project, The Ghana Friendship Groups in Denmark

Ms. Haile, Nigest – Executive Director, Center for African Women Economic Empowerment (CAWEE)

Mr. Hannington, Segerinya – Chairperson of the National Youth Council Executive, Uganda Red Cross Society

Mr. Harouna, Abdouramane – Directeur National de la Promotion de l'Emploi, Niger

Ms. Holst, Marianne – Resident adviser, Majovo Limited

Ms. Hribernigg, Doris – Focal Point, Human Security Coordination, UNIDO

Mr. Idrissa, Amadou – Directeur Général de l'Agence Nationale de la Promotion de l'Emploi, Ministère de la Fonction Publique et du Travail, Niger

Mr. Imoro Andani, Prince – Special Adviser on the Northern Sector, Office of the President, Ghana

Mr. Jacobsen, Ulrik – Education Consultant, Danish Mission Council

Mr. John Sesay, Benjamin – Administrative Officer, West Africa Youth Network

Mr. Kabah Alowe, Leo – National Coordinator, National Youth Employment, Ghana

Mr. Kanawe, Médékédina – Jeune entrepreneur, Fonds d'Insertion des Jeunes (F.I.G.), Togo

Mr. Kanton, Osman – Director, Action For Sustainable Development (ASUDEV)

Ms. Karikari Anang, Rose – Executive Director, Ghana Employers Association (GEA)

Mr. Kattah, Daniel – Principal Planning Officer, Ministry of Women and Children's Affairs, Ghana

Dr. Koch, Julie – International Director, Danish Youth Council

Mr. Koita, Idrissa – Directeur National de l'Emploi, Point Focal du PAPESPRI, Mali

Ms. Koroma, Rugiatsu – Director, Youth Action for Rural Development (YARD), Sierra Leone

Mr. Koutaba, Justin – Ministre de la Jeunesse et de l'Emploi, Ministère de la Jeunesse et de l'Emploi, Burkina Faso

Ms. Lansah Yakubu, Adisa – Executive Director, Africa 2000 Network, Ghana

Ms. Lawal, Rafia – The Youth Forum Project, The Ghana Friendship Groups in Denmark

Ms. Lillelund Bech, Gitte – MP, Danish Parliament

Mr. Lindqvist, Torben – Chief Technical Advisor, Danish Ministry of Foreign Affairs

Mr. Mahama, Shani – The Youth Forum Project, The Ghana Friendship Groups in Denmark

Mr. Mahamadu Yahaya, Roland – Centre Coordinator, Ghanaian Danish Community Programme (GDGP)

Mr. Murangira, Ambrose – Chairman, Uganda National Association of the Deaf

Ms. N'Diaye, Ibrahima – Ministre de l'Emploi et de la Formation Professionnelle, Ministère de l'Emploi et de la Formation Professionnelle, Mali

Ms. Nielsen-Englyst, Camilla – The Youth Forum Project, The Ghana Friendship Groups in Denmark

Ms. Nkombo, Nachilala – Programme Officer, Mellefolkkeligt Samvirke, Zambia

Mr. Nutakor, Frank – North Tongu District Assembly

Mr. Ogunbayo, Oluwatobi – Programme Outreach Officer for West Africa, Africa Business Roundtable

Mr. Olabode-Williams, Kojo – Public Relations Officer, Association of Ghanaian Industries

Mr. Onyelukachukwu, Ojugo – Programme Officer, Africa Business Roundtable

Ms. Opoku, Patience – Ag. Director of the Department of Women, Ministry of Women and Children's Affairs

Mr. Ousmane Maman, Ibrahim – Secrétaire Permanent National ANPJ, Association Nigérienne pour la Promotion des Jeunes, Niger

Ms. Pérez Valera Jensen, Lotte – Project Manager, Børnefondens

Dr. Pilgrim, Markus – Manager, Youth Employment Network

Dr. Pitamber, Sunita – Adviser to the Vice President of the AfDB, African Development Bank

Ms. Rasmussen, Birgitte – Director, IBIS Ghana

Mr. Sankaituah, Joseph – President, Federation of Liberian Youth

Ms. Siptey, Kanda – Ministre de la Fonction Publique et du Travail, Ministère de la Fonction Publique et du Travail, Niger

Prof. Sissoko, Youssouf – Chargé de Mission, Agence pour la Promotion de l'Emploi des Jeunes, Mali

Mr. Spanner, Thomas – Programme Coordinator, Baptist Church Denmark

Mr. Tandoh, Clement – Programme Director, IBIS Ghana

Mr. Tenywa, Godfrey – Sign Language Interpreter, Uganda National Association of the Deaf

Mr. Thusi, Nathaniel – Manager of SME Development & Training, Foundation for African Business & Consumer Services (FABCOS)

Mr. Traoré, Siriman – Président, Conseil National de la Jeunesse du Mali

Mr. Tsekpo, Tony – University of Ghana

Mr. Tsike-Sossah, Eyras Simon – Chief Executive Officer, Abusua Foundation

Dr. Verick, Sher – Economic Affairs Officer, Youth Focal Point, UNECA

Mr. Wiredu, Baah – Minister of Finance and Economic Planning, Ministry of Finance and Economic Planning, Ghana

Dr. Yaw Baah, Anthony – Technical Director, Trades Union Congress

Thematic conference on Employment and Economic Growth: The Challenge of Climate Change. Nairobi, Kenya 18 September 2008

Mr. Adane, Habtamu – Program Coordinator, Norwegian Church Aid

Mr. Ahmed, Mohammed, Kenya

Mr. Ajakaiye, David – Director of Research, African Economic Research Consortium (AERC)

Ms. Akumu, Grace – Executive Director, Climate Network Africa

Ms. Amurle, Grace – Director of Finance & Administration, African Economic Research Consortium (AERC)

Ms. Appleton, Asheline – Team Leader/Writer, International Institute for Sustainable Development

Mr. Apuuli, Bwango – Deputy Director, IGAD Climate Prediction and Application Centre (ICPAC)

Ms. Atandi, Everlyne – Student, Kenyatta University, Kenya

Ms. Awuor, Lorine – Communications Officer, Coast Women in Development, Kenya

Ms. Awuor, Cynthia B. – Research Fellow, Africa Centre for Technology Studies, Kenya

Ms. Banyar, Grace – Chief Technical Advisor, International Labour Organization (ILO)

Mr. Bekele, Solomon – Project Manager, Integrated Family Service Organization, (IFSO)

Prof. Bigsten, Arne – Professor, Göteborg University, Sweden

Ms. Buzingo, Domina – Resident Representative, Africa Development Bank

Mr. Campbell, Alan – Chief Operations Officer, FABCOS, South Africa

Dr. Chengula, Ladisy K. – Natural Resources Management Senior Specialist, World Bank

Prof. Chipeta, Chinyamata – Executive Director, Southern African Institute for Economic Research, Malawi

Mr. Chisulo, Justin M. – Chief Executive Officer, Zambia Association of Chambers of Commerce and Industry

Mr. Cypriah, Kirialoo – Director, Center for Human Development, Kenya

Mr. du Plooy, Peet – Trade & Investment Advisor, World Wildlife Federation

Dr. Ehrhart, Charles – Climate Change Coordinator, CARE International

Dr. Falk, Knud – Disaster Preparedness Advisor, Danish Red Cross

Ms. Gad, Marie – International Policy Advisor, Confederation of Danish Industry (DI)

Mr. Hyera, Tharsis – Programme/Administrative Manager, Environmental Protection and Management Services (EPMS), Tanzania

Ms. Imanyara, Winnie Kathurima – Change, Leadership and Corporate Affairs Director, Equity Bank Ltd

Dr. Jerome, Afeikhen Theo – Coordinator, Economic Governance and Management, African Peer Review Mechanism Secretariat, South Africa

Ms. Kakooza, Rachel Nampinga – Director, Ecowatch Africa, Uganda

Ms. Kantai, Tallash – Writer, International Institute for Sustainable Development

Mr. Karekezi, Stephen – Executive Director, AFREPEN, Kenya

Mr. Kariuki, Fred – Kenya Association of Manufacturers

Ms. Kithikii, Agnes – Disaster Risk Reduction Officer for East Africa, Catholic Agency for Overseas Development (CAFOD)



Dr. Kituyi, Evans – Programme Officer, Renewable Energy Technology Assistance Programme (RETAP), Kenya

Ms. Loorematta, Sharon – Programme Manager, Practical Action, Kenya

Mr. Louw, Marius – Manager: International Relations & Research, FABCOS, South Africa

Mr. Lyakurwa, William – Executive Director, African Economic Research Consortium (AERC), Kenya

Prof. Mabele, Robert – Member Scientific Committee, Review of African Integration at the AU

Ms. Macakiage, Jacqueline Odula – Manager, Ressource Mobilization, African Economic Research Consortium (AERC)

Mr. Mackanja, Geoffrey N – Confederation of Tanzania Industries (CTI)

Mr. MacKenzie, Gordon – Senior Energy Planner, UNEP-Risoe Centre for Energy, Climate, and Sustainable Development

Ms. Maina, Zipporah – Kenya Association of Manufacturers

Dr. Maitima, Joseph – Scientist, Climate-Land Interaction Project (CLIP) in East Africa

Mr. Majali, Lawrence – Acting General Secretary, Kenya National Union of Teachers

Mr. Makokha, Michael – National NRM Consultant, Food and Agriculture Organisation of United Nations (FAO)

Dr. Manda, Damiano – Manager, Research, African Economic Research Consortium (AERC)

Dr. Mogaka, Hezron – Director, Ministry of Environment and Mineral Resources, Kenya

Dr. Molua, Ernest – University of Buea, Cameroon

Dr. Muok, Bernard, Kenya

Mr. Muramuzi, Frank – Executive Director, National Association of Professional Environmentalists (NAPE)

Dr. Musyoka, John – Deputy Manager, Development Training Department, MS-TCDC, Tanzania

Ms. Muthoni, Olive – Senior Consultant, Energy for Sustainable Development (ESD)

Ms. Mwale, Mary – Draught Management and Food Security Officer, Ministry of Development of Northern Kenya & Other Arid Lands

Mr. Mwangi, James Kinyanjui – Ph.d Student in Natural Resources, National Alliance of Community Forest Associations, Kenya

Ms. Ndoye, Fatou – Programme Officer, UNEP

Dr. Ng'eno, Nehemiah – Consultant-Lecturer, University of Kenya

Mr. Ngo, Brian – Lead Economist, World Bank/Africa Partnership Forum Support Unit/OECD

Mr. Nhemachena, Charles – Researcher, Council for Scientific & Industrial Research, South Africa

Mr. N'zue, Felix – Manager, Research, African Economic Research Consortium (AERC)

Mr. Obwona, Marios – Director of Training, African Economic Research Consortium (AERC)

Mr. Ochieng, Benson Owuor – Director, Institute for Law and Environmental Governance (ILEG), Kenya

Mr. Odero, Kenneth – International Labour Organisation (ILO)

Hon Odinga, Raila – Prime Minister, Government of the Republic of Kenya

Prof. Odingo, Richard S. – Professor, University of Nairobi, Kenya

Mr. Odong, George Otto – Program Coordinator, Pader NGO Forum, Uganda

Ms. Ojoo-Massawa, Emily – Coordinator Climate Change, National Environment Management Authority, Kenya

Ms. Okara, Grace – Manager, CMAP-ARC, Kenya

Ms. Omulo, Monica A. – East African Regional Representative, Association of Africa Women Geoscientists (AAWG)

Mr. Owino, Tom – Vice president for Africa Division, Climate Care

Mr. Owino, Charles – Manager for Communications, African Economic Research Consortium (AERC)

Ms. Parsitau, Patricia – Governance Coordinator, Oxfam Regional Office, Kenya

Mr. Phaias, Karanba – Researcher, University of Nairobi, Kenya

Ms. Raphael, Neema – Research Fellow, Centre for Energy, Environment, Science and Technology (CEEST)

Mr. Rutayisire Musoni, Jean – Researcher, National Bank of Rwanda

Ms. Sharon, Betty – Program Coordinator, Coast Women in Development

Mr. Shongwe, Samuel – President, Swaziland Federation of Trade Unions

Ms. Simmelhack Hansen, Sys – KULU Board Member, K.U.L.U. – Women and Development

Mr. Simwaka, Kisu – Senior Economist, Reserve Bank of Malawi

Mr. Sossion, Wilson – Kenya National Union of Teachers (KNUT)

Prof. Temu, Andrew Ephraim – Professor Agricultural Economics, Sokoine University of Agriculture, Tanzania

Prof. Wakhungu, Judi – Executive Director, Africa Centre for Technolgy Studies, Kenya

Prof. Wandiga, Shem O. – Director, Centre for Science Technology Innovation, Kenya

Mr. Wesonga, George – National Chairman, Kenya National Union of Teachers

Mr. Zhou, Peter, Botswana

Thematic conference on Creating Economic Growth in Africa. Kampala, Uganda 30 October 2008

Ms. Acam, Agnes – Business Associate, 3A Strategic Management

Mr. Baiden, Moses – Chief Executive Officer, Margins Group

Mr. Blom, Jaap – Team Leader, ASPS, Uganda

Mr. Chonde, Charles Nyakundi – Executive Director, Grassroots Agenda for Development Organizations, Kenya

Mr. da Silva, André Augusto – Secretary, National Council on Sustainable Development, Mozambique

Mr. de Lorenzo, Mauro – Fellow, American Enterprise Institute (AEI)

Mr. Fogde, Karsten – International Adviser, East Africa, LO/FTF Council, Arusha, Tanzania

- Mr. Fowler, Martin – Senior Consultant, The IDL Group, Uganda
- Ms. Gad, Marie – International Policy Advisor, Confederation of Danish Industry (DI)
- Ms. Gakuba, Beatrice – Chief Executive Officer, Rwanda Flora SARL
- Mr. Grange, Antony – Regional Representative, DanChurch Aid
- Dr. Habtemichael, Hanna Teshome – Planning, Monitoring and Evaluation Officer, Lutheran World Federation, Ethiopia
- Mr. Hansen, Morten Emil – Political Advisor, DanChurchAid
- Ms. Ibraimo, Maimuna – Delegate, Ministry of Planning and Development, Mozambique
- Ms. Kabagumya, Cecily – Conservation and network Manager, ARCOS, Uganda
- Mr. Kabinga, Mundia – Lecturer Copperbelt University, Kitwe, MS Zambia
- Mr. Kaggwa, Luzze Andrew – Policy Officer, Uganda Manufacturers Association
- Dr. Kaira, Charles – Technical Advisor Strategic Planning & Sector Coordination, Ministry of Infrastructure Development, Tanzania
- Ms. Kamanyi, Judy – Advisor, AKIJUL, Uganda
- Dr. Kasekende, Louis Austin – Chief Economist, AfDB
- Ms. Keirieni, Mumbi Gitau – Economic Consultant, Kenya
- Mr. Keizire, Boaz Blackie – Senior Economist, Ministry of Agriculture, Animal Industry and Fishery, Uganda
- Mr. Kibugu, Erastus – Country Director, TechnoServe Inc.
- Mr. Kiiza, Lawrence – Director Economic Affairs, Ministry of Finance, Planning and Economic Development, Uganda
- Ms. Kilindu, Christine – Executive Director, CTI, Tanzania
- Mr. Kimani, Martin, United Kingdom
- Dr. Kisamba-Mugerwa, Wilberforce – Chairman of the Board, National Planning Authority, Uganda
- Ms. Knuppert, Marie Louise – Confederal Secretary of International Relations, LO-Denmark (The Danish Federation of Trade Unions)
- Dr. Komba, Ladislaus – Permanent Secretary, Ministry of Labour, Employment and Youth Development, Tanzania
- Mr. Kovsted, Jens – Director of Analysis, Centre for Economic and Business Research, Copenhagen Business School
- Dr. Laker-Ojok, Rita – Director, AT Uganda Ltd.
- Dr. Layod, Alex – Doctor, Kitgum Hospital, Uganda
- Mr. Lomakol, Jimmy – Chief Executive Officer, Karamoja Private Sector Development Centre, Uganda
- Mr. Louw, Marius – Manager: International Relations & Research, FABCOS, South Africa
- Mr. Lugolobi, Amos – Ag. Executive Director, National Planning Authority, Uganda
- Hon. Mafabi, Nandala – Chairperson / MP, Public Accounts Committee, Uganda
- Mr. Magnay, John – Adviser to the World Bank, Trader/ Businessman
- Ms. Mapila, Mariam Amale Tanjani – PhD Research Fellow, University of Pretoria, South Africa
- Mr. Masuke, Elibariki – Manager, CRDB Bank
- Dr. McNamee, Terence – Director, Royal United Services Institute (RUSI)
- Mr. Mohammed, Alhassan – Ghanaian Danish Community Programme/Simli Centre, Assistant Centre Coordinator
- Dr. Mutunga, John K. – Managing Director, Kenya National Federation of Agricultural Producers
- Dr. Nahdy-Silim, Mohammed – Executive Director, National Agricultural Advisory Services, Uganda
- Mr. Nakhooda, Farhan Yahya – Project Director, Kakira Sugar Works Ltd
- Ms. Namagga, Imelda – Programme Officer, Uganda Debt Network
- Mr. Namiti, Bobby – Rural Energy Consultant, Konsense Consult Limited
- Ms. Nassanga, Rose – Director of Research, Women and Youth Affairs, National Organisation of Trade Unions, Uganda
- Ms. Nayenga, Rosetti Nabbumba – Policy Analyst, Ministry of Finance, Planning and Economic Development, Uganda
- Mr. Ntanda, Peter – Account Manager, CRDB Bank
- Mr. Nicol, William – Head of Poverty Reduction and Growth Division, OECD, DAC
- Mr. Nielsen, Erik – International Advisor, LO-Denmark (The Danish Federation of Trade Unions)
- Mr. Nkama, Isaac – National Council Member, South African Institute for International Affairs
- Dr. Nwuke, Kasirim – Chief, MDGs/Poverty Analysis & Monitoring, UNECA
- Mr. Nziratimana, Thomas – General Manager, Transafrica Resources
- Ms. Obiya-Kimkung', Elizabeth Susan – Director, Freight Forwarders Kenya Ltd
- Mr. Ocici, Charles – Executive Director, Enterprise Uganda
- Mr. Odenda, Lumumba – National Coordinator, Kenya Land Alliance
- Ms. Okot, Josephine – Executive Director, Victoria Seeds, Uganda
- Dr. Pam Sha, Dung – Academic Staff, Union of University, Nigeria Labour Congress
- Ms. Qaaade, Vibeke – Information Officer, MS Uganda
- Mr. Rentenaar, Michel – Head of Development Cooperation, Royal Netherlands Embassy
- Mr. Sayed, Archie P. – Vice Secretary General, The Swaziland Federation of Trade Unions
- Mr. Semkiwa, Robert – Assistant Director, Youth Development Services
- Mr. Shehu, Hauwa – NEXIM Bank
- Mr. Shukla, Mukesh Babubhai – Chief Executive Officer, Shamuk Aluminium Ind. Ltd
- Ms. Ssenabulya, Rosemary N. – Executive Director, Federation of Uganda Employers
- Mr. Tejlgaard, Lars – Director, International Business Development, Confederation of Danish Industry (DI)
- Mr. Themo-Mwesigwa, Wilfred – Executive Secretary, UNADA, Uganda
- Dr. Thompson, Neil Moi – Executive Director, Development Policy Institute
- Mr. Thusi, Nataniel – Manager, International Relations and Research, FABCOS, South Africa
- Mr. Timothy, A. J. – Assistant General Manager, NEXIM Bank
- Mr. Tommy, David – Head of UNIDO – Ethiopia, UNIDO
- Dr. Tumusiime, Emmanuel – Governor, Bank of Uganda
- Mr. Twijukye, Gerald – Civil Society Ressource Person, Uganda National NGO Forum
- Mr. Wafula, Chadwin Reno – Technical Representative, DLA Scientific LRD, Kenya
- Mr. Wanyera, Maris – Commissioner, MFPED, Uganda

African Youth Panel 2008. Addis Ababa, Ethiopia 16-19 November 2008

- Abate, Biniam Tesfaye – Youth Network for Sustainable Development (YNSD), Ethiopia
- Addy, Felicia Dede – Baptist Relief and Development Agency, Ghana
- Ali, Kivale Said – Kenya Union of Printing, Publishing and Paper Manufacturers and Allied Worker
- Auerbach, Jess – University of Cape Town, South Africa



Bahru, Kidist – EvaSUE (Evangelical Christian Students' and Graduates' Union of Ethiopia)

Banda, Tayani Vincent – Youth Action in Social Economic Development, Malawi

Bounguebe, Laurina Moyi – Réseau des Jeunes Volontaires Francophone du Gabon (JVf)

Buda, Fatma Ali – Zanzibar Teachers Union

Bulanda, Diana – Rescue Mission Zambia

Ceesay, Ibrahim – Children For Children Organisation

Demisie, Sayat, Ethiopia

Diamouténé, Oumar – Youth and ICTs, Mali

Dlamini, Nozipho – Esavuladlela Swaziland Scout Association

Dominic, Theresia – University of Dar es Salaam, Tanzania

Dorothy, Aciru Monica – Action for Peace and Conflict Transformation (APCT), Uganda

Edudzie, Emmanuel – Youth Empowerment Synergy, Ghana

Enssah, Bockarie – Youth Alliance for Peace and Development (YAPAD), Sierra Leone

Fesehagidrgis, Demelash – Addis Ababa University Students Union

Girma, Maraki – Commerce, Ethiopia

Ifa, Biftu, Ethiopia

Ikonye, Njoroje – Mount Kenya Youth Initiative for Ecosystem Restoration

Jawol, Vera – YARO/GV Youth Forum Project

Jumi, Patricia – GrowthAfrica Capital/Consulting, Kenya

Kam, Christian – AIESEC, Cameroon

Kasenene, Robert – YouthServe Tanzania Trust

Kyalimpa, Racheal – Network Association of Youth Organisations of Uganda

Limbani, Felix – Youth Net and Counselling (YONECO), Malawi

Maina, Zipporah – Kenya Association of Manufacturers

Makina, Anesu – Africa Policy Institute, Zimbabwe

Malauene, Helder – Cultural Association for Sustainable Development, Mozambique

Mengisteab, Brook – AAYN, Ethiopia

Mezgebe, Yohannes – Youth Core, Ethiopia

Mtimba, Godfrey – The Standard, Zimbabwe

Muhumed, Ibrahim Abdirahman Sh. – Somaliland National Youth Organisation

Mukwaya, Grace – Africon Pty Ltd, Uganda

Nakanjako, Aidah – Uganda AIDS Commission / AfriYAN

Negussie, Wubit – Ye Ethiopia Youth network

Niyibizi, Aline Aurore – Medical Students Association of Rwanda (MEDSAR)

Nkwangu, Robert – Uganda National Association of the Deaf (UNAD)

Ochen, Victor – African Youth Initiative Network (AYINET)

Okoro, Owumi Kenneth – Youth Development & Peace Network Nigeria

Olawale, Rotimi – Global Youth Coalition on HIV/AIDS

Ousmane, Maman Ibrahim – Association Nigérienne pour la Promotion des Jeunes

Polepole, Humphrey – Tanzania Youth Coalition

Ransom, Erinn – Ashesi University College, Ghana

Saleh, Shaymaa Zaghlool Reyad – Federation of Egyptian Youth NGO's

Segirinya, Hannington – Uganda Red Cross Society

Sigudlha, Alfred Muzwakhe – Southern African Youth Movement

Sitawa, Silvy – The African Women's Development and Communications Network (FEMNET)

Sitini, Bertin – AERG (Association Des Etudiants Rescapes Du Genocide Au Rwanda)

Tassaw, Saba Badi – Central Medium Clinic Tendai, Madanzi – Midlands State University, Zimbabwe

Tjitaura, Jeanetha – National Youth Council of Namibia

Wit, Eyob, Ethiopia

Yigzaw, Amlake – Gender Club, Ethiopia

Copenhagen Consensus 2008, Youth Forum. Copenhagen, Denmark 26-28 May 2008

Abatayo, Anna Lou Abao

Agbodjah, Lily Sena

Aguirre, Yalani Catarina Zamora

Akiy, Zacheaus Zeh

Annor, Veronica

Aramburo, Michiko Kyo

Battisti, Michele

Bircan, Deniz

Bongololo, Temwa Grace

Burns, Michael Owen

Butcher, Leah Clarke

Calisir, Muhammed Fatih

Cao, Yining

Ching'andu, Annette Mulanga

Chirinda, Ngonidzashe

Commey, Alexandra Naa Adjeley

Corbi, Raphael Bottura

Deras, Kirsten Gabriela Funes

Ditai, James

Dumesnil, Choralyne Marcelle Renee

Ejeh, Subhi Fahid

Flores, Leon III German

Goel, Tanu

Gupta, Soumya

Habibi, Zaki

Haider, Nazia

Harinthabima, Suryagama

Hossain, Shanawez

Irawan, Kiagus Muhammad Harry Robby

Jaquez, Carmen del Rasario Avila

Kara, Okan

Karackattu, Joe Thomas

Keeler, Kent George Edwin

Kellett, Jenny

Konkov, Alexander

Laksmi, Jeanette Francisca

Lau, Ngai Wan Fontane
 Leung, Ka Yan
 Li, Feng
 Ma, Xin
 Makubalo, George Vusa
 McEwen, Anne Margaret
 Meng, Martina
 Mheirat, Ghaleb Mashhour A. El
 Mohamad, Juita Binti
 Mugisha, Faith Ahabyoona
 Mulder, Stephen John
 Nayak, Bibhu Prasad
 Nduna, Mzikazi
 Nguyen, Vy Diep Quy
 Nhemachena, Charles
 Nkhonjera, Patnice
 Olayres, Jacquelyn Jose
 Oonhapattana, Supreeda
 Pradeep Kumar, Jena
 Ptitsyn, Andrei V.
 Rashid, Iftikhar Arman
 Ravanilla, Nico Masulit
 Riley, Harriet Lucille
 Sagarnaga, Marcela Alejandra
 Salnykova, Nastia
 Sandulescu, Smaranda Ileana
 Santos, Eric Costa dos
 Shahnaz, Rizwana
 Sharma, Shruti
 Singh, Manisha
 Soedibjo, Nadine Kok Lin
 Staley, Robert Christopher
 Stern, Rinashe
 Sutherland, Charlotte
 Tan, Shuai
 Thomas, Damani Berhane
 Tsevegjav, Bulganmurun
 Tuheirwe, Doreen
 Wang, Xuefei
 Wolf, Thomas Helmut
 Yamaura, Koichi

Yappy, Stella Maris
 Yekosofaati, Kiyingi
 Zakaria, Abdul-hanan

**Workshop, Washington DC, USA.
 19-20 February, 2009**

Mr. Akinci, Gokhan – Senior Investment Officer, Investment Climate Department, IFC
 Ms. Brahman, Maya – Senior Communications Officer, External Affairs, World Bank
 Ms. Bridi, Haleh – Director, Partnerships and Advisory Services Department, IFC
 Mr. Brooks, Jonathan – Policy Advisor, UNDP
 Mr. Brown, Eric – Sr. Investment Officer, Africa MSME Facility, IFC
 Mr. Calice, Pietro – Economist, Private Sector Operations, African Development Bank
 Ms. Cunningham, Wendy – Children and Youth Coordinator, World Bank
 Ms. Grace, Edith – World Bank
 Mr. Jensen, Michael Friis – Senior Economist, International Trade Department, World Bank
 Mr. Kjørven, Olav – Assistant Administrator and Director, UNDP, Bureau for Development Policy
 Mr. Larsen, Kurt – Senior Education Specialist, World Bank Institute
 Mr. Masuoka, Toshi – Director, Corporate Advice Department, IFC
 Ms. Mokadem, Leila – Division Manager, African Development Bank
 Mr. Nangia, Rakesh – Former Acting VP for the World Bank Institute, World Bank Group
 Ms. Nzau-Muteta, Ginette – Chief Socio-Economist, African Development Bank
 Mr. Nzongola, Tony – Senior Advisor, Ecobank Transnational Incorporated
 Ms. Ono, Masumi – Office of the Deputy Secretary General (ODSG), UN
 Mr. Patil, Pawan – Senior Economist, World Bank
 Ms. Songwe, Vera – Advisor to Managing Director, World Bank
 Mr. Tamakloe, Francis – IFC
 Mr. Thomas, Christopher – Sector Manager for Education, Africa Region, World Bank



Mr. Vis, Thomas – Senior Risk Management Officer, Economics and Policy Group, MIGA

Workshop, Tswalu, South Africa. 15-17 March, 2009

Mr. Conceição, Orlando da – Executive Director, Confederation of Mozambican Business Associations (CTA)
 Ms. Erwin, Robynne – Chief Executive Officer, SmartXChange
 Mr. Gil-Casares, Ramón – Ambassador, Spanish Ministry of Foreign Affairs
 Mr. Herbert, Ross – Research Fellow, South African Institute of International Affairs
 Dr. Jerome, Afeikhená – Coordinator, Economic Governance and Management, African Peer Review Mechanism Secretariat
 Mr. Kabundi, Mpenga – Deputy Director, International Labour Organisation (ILO)
 Mr. Karekezi, Stephen – Executive Director, Energy, Environment and Development Network for Africa
 Mr. Kaufmann, Ralph von – Director, Capacity Strengthening, Forum for Agricultural Research in Africa (FARA)
 Mr. Makokera, Daniel – Director, Pamuzinda Productions



Hon. Massingue, Venâncio – Minister, Ministry of Science & Technology, Mozambique

Dr. McNamee, Terence – Director, Publications, Royal United Services Institute for Defence and Security Studies

Ms. Momah, Julie – Centre Manager, Technology Incubation Centre, Nigeria

Dr. Muchanga, Américo – Delegate to Hon. Massingue, Ministry for Science & Technology, Mozambique

Prof. Muchie, Mammo – Professor, Tshwane University of Technology, South Africa

Mr. Nkama, Isaac – National Council Member, South African Institute of International Affairs

Mr. Nziratimana, Thomas – General Manager, Government and Community Relations, Transafrica Resources

Ms. Siame, Kayula – Programme Coordinator, Private Sector Development Programme of Zambia

Prof. Solomon, Hussein – Professor, Department of Political Sciences, University of Pretoria, South Africa

Mr. Stead, Steve – Deputy Director, Brenthurst Foundation

Hon. Taima, Richard – Deputy Minister, Ministry of Trade, Commerce and Industries, Zambia

Workshop, Dar es Salaam, Tanzania. 30-31 March, 2009

Dr. Raymonde, Agossou – Head of Division, Human Ressource, Science and Technology, African Union Commission

Dr. Bakri, Zeinab El – Vice President, African Development Bank

Dr. Blanke, Jennifer – Director, Global Competitiveness Network, World Economic Forum

Dr. Chengwei, Huang – Deputy Director General, International Poverty Reduction Centre in China

Mr. Clemensson, Martin – Manager, Small Enterprise Programme, ILO

Dr. Costa, Rui – Energy Policy Advisor, DG-Development, European Commission

Mr. Katera, Lucas – Director, Policy Analysis, REPOA

Ms Kasera, Leah – Special Assistant to the Deputy Chairperson, African Union Commission

Prof. King, Kenneth – Professor, University of Edinburgh, Centre of African Studies and School of Social Sciences

Dr. Kouassi, Rene N'Guettia – Director, Economic Affairs, African Union Commission

Dr. Ljungqvist, Björn – Coordinator, Young Africa Forum

Mr. Malherbe, Paul – CEO, AMSCO

Ms. Mangesho, Edine – Deputy Permanent Secretary, Ministry of Labour, Tanzania

Mr. Marzouk, Atef – Senior Policy Officer, Renewable Energy, African Union Commission

Ms. Moyo, Sipho S. – Resident Representative, African Development Bank

H.E. Mwencha, Erastus – Deputy Chairperson, African Union Commission

Dr. Mwinyimvua, Hamisi H. – President's Office, Tanzania

Mr. Ngategize, Peter – National Coordinator, Ministry of Finance, Planning and Economic Development, Uganda

Dr. Pilgrim, Markus – Manager, Youth Employment Network

Dr. Pitamber, Sunita – Lead Expert, Social and Economic Development, African Development Bank

Ms. Phororo, Hopolang – Deputy Director, ILO, Dar es Salaam Office

Mr. Polepole, Humphrey – Director, Tanzania Youth Coalition

Mr. Rutega, Simon – CEO, Uganda Securities Exchange Ltd (USE)

Ms. Shambwe, Rehema Mhina – Senior Relationship Manager, SME, CRDB Bank PLC

Mr. Shein, Ali Mohammed – Vice President, Republic of Tanzania

Hon. Ssendaula, Gerald – Chairman, Private Sector Foundation of Uganda

Mr. Tefera, Golmame – ADC of the Deputy Chairperson, African Union Commission

Mr. Togola, Ibrahim – Director, Mali Folkecenter

Mr. Von Kaufmann, Ralph – Director, Capacity Strengthening, Forum for Agricultural Research in Africa

Mr. Woolcombe, David R. – President, Peace Child International

Other Contributors

Prof. Aryeetey, Ernest – Director of ISSER, University of Ghana

Ms. Baran, Carola – Consultant, Development Associates a/s

Mr. Blaustein, Edgar – Consultant

Ms. Browne, Ciara – Senior Community Manager, World Economic Forum

Mr. Brønden, Carsten – Consultant

Mr. Buckley, Graeme – Senior Specialist ILO

Dr. Chen, Martha – Lecturer, Harvard University/WIEGO Network

Ms. Coenjaerts, Claudia – Chief, Management Support Unit, Employment Sector, ILO

Ms. Danielsen, Annetette – Consultant

Ms. Darroll, Chris – Executive Director, SBP

Mr. Dyring Christensen, Jens – Youth Entrepreneurship Specialist, ILO

Ms. Evans-Klock, Christine – Director, Skills and Employability Department, ILO

Mr. Garcia-Fragio, Antonio – Head of Infrastructure and Private Sector Department, DG Development, European Commission

Dr. Gibbon, Peter – Senior Researcher, Danish Institute for International Studies

Dr. Gough, Kate – Associate Professor, University of Copenhagen

Mr. Groesen, Jakob – Consultant, Development Associates a/s

Mr. Halberg, Niels – Director, International Centre for Research in Organic Food Systems

Ms. Hanouz, – Margareta Drzeniek, Director, Senior Economist, Global Competitiveness Network World Economic Forum

Prof. Hansen, Henrik – Professor, University of Copenhagen

Prof. Herbst, Jeffrey – Professor, University of Miami

Prof. Humphrey, John – Professor, Institute of Development Studies, University of Sussex

Mr. Iyer, Vijay – Energy Manager for Africa, World Bank

Mr. Jensen, Mogens – Consultant, Omega Consulting

Dr. Jeppesen, Søren – Associate Professor, Copenhagen Business School

Prof. Juma, Calestous – Professor, Harvard Kennedy School

Dr. Kovsted, Jens – Senior Analyst, Copenhagen Business School

Mr. Kiernan, Mike – Consultant

Mr. Kimani, John – AFREPREN, Kenya

Mr. Kvorning, Jens – Head of Department, Danish Federation of Small and Medium-Sized Enterprises

Mr. Larsson, Kjell – Energy Advisor, DG Development, European Commission

Mr. Lindahl, Jakob – External Lecturer, Roskilde University

Prof. Lyakurwa, William – Executive Director, Africa Economic Research Consortia

Mr. Mann, Philip – Consultant

Mr. Majoro, Lugard – AFREPREN, Kenya

Mr. Mackenzie, Gordon – Clean Energy and Development Coordinator, Risø National Laboratory for Sustainable Energy

Technical University of Denmark – DTU

Ms. Muguti, Elisabeth – AFREPREN, Kenya

Dr. McNamee, Terence – Director, Publications, Royal United Services Institute for Defence and Security Studies

Mr. Mutio, Julius – Coordinator Small Enterprise Programme, ILO

Dr. Nygaard, Ivan – Senior Energy Planner, UNEP-Risoe Centre for Energy, Climate, and Sustainable Development

Dr. Ponte, Stefano – Senior Researcher, Danish Institute for International Studies

Dr. Rasmussen, Kjeld – Associate Professor, University of Copenhagen

Prof. Schmitz, Hubert – Professor, Institute of Development Studies, University of Sussex

Mr. Simony, Ole – Consultant, Development Associates a/s

Ms Simpson, Joni – Specialist and Coordinator, Women and Youth, ILO

Ms. Sørensen, Anne Marie – Chief Coordinator, Danish Development Research Network

Mr. Takada, Minoru – Energy and Environment Group, UNDP

Mr. Tanburn, Jim – Consultant

Prof. Tarp, Finn – Professor, University of Copenhagen

Prof. Temu, Andrew – Professor, Sokoine University of Agriculture, Tanzania.

Prof. Trejos, Alberto – Professor, INCAE

Mr. Wal, Fritz van der – Senior Policy Advisor, Ministry of Foreign Affairs Netherlands

Mr. Østergaard, Johannes – Chief Advisor, Danish Agricultural Council

Danish Agricultural Council

Danish Chamber of Commerce

Danish Federation of Small and Medium-Sized Enterprises

Danish Institute for International Studies

DanChurchAid

EARTH University

Eastern and Southern African Business Membership Organisation Network and Confederation of Danish Industry (DI)

ENRECA HEALTH

Faculty of Life Sciences, University of Copenhagen

NGO Forum

Trade Unions in Africa (ITUC) and The Danish Confederation of Trade Unions (LO)

Universities Denmark

Young Enterprise



The Secretariat of the Africa Commission

Head of Secretariat, Mr. Casper Klynge

Chief Technical Advisor, Mr. Morten Elkjær

Head of Communications, Mr. Esben Q. Harboe

Head of Section, Ms. Elsebeth Søndergaard

Head of Section, Mr. Adam Ravnkilde

Head of Section, Ms. Lena Hothes

Head of Section, Dr. Thilde Langevang

Head of Section, Mr. Sigurd Halling

Senior Advisor, Mr. René Karottki

Head of Section, Mr. Alexander Ege

Head of Section, Ms. Lene Mandel

Head of Section, Mr. Bjarke Larsen

Project Assistant, Ms. Astrid Folkmann Bonde

Project Assistant, Mr. Michael Karlsen

Project Assistant, Ms. Gertrud Kümmel Nielsen

Abbreviations

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AGF	African Guarantee Fund	NCDO	National Committee for International Cooperation and Sustainable Development
AU	African Union	OECD	Organisation for Economic Co-operation and Development
EU	European Union	SMEs	Small and medium-sized enterprises
ESA BMO	Eastern and Southern Africa Business Membership Organisations	TVSD	Technical and vocational skills development
CAADP	Comprehensive Africa Agriculture Development Programme	UN	United Nations
CLACDS	Latin American Centre for Competitiveness and Sustainable Development	UNESCO	United Nations Educational, Scientific and Cultural Organisation
COP15	Conference of Parties, United Nations Climate Change Conference, Copenhagen 2009	UNIDO	United Nations Industrial Development Organisation
FAO	Food and Agriculture Organisation of the United Nations	YEN	Youth Employment Network
FARA	Forum for Agricultural Research in Africa	YBI	Youth Business International
GDP	Gross Domestic Product	WTO	World Trade Organisation
ILO	International Labour Organisation		
MDGs	Millennium Development Goals		
NEPAD	New Partnership for Africa's Development		
NGO	Non-Governmental Organisation		



LONDON
August 2008
Consultations with
DFID and FCO

PARIS
October 2008
Consultations with
OECD Development
Assistance
Committee (DAC)

BRUXELLES
June, 2008
Consultations
with the EU

NEW YORK
February 2009
Consultations with
the United Nations

WASHINGTON DC
19-20 February 2009
Workshop in
collaboration with the
World Bank Group

OUAGADOUGOU
16 June 2008
Thematic Confe-
rence on the Edu-
cational Challenge

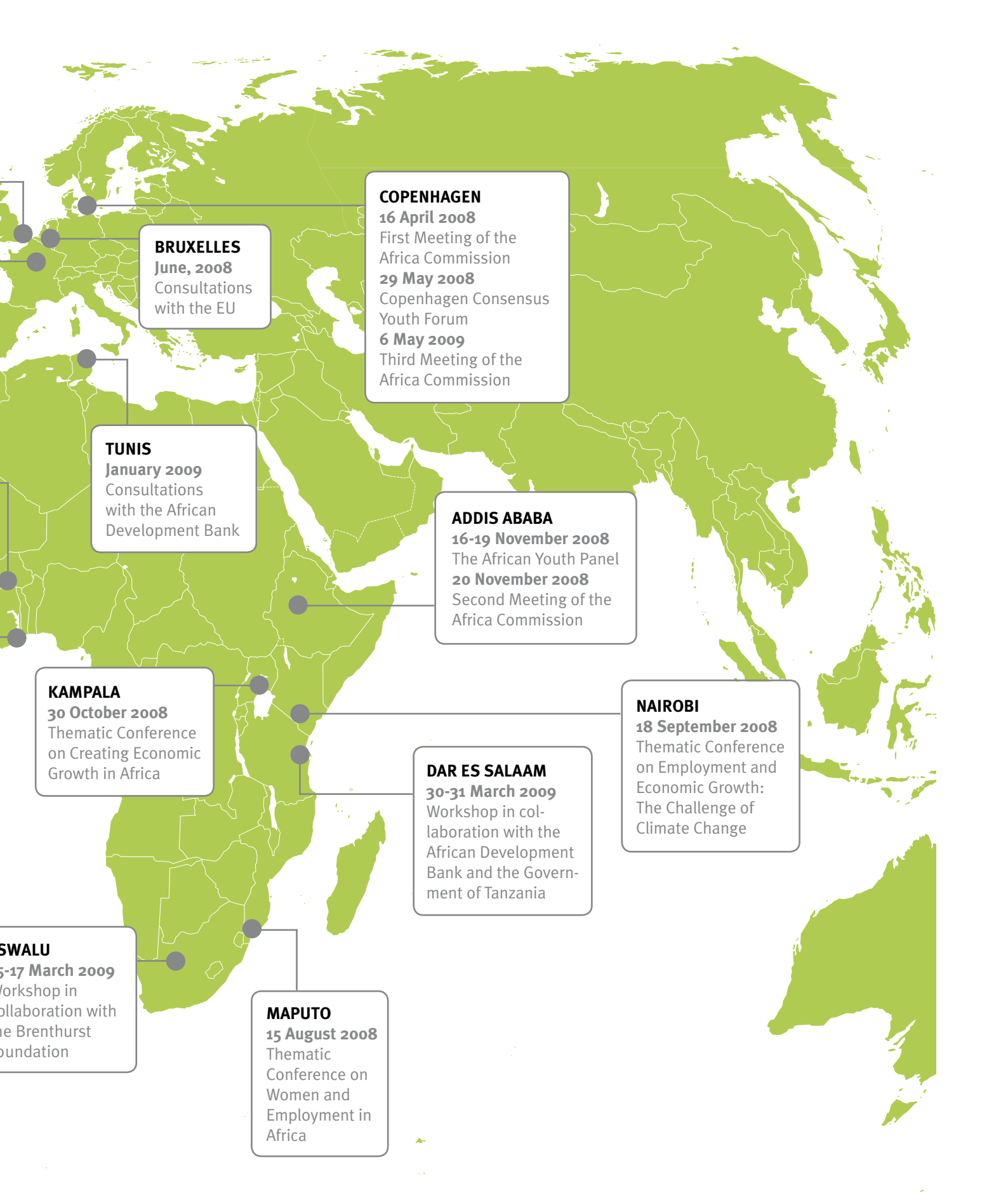
TUNIS
January 2009
Consultations
with the African
Development Bank

ACCRA
5 September 2008
Thematic Conference
on the African Youth
and Employment

KAMPALA
30 October 2008
Thematic Conference
on Creating Economic
Growth in Africa

TSWALU
15-17 March 2009
Workshop in
collaboration with
the Brenthurst
Foundation

Consultations of the Commission



COPENHAGEN

16 April 2008
First Meeting of the
Africa Commission
29 May 2008
Copenhagen Consensus
Youth Forum
6 May 2009
Third Meeting of the
Africa Commission

BRUXELLES

June, 2008
Consultations
with the EU

TUNIS

January 2009
Consultations
with the African
Development Bank

ADDIS ABABA

16-19 November 2008
The African Youth Panel
20 November 2008
Second Meeting of the
Africa Commission

KAMPALA

30 October 2008
Thematic Conference
on Creating Economic
Growth in Africa

NAIROBI

18 September 2008
Thematic Conference
on Employment and
Economic Growth:
The Challenge of
Climate Change

DAR ES SALAAM

30-31 March 2009
Workshop in col-
laboration with the
African Development
Bank and the Govern-
ment of Tanzania

SWALU

5-17 March 2009
Workshop in
collaboration with
the Brenthurst
Foundation

MAPUTO

15 August 2008
Thematic
Conference on
Women and
Employment in
Africa

The Africa Commission's Five International Initiatives

1 Benchmarking African Competitiveness

The Africa Commission, in partnership with the World Economic Forum and the African Union, will ensure coverage of a significant and increasing number of African countries in the World Economic Forum's Global Competitiveness Index, and encourage policy impact through measures to engage business and government leaders in a results-based dialogue on the required reforms.

2 Access to investment finance for small and medium-sized enterprises (SMEs)

The Africa Commission will develop an African Guarantee Fund in partnership with the African Development Bank to foster the growth of financial resources available for the investment needs of small and medium-sized enterprises and for capacity development of financial institutions. Furthermore, the Commission will launch a complementary facility for enterprises to improve their business management and technical skills in order to gain access to investment finance.

3 Unleashing African Entrepreneurship

The Africa Commission will together with the International Labour Organisation develop packages of assistance to young existing and would-be entrepreneurs, complementing entrepreneurship training with advisory services, mentorship, and access to finance for both rural and urban entrepreneurs. In order to strengthen the sustainability of this initiative, all enterprise support services will

be offered through existing local providers, like business associations, youth-led organisations, private consultancies and training providers, or public agencies.

4 Access to Sustainable Energy

Together with the African Development Bank the Africa Commission will address the African energy deficit. The initiative will stimulate and expand the emerging market for sustainable energy, primarily in rural areas, by strengthening the role of small and medium-sized enterprises in delivery and productive use of energy from local and renewable energy sources. It will build upon positive experiences with decentralised energy systems in Africa and contribute to the Africa-EU Energy Partnership.

5 Promoting Post-Primary Education and Research

The Africa Commission will launch an initiative along two tracks. The first track will promote innovative ways to expand technical and vocational skills development, focusing on out-of-school youth by upgrading existing apprenticeships and developing demand-driven technical and vocational training in under-served rural communities. The second track links university education, research and private sector development in sustainable agriculture and agro-business to increase the business skills of graduates and promote innovation with a special focus on value chains. This track will be implemented in partnership with the African Union Commission through its agreement with the Forum for Agricultural Research in Africa.



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Published by:

Secretariat of the Africa Commission
Ministry of Foreign Affairs of Denmark
Asiatisk Plads 2
DK-1448 Copenhagen K
www.africacommission.um.dk

Design & Production:

Datagraf

ISBN:

ISBN 978-87-7087-153-2

May 2009

MINISTRY OF FOREIGN
AFFAIRS OF DENMARK

