



The 6th Africa ThinkTank Summit

6^{ème} SOMMET DES THINK TANKS DE L'AFRIQUE

TACKLING IMPLEMENTATION
CHALLENGES FOR AFRICA'S
SUSTAINABLE DEVELOPMENT



Proceedings of the Summit held on 24-26 April 2019
NAIROBI, KENYA

Tackling Implementation Challenges for Africa's Sustainable Development Report of the 2019 Africa Think Tank Summit

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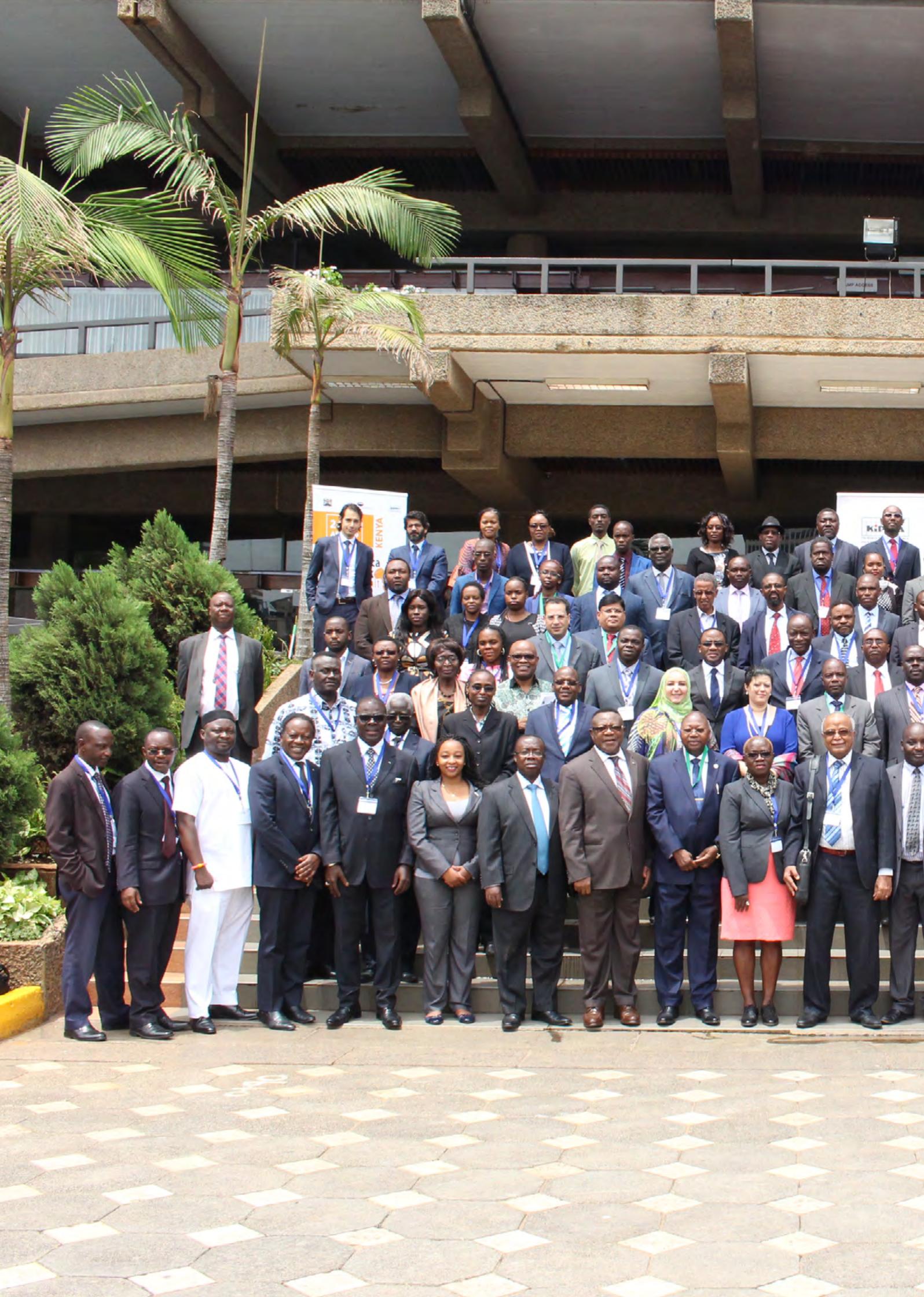
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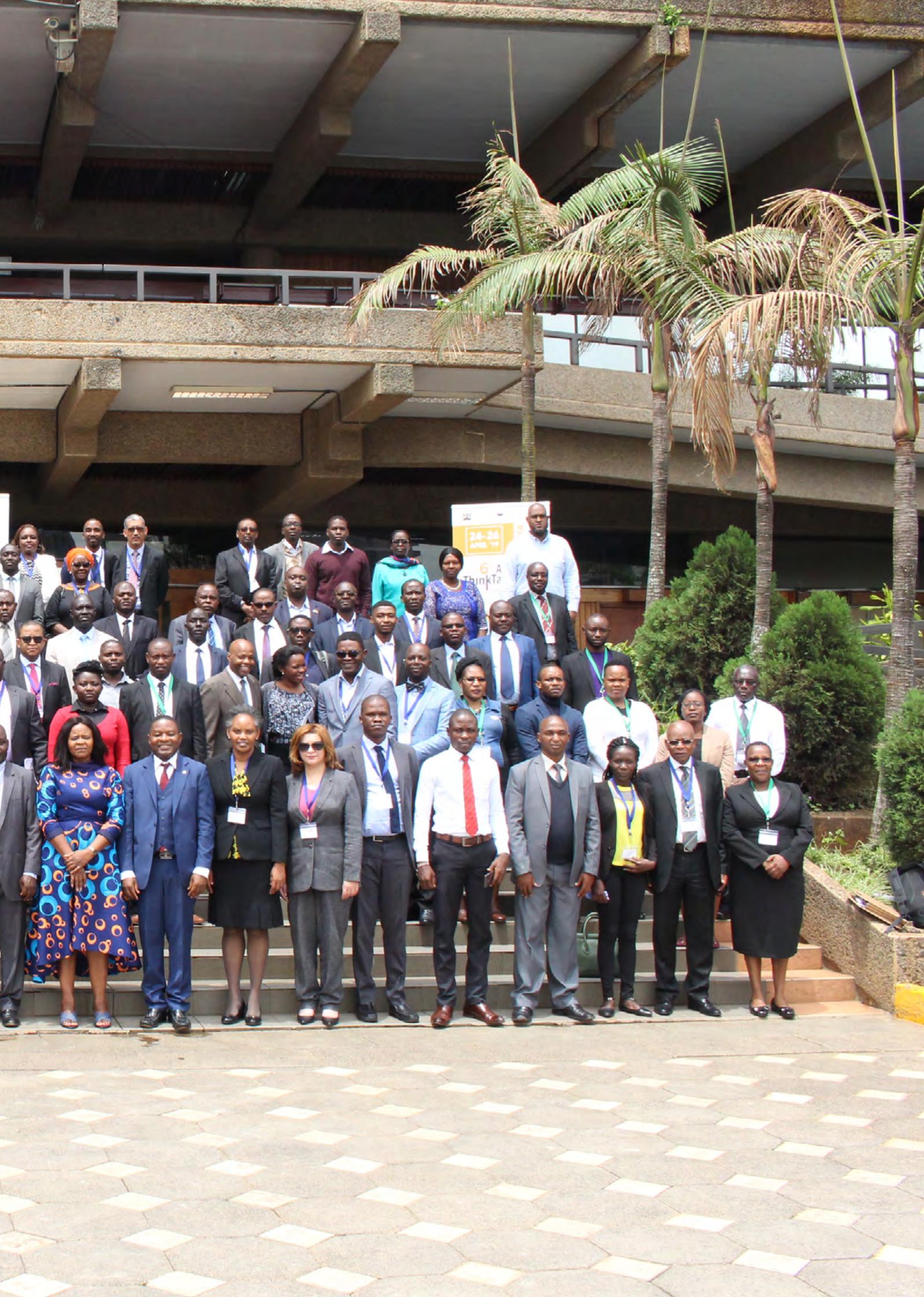


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PREFACE

ADAPTED FROM SPEECH BY THE CABINET SECRETARY, THE NATIONAL TREASURY AND PLANNING (KENYA), MR HENRY K. ROTICH, EGH, DURING THE OPENING OF THE 2019 AFRICA THINK TANK SUMMIT HELD AT THE KENYATTA INTERNATIONAL CONVENTION CENTER, NAIROBI ON WEDNESDAY, 24TH APRIL 2019

Prof. Emmanuel Nnadozie, Executive Secretary, African Capacity Building Foundation

Dr Julius Muia, Principal Secretary, State Department of Planning

Senior Government Officials

Representatives from African Think Tanks

Representatives from Partner Organizations

Representatives from Other Organizations

Distinguished Guests,

Ladies and Gentlemen,

I am honoured by ACBF and KIPPRA invitation, who are co-organizing this Summit, to be with you today and make opening remarks. The theme of this Summit is very timely as the region is at the initial stages in implementing the Sustainable Development Goals and the Agenda 2063. By addressing the policy implementation challenges, this will go a long way in supporting the attainment of a sustainable development for Africa.

Indeed, it is an honour for Kenya to host the 6th African Think Tanks Summit. I say to all KARIBUNI SANA!

The Agenda 2063 for Africa envisages a modern, prosperous continent that is poverty-free, food secure and with educated citizens. It also envisages a thriving economic activity supported by modern transport, ICT and energy infrastructure that creates decent jobs and provides economic opportunities for all.

Further, the development blueprint envisions climate-resilient and peaceful economies, enjoying good governance, booming intra-African trade, and an expanded democratic space.

Ladies and Gentlemen,

While Africa has the capability to realize its full potential, it requires adequate capacity to successfully implement the development agenda.

Various solutions have been proffered to tackle the policy implementation challenges in attaining sustainable development. This including having timely and reliable data, putting in place a strong monitoring and evaluation framework, and enhancing coordination.

In addition, transformative leadership is key to successful implementation of development projects and programs. African countries require the right leadership at both State and non-State levels to help tackle implementation challenges such as continuity in government policies, human capacity and public expenditure and financial accountability.

I wish to commend the role played by the ACBF over the last three decades in addressing Africa's capacity challenges. This including, by enhancing the quality and relevance of policy research, and strengthening policy engagement among government and non-State actors, and the use of policy products and services.

ACBF has also supported institutional and human competencies of policy centers and think tanks to effectively support public policy processes. I believe many of the think tanks present here today have benefited from ACBF support at some point.

Ladies and Gentlemen,

As you are aware, the development of think tanks in Africa has been a fairly recent phenomenon. In Sub-Saharan Africa, the contribution of think tanks to the government policy process was especially felt with significant pressure to improve governance during the structural adjustment era. Since then, the region has seen notable increase in the number of Think Tanks, which today stand at over 660, accounting for 8.5 per cent of the global think tanks.

The mushrooming of think tanks in Africa is precipitated by the presence of dynamic political, economic and social reforms, creating an opportunity for think tanks to leverage. Furthermore, with expansion of the democratic space, African countries are providing a level playing field for diverse think tanks to thrive, including those that are government affiliated such as KIPPRA. These developments call for think tanks, policy centres, networks and policy makers to work together to strengthen the research-to-policy linkage, which is critical for Africa's development.

I have been informed that the stakeholders invited today represent some of the most formidable think tanks in the continent. I would urge that as you deliberate on the focal areas of the summit, to tangibly identify common areas of interest that we can engage in accomplishing the Africa Agenda 2063, the African Continental Free Trade Area and SDGs, among other development blueprints.

As, I conclude,

It is my hope that this Summit will highlight practical approaches to successful implementation of policies in Africa, considering specific country experiences and good practices. This includes the renewal and enhanced commitment of Africa's think tanks to proactively support implementation of national, regional and continental development plans.

In addition, it is important that the Summit deliberates on how to strengthen platforms for networking through fruitful exchange of ideas, knowledge and relevant experiences, and good practices on what needs to be done to effectively tackle implementation challenges in Africa.

Distinguished Guests, Ladies and Gentlemen

With these remarks, I wish you fruitful deliberations.

Thank You and once again Karibuni Kenya.

TACKLING IMPLEMENTATION CHALLENGES FOR AFRICA'S SUSTAINABLE DEVELOPMENT: KEYNOTE ADDRESS

Prof. Emmanuel Nnadozie,
Executive Secretary,
African Capacity Building
Foundation



Your Excellency Hon. Henry Rotich, Cabinet Secretary for the National Treasury of Kenya

Mr Erastus Mwencha, Chair of the ACBF Executive Board

Dr Rose Ngugi, Executive Director of the Kenya Institute for Public Policy Research and Analysis (KIPPRA), Co-hosts of the Summit

Mr Lamin Momodou Manneh; Director, Regional Service Center for Africa, UNDP

Prof. Kevin Chika Urama; Senior Director, African Development Institute, AfDB

Dr Robert Ochola; Director and Global Head, Strategy and Innovation, Afreximbank

Mr Sameh Hussein; Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank

Ms Florence Nazare, representing Dr Ibrahim Mayaki, CEO of the AUDA-NEPAD

Distinguished Representatives of the Summit organizing partners and all ACBF officials here present

Distinguished Senior Government Officials

Distinguished Development Partners

Distinguished Executives and representatives of think tanks

Distinguished experts

Distinguished Representatives of the youth

Esteemed representatives of the media

Ladies and gentlemen.

Thank you for joining us this year again; I am very delighted to see you here in this fantastic city of Nairobi in Kenya, for our Sixth Africa Think Tank Summit.

At the outset, on behalf of ACBF, its partners and all participants, let me express our sincere gratitude to the Government and people of Kenya for the warm hospitality that has been accorded to us since our arrival into this beautiful city of Nairobi, the Green City in the Sun.

The personal presence of Honourable Henry Rotich, Cabinet Secretary for the National Treasury of Kenya, is an illustration of Kenya's commitment and support.

Let me acknowledge with sincere gratitude that the organization of this Summit has benefited enormously from support of our great cadre of partners: the African Union Commission, the African Development Bank, the UN Economic Commission for Africa, the AUDA-NEPAD, the William and Flora Hewlett Foundation, the Islamic Development Bank, the Afreximbank, the Development Centre for the Organization for Economic Co-operation and Development, the Transformative Development Capacities On Think Tanks, the Think Tank Initiative and the Southern Voice.

I would like to extend special thanks to our local partners, the Government of Kenya for their hospitality and the Kenya Institute for Public Policy Research and Analysis (KIPPRA) for their great professionalism and facilitation for the organization of this event.

About the 2019 Africa Think Tank Summit

When we first met for the First Africa Think Tank Summit held in 2014 in Pretoria, South Africa on the theme "Think Tanks and the Transformation of Africa", we were around 50 participants mainly from think tanks.

Today, we are not only discussing about think tanks and their related issues per se such as financing, sustainability, management, and impact of think tanks but are paying more attention on how think tanks can effectively support the implementation of Agenda 2063 and the SDGs while demonstrating their importance and relevance for the socio-economic transformation of Africa.

This year, the theme is on "Tackling Implementation Challenges for Africa's Sustainable Development" and the aim is to inform decision-makers and solution-seekers on how think tanks can meaningfully contribute to tackling policy implementation challenges within the context of Africa's vision as reflected in Agenda 2063 and the SDGs, through sharing knowledge on good practices in ensuring successful implementation of policies and strategies.

This is to again buttress the fact that our think tanks in Africa, most of which have been supported by ACBF, in terms of their creation or sustenance, have matured over time and have become very competent in providing policy research, advice and advocacy on the challenges facing our continent and we should trust and support them as well as fully utilize their expertise.

We are hopeful that through the Africa Think Tank Network, housed at ACBF, we will continue to promote think-tanking. In fact, our gathering today and for the next two days, gives me comfort, that going forward, all African governments and key continental bodies and development partners, here present, will give more support to these strategic institutions given their role in shaping policy and public life.

The Africa Think Tank Summit has become an important platform for sharing knowledge and good practices while defining solutions on how to make sure that African think tanks play their role in supporting the continent's socio-economic transformation. Such important Summits also call for partnerships for their continuity and sustainability.

The past summits have resulted in building capacities and bringing together the think tanks to come up with policy recommendations on issues related to industrialization in Africa, youth unemployment, as well as on partnerships for their own sustainability. More importantly, the work of think tanks is being recognized by key stakeholders, including African governments. That is why we are very grateful to our traditional and new partners that are coming on board to support think tank initiatives– and I can assure you that there is always room for more partners to join the bandwagon to ensure these crucial summits are sustained.

Tackling Implementation Challenges for Africa's Sustainable Development

This Summit has come at a time when many countries are making efforts to ratify the African Continental Free Trade Area (AfCFTA) which is to be formally launched this July in Niger. On the positive side, the AfCFTA has recently received the mandatory 22 ratifications (after Gambia ratified earlier this month) and is now ready for implementation.

However, important agreements such as the AfCFTA will not take off in Africa if the implementation challenges being faced at national, regional and continental levels are not addressed.

The Digest of OAU-AU Treaties, Conventions and Agreement 1963 to 2014, produced by ACBF shows that by August 2013, about 42 treaties or agreements had been signed by OAU and its successor the AU, but only 25 had been ratified with little implementation on any of them. From 2002 to 2018, 51 treaties and agreements were signed with 31 of them (60.8%) yet to be ratified for implementation.

Why is it that the continent has lagged to put all these good treaties into action?

A message that has been frequently coming out from the ACBF Africa Capacity Reports is that amidst strong policy environments for capacity, capacity to implement policies remains a major challenge for African countries.

The problem with Africa's slow progress is not that Africa does not know "what" to do, rather it lies in not knowing "how" to do it.

I will draw an example from the 2017 Report on Capacity Imperatives for Science, Technology and Innovation (STI). For the 44 countries surveyed in the Report, 89% had existence of a Strategy for STI or promotion of STI as part of their National Development Plan. However, such efforts are yet to translate into concrete STI results.

Despite the existence of STI strategies in most African countries, the status of Africa's STI capacity on a global scale is still low with low innovation, low network readiness, low technological readiness, shortage of science researchers, few scientific publications and low enrolments at universities in STI subjects.

For example, in 2015, out of 141 countries surveyed on the Global Innovation Index, only 12 African countries were among the world's top 100 innovation achievers. Of the 31 countries surveyed in Sub-Saharan Africa, 30 were in the bottom of the Network Readiness Index comprising 141 countries.

It is not that countries have no strategies or plans for STI. Indeed, there is also the Science, Technology and Innovation Strategy for Africa (STISA-2024) at continental level, and some existing strategies at regional level, but implementation has been the key challenge.

What is still in short supply is actualized implementation of these very well-documented and attractive strategies.

The question is then, why have well-crafted plans such as the Lagos Plan of Action and the MDGs as well as the countries' Visions not been successfully met against their intended transformational impacts and how can we avoid this to be the case for Agenda 2063 and Agenda 2030?

Some of the following factors will be deliberated on in the various panel sessions and side events at this summit; however, let me briefly point out a few.

At national level, implementation challenges can be associated with insufficient operational capacity for managing the development process (inadequate institutional and human capacity, loose systems and work processes, and low access to information and knowledge). Countries also face challenges in harmonizing policies.

At regional level, for example, still in relation to regional integration issues – which I feel is really important for the AfCFTA to be a success - there is slow implementation with most RECs facing problems in forming or implementing free trade area arrangements; and not all RECs have moved enough to guarantee freedom of movement of goods, persons, and services.

At continental level, implementation challenges can be, among other factors, attributed to lack of sustainable financing with most funding coming from donors, limiting the continent's ability to carry out its reforms and programs.

This Think Tank Summit has not been convened to only deliberate on the implementation challenges being faced in Africa, but rather to a greater extent, proffer solutions to the problem.

Given the policy developments in Africa and all the questions raised on why implementation is slow in Africa, the several hundreds of think tanks in Africa can and should play a critical role as organizations designed for and capable of long-term thinking and reflection; and be proactive to provide the required practical intellectual insights for Africa to tackle its implementation challenges.

Our think tanks and policy institutes have helped improve performance in macroeconomic management and entrenching evidence-based policy making and evaluation. The think tanks have also been particularly active in work on poverty reduction strategies, as well as providing seminal studies in areas such as agriculture and trade, and export diversification. These success stories can be found in countries throughout the region, such as Botswana, Burkina Faso, Ethiopia, Ghana, Kenya, Mali, Rwanda, Senegal and Uganda.

To support policy implementation in Africa, ACBF, through its five-year strategy, will position itself to become a constructive partner in promoting policy implementation and transformation, with strategic engagement along the entire policy value chain. It will do so with its member States and with existing and emerging think tanks.

I believe that for implementation of policies and programs to succeed, the following 6 things are needed: (1) getting the policies and programs right; (2) creating the enabling environment; (3) having a transformative leadership at all levels and across sectors; (4) ensuring accountability and transparency; (5) making critical financial and non-financial investments, including soft capacities; and (6) taking concrete actions.

Given the successes and the various solutions provided by think tanks so far, we believe that our home-grown African think tanks, many of which are world-class think tanks, have matured to offer solutions to such challenges as policy implementation challenges, paying special attention to dimensions around transformative leadership development, development of critical skills and partnership building.

Conclusion

In conclusion, ACBF looks forward to a fruitful Summit that will culminate into a definitive and reliable road map on how to make sure that African think tanks play their role in tackling policy implementation issues in Africa. This also includes clear action plans on how to support think tanks to be sustainable for their effective contribution to the implementation of Agenda 2063 and the SDGs.

Think tanks do face some challenges, key among them being their sustainability. Think tanks in many countries have not attracted the expected support from African governments and private sector and this needs to be addressed.

ACBF is calling upon African governments and development partners to continue supporting think tanks through a coordinated approach in order to help them address their challenges so that they can better support our countries and provide home-grown solutions to Africa's development problems.

We at ACBF are committed to making African think tanks strategic intellectual partners and reliable institutions in the provision of home-grown solutions to tackling implementation challenges for Africa's sustainable development. I therefore call upon all continental key stakeholders and African governments to provide the necessary political and financial support toward ACBF (which is African Union's Specialized Agency for Capacity Development) and the African Union Commission to coordinate and work with the think tanks on the proposed initiatives and strategies aimed at tackling policy implementation challenges in Africa.

It is my wish that a year from now, when we gather for our seventh summit, the think tanks present here will bring success stories on how they have influenced implementation of policies and programs in their countries.

I thank you for your kind attention and wish you a most productive summit!

ACKNOWLEDGEMENTS

The African Capacity Building (ACBF) was very pleased to partner with the Kenya Institute for Public Policy Research and Analysis (KIPPRA) in co-organizing the 6th Africa Think Thank Summit in Nairobi, Kenya. ACBF and KIPPRA are most grateful to the Government of Kenya for accepting to host and support this Summit.

The event was being held for the first time in Kenya with over 100 think tanks represented. Appreciation goes to all the participants who attended the Summit. The Government of Kenya through the National Treasury and Planning significantly supported this summit. The Cabinet Secretary agreed to be part of the Summit and graced the occasion by opening the event. The efforts of Cabinet Administrative Secretary from the National Treasury and Planning is much appreciated especially for joining participants in closing the Summit.

Various teams substantially supported the event including the rapporteurs, ushers, Master of Ceremony, KIPPRA staff, and the Kenyatta International Convention Centre (KICC) management and staff.

We would like to express appreciation to the partners, namely the African Union Commission (AUC), the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA), the William and Flora Hewlett Foundation, the Islamic Development Bank (IsDB), the African Export Import Bank (Afreximbank), the African Peer Review Mechanism (APRM), On Think Tanks (OTT), the Think Tank Initiative (TTI), the OECD Development Centre (OECD-dev), the Southern Voice, and the Transformative Development Capacities (TDC) for ensuring the success of this summit, and we hope to see you in future summits.

EXECUTIVE SUMMARY

African countries face challenges at national, regional and continental levels in implementing policies that are meant to stimulate growth and development. Therefore, there is urgent need to strengthen policy implementation capacities in the various aspects, particularly in planning, financing, monitoring and evaluation, and statistics. To address the policy implementation issue, ACBF organized the Sixth Africa Think Tank Summit from 24 to 26 April 2019 in Nairobi, Kenya, under the theme “Tackling Implementation Challenges for Africa’s Sustainable Development”. The aim of the Summit was to propose strategies and actionable recommendations for think tanks to meaningfully contribute to tackling policy implementation challenges within the context of Africa’s vision as reflected in AU Agenda 2063 and the SDGs, by sharing knowledge and experiences on good practices in ensuring successful implementation of policies and strategies.

The objective of the Summit was to provide a better understanding of why policies and programs are not effectively implemented in many African countries and offer recommendations for enhancing implementation to achieve desirable development outcomes. The specific objectives were to (1) provide insights on why policies and programs are not effectively implemented in many African countries; (2) deliberate on the role of transformative leadership (including the role of state and non-state actors) in tackling policy implementation challenges; (3) offer actionable recommendations to foster a better implementation of policies and programs, including the required human and institutional capacities as well as the environmental setting needed; and (4) advocate for a coordinated continent-wide movement and platform (including the definition of a research agenda) for think tanks to be capacitated and support the implementation process of national development plans, Agenda 2063 and SDGs.

KEY MESSAGES

1. To tackle policy implementation challenges in Africa, there is need to ensure first, that the policies are based on evidence, while ensuring the active participation of key stakeholders. African countries need to ensure that policies are developed based on evidence, and that the policies provide home-grown solutions. Even policies made at a global level require a process of 'localization' to ensure successful adoption and implementation. Think tanks could play a big role in interpreting global-level policies and localizing them to the unique circumstances of African countries.
2. A multi-stakeholder participatory approach is one of the viable paths to successful policy formulation, implementation and evaluation. The stakeholders include think tanks to give evidence-based practical pathways in the major stages of policy development. The public must be involved in identifying policy issues of concern to them and give feedback on implementation processes. Other stakeholders include the private sector and civil society which need to contribute to issues of policy concern. If involved across the policy process, the stakeholders can have a strong position of holding the governments accountable.

3. Think Tanks and researchers should have innovative approaches to communicate findings to the government and other stakeholders in such a way that uptake of research findings will be enhanced. There is therefore need to build capacity of researchers to learn effective communication and engagement skills for their findings to be understood by policy makers.
4. There is a proliferation of think tanks in Africa, and some of them doing the same things in the same regions. The ability of think tanks to deliver is weakened by fragmented efforts and weak collaboration among them. Collaboration among think tanks could help pool skills and capacities, enhance the quality of their outputs, enhance bargaining power in the policy arena and reduce unnecessary competition and duplication of efforts. Better collaboration can be achieved through institutionalization of a network of think tanks to be a community of practice to coordinate their activities. Such a network would find it easier to rationalize, consolidate and negotiate a joint fund operated by African countries.
5. Think tanks need to ensure independence and non-partisanism when making recommendations to hold the government accountable and for ease of evaluation. Independence of think tanks is important so that the institutions become credible and objective.
6. On the sustainability of think tanks, this can only be guaranteed based on their ability to demonstrate relevance. Think tanks need to undertake relevant research based on current and emerging issues to remain relevant; research should ideally be more demand-driven than supply-driven. Demand-driven agenda have more potential in helping develop Africa-led policies, programs and strategies. Thus, think tanks must keep abreast with current happenings to avoid making policy formulations that cannot tackle current challenges. Moreover, to address the real felt needs of communities, think tanks need to find a way of impacting communities from their research by linking with the policy makers and the community.
7. Think tanks should not only talk to themselves but also have forums where they meet with policy makers and practitioners to identify what are the implementation gaps and make evidence-based proposals on best way forward.
8. At regional level, think tanks need to contextualize the agendas and help Regional Economic Communities (RECs) map out priorities at both national and regional levels. More importantly, they should build capacity of RECs through trainings and at the same time advocate for effective policy formulation and prudent management of funds. The same approach should be adopted to build partnerships and promote regional and inter-regional initiatives in measurement and reporting program implementations.
9. At continental level, there is need for African think tanks to align a good proportion of their research to the Africa Union Agenda 2063 and visions. Moreover, think tanks should also take part in the African Peer Review Mechanism (APRM) processes, such as sensitization, assessments, and development of action plans. Further, they should repackage and unpack countries' reports for different users.
10. Moving forward, think tanks and delegates noted that the 2019 Africa Think Tank Summit provided a unique opportunity for open and comprehensive discussions on a wide range of critical issues in Africa, key among them being policies and programs implementation challenges and the role of think tanks, which will facilitate the development of mutually agreed solutions. They committed to support and contribute to the African research agenda on implementation of policies and programs and the establishment of the Alliance for Implementation Capacities proposed during the 2019 Africa Think Tank Summit. They call on African governments, the private sector, civil society organizations and all other stakeholders to join ACBF and its partners in implementing the proposals. The ACBF, as the specialized Agency of the African Union for capacity development, should coordinate the development of a capacity development program on implementation of policies and programs in Africa.

ABBREVIATIONS AND ACRONYMS

AAP	Alliance for African Partnership
ACBF	African Capacity Building Foundation
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AU	African Union
AUC	African Union Commission
CAPEC	Cellule d'Analyse de Politiques Economiques du CIRES
CEWARM	Conflict Early Warning and Response Mechanisms
ECOWAS	Economic Community of West African States
EMDEs	Emerging Markets and Development Economies
EPRC	Economic Policy Research Centre
GDP	Gross Domestic Product
IAD	Institutional Analysis and Development
IDEG	Institute for Democratic Governance
IFS	Informal Enterprise Survey
IGAD	Intergovernmental Authority on Development
IPAR	Institute of Policy Analysis and Research
KEMRI	Kenya Medical Research Institute

KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNBS	Kenya National Bureau of Statistics
MDGs	Millennium Development Goals
MSMEs	Micro Small and Medium Enterprises
NEPAD	New Partnership for Africa's Development
OAU/AU	Organization of African Unity/African Union
PFM	Public Finance Management
RECs	Regional Economic Communities
ReNAPRI	Regional Network of Agricultural Policy Research Institutes
SADC	Southern African Development Community
SCC	South-South Cooperation
SDGs	Sustainable Development Goals
STI	Science, Technology and Innovation
STISA	Science, Technology and Innovation Strategy for Africa - 2024
TTI	Think Tank Initiative
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
WAEMU	West African Economic Monetary Union

INTRODUCTION



1.1 Background

The Digest of OAU-UA Treaties, Conventions and Agreement 1963 to 2014, produced by the African Capacity Building Foundation (ACBF), shows that by August 2013, about forty-two (42) treaties/agreements had been signed by OAU and its successor the AU, but only 25 had been ratified, with little implementation on any of them. Between 2002 and 2018, fifty-one (51) treaties and agreements had been signed with thirty-one (31) of them (60.8%) yet to be ratified for implementation. Important agreements such as the recently-signed Africa Continental Free Trade Area (AfCFTA), which is expected to boost intra-African trade and enhance competitiveness at the industry and enterprise level, will not take off if the implementation capacity challenges being faced at national, regional and continental levels are not addressed. Equally important and in the same vein, the capacity gaps for implementing Agenda 2063 and the 2030 Agenda in Africa are vast, multi-level and multidimensional. In all African countries, there is enormous need to strengthen policy implementation capacities in the various aspects, particularly in the areas of planning, financing, monitoring and evaluation, and statistics.

At country levels, implementation challenges are associated with insufficient operational capacity for managing the development process (inadequate institutional and human capacity, loose systems and work processes, and low access to information and knowledge). The example of health care reform in West African countries illustrates the challenges associated with implementation of policies at the country level. In these countries, donors have long pushed countries to support the development of mutual health insurance schemes. However, after more than 15 years, the coverage rate remains relatively low at less than 5 per cent.

The problem of low implementation of policies seems to be explained by the fact that while they describe the 'what' (of issues being faced), they do not respond to the 'how' to do things in a practical way. The policy makers and driving-actors of African countries development agendas need therefore to explain the 'how' in the sense that the primary focus of strategies and agreements is putting policy into action and effect. As such, there needs to be course of action put in place in terms of how to go about implementing the various policies and development programs and building the relevant capacities for getting things done. Coupled with this is the will by the leadership to get things done and holding accountable those responsible for implementation. African Union Agenda 2063 and its ten-year implementation plan, and the 2030 agenda for sustainable development recognize the critical role of leadership that does not just spearhead development of sound public policies that advance socio-economic growth but gets them implemented.

How do we ensure that policies are successfully implemented for Africa's transformation in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development?

African countries are still searching for solutions for effective and successful implementation of policies. In this line, the various State and non-State actors have a critical role to play in supporting and/or complementing the efforts made by policy makers. On that account, think tanks, in view of their mandate and role, could work collaboratively in generating and sharing knowledge on what works and does not, and developing appropriate interventions to help understand but also provide solutions to the implementation challenges faced by African countries.

While all actors involved in the policy implementation chain have a critical role to play, think tanks in view of their role in conducting research, providing advice and advocating for change can support policy implementation in at least five ways. They can: (1) have direct policy influence by advocating for implementation of a specific proposal which is subsequently adopted by government; (2) have indirect policy influence proposing policy change, but only as part of a messy and complicated process where a range of different interests all shape a change in policy direction; (3) influence the broader climate of ideas by reframing a policy debate around new ideas; (4) inform public debate on key issues through their communication and dissemination work; and (5) hold governments accountable, for example, by monitoring policy implementation or providing evidence to show policies are not achieving results.

As an illustration, the Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established to support the government in policy formulation and implementation. During the early years of establishment, KIPPRA's support to the policy process was mostly through the Ministry of Planning, Finance and Kenya Revenue Authority through policy taskforces and technical working groups. The Macroeconomic Working Group represents a useful avenue for KIPPRA to contribute to public policy process through macroeconomic forecasting and research. Over the years, the number of policy taskforces and working groups have been increasing as demand for KIPPRA's services has expanded beyond the traditional partner ministries. Starting from late 2000s, the Institute participates in an average of 30 taskforces and technical working groups annually. These forums provide an opportunity to inform the policy process directly and thereafter its implementation.

In an effort to address the policy implementation issue and building on the successes of the previous five Africa think tank summits (see Box 1 for the highlights of the 2014-2018 Summits), ACBF organized the Sixth Africa Think Tank Summit from 24-26 April 2019 in Nairobi, Kenya under the theme "Tackling Implementation Challenges for Africa's Sustainable Development".

Box 1: Some highlights and achievements of the previous Africa think tanks summits

The first Africa Think Tank Summit was held in February 2014 in Pretoria, South Africa. It was organized in a partnership among ACBF, the African Leadership Center, the Friedrich-Ebert-Stiftung, the Konrad-Adenauer-Stiftung, the Think Tanks and Civil Societies Programme of the University of Pennsylvania (TTCSP), and the Institute for Security Studies as the host. The theme of the Summit was "Think Tanks and the Transformation of Africa" and discussions focused on the organizational and policy challenges facing think tanks in the region and how they might increase their sustainability, value and impact. The participants made some important recommendations that fall into four areas: capacity development, knowledge sharing and networking, resource mobilization, and regionally based initiatives and partnerships. A key action taken was the regular organization of the Summit to offer think tanks an opportunity for networking.

The second Africa Think Tank Summit was held in April 2015 at the UN Conference Center in Addis Ababa, Ethiopia and was organized by ACBF and the TTCSP of the University of Pennsylvania, and the United Nations Economic Commission for Africa (ECA). The theme of the Summit was "The Rise of Africa's Think Tanks: Practical Solutions to Practical Problems". Participants offered a range of recommendations, mostly relating to ways in which individual think tanks could assure their sustainability, strengthen their capacities and enhance their policy influence. The key recommendations included: (1) a taskforce led by ACBF should be set up to develop a financial sustainability framework, which would include examining fund raising alternatives at the local, sub-regional and regional levels from governments, private sector and the public in general; (2) the United Nations Economic Commission for Africa should pursue its proposal for an "African Research Collaboration Facility" to provide resources from African governments, foundations and institutions to support inter-country collaboration work; and (3) ACBF should promote networking through its Think Tank networking platform and its development of an African think tank database. Key actions were the set-up of the taskforce and the establishment of the Africa Think Tank Network housed at ACBF.

The Third Africa Think Tank Summit was organized by ACBF in partnership with the African Union Commission (AUC), the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, and the ECA. Held in April 2016 in Victoria Falls, Zimbabwe, the theme of the Summit was "Creating a Sustainable Future for African Think Tanks in Support of SDGs and Agenda 2063 Implementation". Participants developed an implementation roadmap offering options and opportunities for think tank professionals and their organizations to work collaboratively through consortia, networks, and partnerships. The salient messages are, among others: (1) strategic action areas to be taken for a strengthened collaboration among Africa's think tanks; (2) options and opportunities for think tank professionals and their organizations to work collaboratively through consortia, networks, and partnerships; (3) institutional arrangements needed for successive collaboration; (4) roles and responsibilities of the various continental and regional institutions to encourage collaboration among Africa's think tanks; and (5) coordination mechanisms to be put in place to ensure that think tank professionals and their organizations work collaboratively towards successful implementation of Agenda 2063 and the SDGs. Actions undertaken are engagements toward a coordination of efforts, with AUC and key continental stakeholders.

In April 2017, ACBF organized the fourth Africa Think Tank Summit in Abidjan, Côte d'Ivoire in partnership with the Government of Côte d'Ivoire and the Cellule d'Analyse de Politiques Economiques du CIRES (CAPEC). The other collaborating partners included the African Development Bank, the African Union Commission, the African Peer Review Mechanism (APRM), ECA, World Bank, the African Export Import Bank (Afreximbank), and United Nations Development Programme (UNDP). The theme of the Summit was "African Think Tanks and Industrialization in Africa". The key recommendations included: (1) think tanks need to conduct critical research around the capacity gaps facing the continent, and share best practices on how to address them especially with regard to development and effective implementation of industrial policies on the continent; (2) countries, regional economic communities, and continental bodies are urged to engage with and use the services of African think tanks in developing home-grown evidence-based analysis, advocacy and research necessary for successful design, implementation, and monitoring and evaluation of industrial policies and interventions for Africa's sustainable development; and (3) development of a research agenda that will inform capacity building initiatives around mind-set change for industrialization in Africa. The actions undertaken are sensitization for the use of think tanks' services and development of initiatives for mind-set shift.

The fifth Africa Think Tank Summit was convened by ACBF on 5-7 April 2018 in Accra, Ghana under the theme "Tackling Africa's Youth Unemployment Challenge: Innovative Solutions from the Think Tanks". The 2018 Summit was organized in partnership with the Government of Ghana and the Institute for Democratic Governance (IDEG), a leading think tank in Ghana. Other collaborating partners included the African Development Bank (AfDB), African Union Commission (AUC), the NEPAD Planning and Coordinating Agency, United Nations Economic Commission for Africa (ECA), United Nations Conference on Trade and Development (UNCTAD), Bill and Melinda Gates Foundation, William and Flora Hewlett Foundation, Think Tank Initiative (TTI), Regional Network of Agricultural Policy Research Institutes (ReNAPRI) and the Alliance for African Partnership (AAP). The 2018 Summit was an effective platform with the following outcomes: (1) the role that effective leadership can play in addressing Africa's youth unemployment challenge; (2) experiences on how to develop the requisite private sector that can create jobs for the youths; (3) how to build the critical technical skills necessary for sustainable youth employment opportunities; and (4) practical solutions for youth employment in Africa, through the sharing of innovations and good practices, including entrepreneurship and agricultural enterprises. Actions undertaken are engagements with various partners for the documentation of the Africa-wide experiences, innovative solutions and lessons learned on youth unemployment challenges.

Source: Reports of the Africa Think Tank Summits, available at www.africanthinktanks.org

The 2019 Summit was organized in partnership with the Government of Kenya and the Kenya Institute for Public Policy Research and Analysis (KIPPRA) together with various partners.

1.2 Objectives and Expected Outcomes

The aim of the 2019 Africa Think Tank Summit was to provide a better understanding of why policies and programs are not effectively implemented in many African countries and offer recommendations for enhancing implementation to achieve desirable development outcomes.

To this end, through various keynote speeches, presentations, discussions, interactions and side-events, the Summit addressed the following four (4) objectives:

OBJECTIVE 1

Provide insights on why policies and programs are not effectively implemented in many African countries.

OBJECTIVE 2

Deliberate on the role of transformative leadership (including the role of state and non-state actors) in tackling policy implementation challenges.

OBJECTIVE 3

Offer actionable recommendations to foster a better implementation of policies and programs, including the required human and institutional capacities as well as the environmental setting needed.

OBJECTIVE 4

Advocate for a coordinated continent-wide movement and platform (including the definition of a research agenda) for think tanks to be capacitated and support the implementation process of national development plans, SDGs and Agenda 2063.

The Sixth Africa Think Tank Summit generated the following outcomes:

OUTCOME 1

Increased understanding of the human and institutional capacities and enabling environment required for the effective implementation of policies in Africa.

OUTCOME 2

Renewed, enhanced and sustained commitment of think tanks (and other stakeholders, including the leadership) to proactively support implementation of national, regional and continental development plans.

OUTCOME 3

Practical recommendations proposed for the successful implementation of policies and programs in Africa – including the types of human, institutional and environmental capacities required.

OUTCOME 4

Platform for networking via fruitful exchange of ideas, knowledge and relevant experiences and good practices on what needs to be done to effectively tackle implementation challenges in Africa.

A summit Communiqué was adopted at the end of the Summit, while this Report, among other outputs, documents the deliberations of the Summit.



2.1 Implementation of Policies in Africa: Setting the Scene to Understand the Issue

A presentation was made by Prof. Adebayo Olukoshi, Regional Director for Africa and West Asia, International IDEA. Historical perspectives are imperative in explaining the centrality of policies. In the 1960s and 1970s, the central focus of policies in Africa was to address socio-economic challenges. Later attention started moving towards getting the right policies for successful policy implementation. Statistics, evidence and best practices are important in policy making. The African continent is crippled with deficit of policies that include stop-go-stop approach which is not effective for development. Implementation gaps also prevail explained by excessive politicization of policies, policy inconsistent in design due to changes such as regime changes, inability to adapt to changing needs among most countries in Africa, and generalization of policies ignoring the issue of country-specificity.

There is need for wholesale retooling and revamping of the implementation of policy, in addition to developing a deeper interface between domestic knowledge and political choices and interest. Further, investment in research and development among key institutions will address the shortfall in implementation. Africa needs to drive its own policies to avoid reliance on foreign assistance. This calls for African think tanks embracing a dynamic approach towards enhancing their capacity to boost innovations. In addition, good governance and especially transformative leadership is crucial. It is important to think through the long-term development visions and with visionary leadership and accountability, it is possible to make appropriate policy choices. There is need to make a radical shift from the assumption that policy is a crisis management tool and instead look at it as a long-term engagement anchored on a vision. More importantly is the need to understand the centrality of politics towards policy making, because absence of understanding would weaken implementation of policies.

2.2 Implementation of policies in Africa: Key Stakeholder Views on the Challenges and Opportunities for Think Tanks

The session was moderated by Jacob Gyamfi-Aidoo, Executive Director, Transformative Development Capacity, South Africa. The panellists included Dr Judith Kamoto, Senior Lecturer and Deputy Dean, Faculty of Natural Resources, Lilongwe University of Agriculture and Natural Resources; Dr Emmanuel Akwetey, Executive Director, IDEG; Dr Ibrahim Kasirye, Director Research, EPRC; Lamin Momodou Manneh, Director, Regional Service Center for Africa, UNDP; and Gabriel Negatu, Director General, Eastern Africa, AfDB.

Well-crafted plans, policies and strategies have not been successfully met against their intended transformational impacts. The panel was addressing the following questions: What are the recurring reasons why well-crafted development frameworks have not been successfully implemented? What are the main challenges facing African countries regarding implementation? What are the specific implementation issues faced by countries? What are the critical capacity gaps (human, institutional and enabling environment) related to implementation for current plans such as Agenda 2063 and the SDGs, Regional Economic Communities strategic plans, and countries' Visions?

A few case studies were highlighted during this session.

Malawi is planning to put up an institute for economic policy. This is in realization that while research is widely undertaken in Malawi, research findings are not often used to inform policy. Further, while monitoring and evaluation indicators are used to assess the intended objectives, it is not clear how the indicators are developed and whether participatory methods are employed. There is need to have content-specific policies that are aligned to development goals. In some cases, the government regime of the day advances popular policies which do not resolve the needs of the people. This is possibly because the needs of the people are not well understood. For example, in Malawi, the fertilizer subsidy policy saw the farmers selling the coupons instead of using them to buy fertilizer. It is important to adopt strategies holistically and to connect the dots to ensure systematic thoughts that impact on the needs of the people. For example, adopting a bottom up approach as opposed to global level policies that are not contextualized to the local scenario. Finally, policies need to be developed based on evidence and participatory as well as considering the context under which they are supposed to be implemented.

In the case of Ghana, the country has a fairly good level of democracy. The first long term development plan, the Vision 2020 was crafted and launched in 1995. The plan was however pushed aside after only five years of implementation following a new regime. In the last 16 years, the country has been implementing a poverty reduction policy. In 2016, a 40-year development plan was proposed but with a change in government, the plan was shelved. Economic transformation requires strong bureaucracy to be effective. However, this is missing in Africa, and every government that comes to power tends to develop policies based on where they feel there is loyalty. Not being able to plan systematically creates confusion.

In Uganda, Southern Voice Network is in the process of carrying out a study on the state of SDGs based on the evidence of what has been implemented in the last 4 years. The synthesis report is expected to inform global debate. Africa has not been very successful in implementing SDGs as the issues of population growth have not been addressed. There has been concerns of declining quality of public interventions following increased population growth rates. The financing of development projects by the Chinese in Africa, especially those relating to infrastructure, has led to increased public debt as the cost of financing from China is relatively high. The challenge of public debt is a common feature in many African countries and is likely to be a big problem going forward, adversely impacting on implementation of SDGs.

Policies are never formulated in vacuum and if the process is wrong things go very wrong. The role of think tanks is therefore to help countries have the right policies. There are limitations in depending on foreign consultancy firms and expertise and think tanks can play a big role in localizing policies made at global level. Further, an opportunity exists for think tanks in strengthening the implementation capacities. What is necessary to tap into this opportunity is a robust civil service or strong public administration, monitoring and evaluation systems.

KEY MESSAGES

1

Policies need to be developed based on evidence and the implementation must be participatory.

2

Policy makers are often missing in the think tanks dialogue; inclusion of policy makers in future forums is critical to create synergies in identifying issues and implementation of policies.

3

There is need to localize policies made at global level.

4

Governments tend to be short-term, and there is need, therefore, to build appropriate mechanisms to transit policies from one government regime to another.

5

There is need for robust civil/public service that takes the policy and engages the private sector.

2.3 Peer Assist Session

This session was moderated by Dr Barassou Diawara, Knowledge Management Expert, ACBF. Young Professionals from KIPPRA's Young Professionals Program which has been supported by ACBF since 2003 made presentations on their on-going policy research as part of the capacity building function of the Institute. The comments received enabled to sharpen their papers for publication.

Presentation 1

INFORMAL SECTOR'S RESPONSE TO SHOCKS: LESSONS FROM KENYA

By Dennis Kyalo and Isaac Waithaka

The informal sector in Kenya has been growing steadily, and now accounts for 95 per cent of Kenyan businesses and enterprises. In 2017, the sector accounted for 83.4 per cent of total employment and 87.7 per cent of new jobs (787,800 new jobs). However, there are diverse shocks affecting the ability of the sector to create decent jobs and higher incomes. Shocks refer to vulnerabilities and unanticipated challenges that affect informal enterprises leading to losses or closure of the businesses. The shocks often characterize business closures in the informal sector. These include insecurity, violent political events, harassment by government officials, power outages, drought and heavy rains or floods that affect businesses. The study attempted to understand informal enterprises' shocks, how they cope with the shocks and factors that influence their choice of coping mechanisms.

Preliminary results indicated that the most prominent shocks are: harassment by government officials or police, loss due to crime, and power outages. These shocks vary across sectors, regions and age group of enterprises, with some enterprises experiencing more than one shock. The shocks substantially affect business operations and, in some cases, lead to loss of revenue. Some coping mechanisms include use of generators for those affected by power outages, employing security to address losses due to crime, while enterprises harassed by officials indicate their intention to register their businesses to avoid bribes. Regression analysis indicated that the region where informal enterprises are located, businesses having a workspace, ownership of the business location, age of the business, and the sector of the enterprise significantly influenced the probability of experiencing different types of shocks and the choice of coping mechanisms.

Presentation 2

INFORMAL SECTOR IN KENYA: CAUSES AND WAY FORWARD

By Protus Shigoli and Malot Kenneth

About 60 per cent of the world's employable population is based in the informal sector, which contributes a third of Gross Domestic Product (GDP) in Emerging Markets and Development Economies (EMDEs) and 70 per cent of the informally employed, where own-account workers make about 43 per cent. In Kenya, the informal sector is a dominant player in the labour market. In 2017, the sector accounted for 83.4 per cent of the new jobs created, and this has been the trend in previous years where, cumulatively, the informal sector caters for over 70 per cent of total working population.

Despite being a major source of employment, the informal sector is characterized by limited job security, low productivity and low incomes, unskilled apprentices, low absorption of technology and poor working conditions. The government has acknowledged the challenge of the growing informal sector and developed policies and institutional frameworks to mitigate the consequences of informality. Some of the policies include the Micro and Small Enterprise Act of 2012, the Public Finance Management (PFM) Act of 2012, the National Trade Policy of 2016, the County Government Act of 2012 and the Trade Licensing Act of 2006. The Medium-Term Plan III and the "Big Four" Agenda also recognize the importance of the informal sector in the economy, and therefore proposals have been lined up on how to expand manufacturing and create more jobs by 2022.

To address the problem of persistence of informality and improve the sector's performance and contribution, proper diagnosis of its determinants should be conducted. It is imperative to identify what makes the informal sector to continue growing despite the government's initiatives to reduce informality and improve the welfare of persons engaged in the sector.

The study sought to identify and analyze causes of informality in Kenya and review and draw lessons from other economies on their interventions in the sector to provide concrete solutions.

Presentation 3

INSTITUTIONAL STRUCTURES GOVERNING THE INFORMAL SECTOR IN KENYA

Mary Mwami and Mercy Matwere

The informal sector plays a key role in creating employment in the labour market. There has been concerted efforts by the Kenyan government to formalize the informal sector, but the sector continues to grow tremendously, and now constituting 83.4 per cent of total employment. To address the challenges related with informality, the government and the private sector has come up with institutions, policies, regulations and laws to coordinate, harmonize and manage the informal sector. Despite the efforts, little is known on the effectiveness and efficiency of the set "rules of the game". This study aims to provide a critical assessment of the institutional structures governing the operations of the informal sector and identify gaps and opportunities to leverage on while creating an enabling environment for the informal sector to thrive and create decent jobs for the youth. Specifically, the study reviews laws, policies and regulations governing the informal sector and assesses the institutions involved in managing the informal sector. The research approach is mainly policy review and institutional analysis. The Institutional Analysis and Development (IAD) framework principles is utilized for this purpose.

Preliminary findings reveal that the informal sector is faced with challenges of low level of training, skills mismatch between education and the industry, overlapping institutional mandate, and inadequate financing due to lack of collateral. Some institutions relevant to the sector have overlapping mandates, while some are not fully established and capacitated.

Most SMEs do not patent their innovations and therefore face the danger of counterfeiting and copying. The reasons given for not protecting innovation include lack of information, high cost of registering, cumbersome procedures and inaccessible relevant offices. Moreover, there is evidence of inadequate policies in some critical areas such as incubation, common manufacturing, and sharing proceeds of commercialized patents.

As way forward, there is need to fast-track implementation of key MSE Act 2013, which provides for effective and efficient governance of MSEs in Kenya.

Presentation 4

IMPROVING KENYA'S INFORMAL SECTOR THROUGH TECHNOLOGY ADOPTION AND INNOVATIONS

By Brian Nyaware

Most studies on technology adoption in the informal sector have focused on determinants of innovation and technology use, while very few have focused on the process of acquisition of technology and innovations in the informal sector in relation to increasing productivity. In Kenya, which is the focus of this study, the informal sector contributes about 40 per cent of Africa's GDP and 35 per cent of Kenya's GDP. Approximately 80 per cent of MSMEs in developing economies are informal. The informal sector faces numerous challenges such as lack of finances, low education levels, limited access to markets, among others. Use of innovations and technology in the informal sector can improve productivity, growth and in turn lead to job creation. Moreover, it could improve Kenya's rankings in innovation. Kenya was ranked third (in Africa) in the Global Innovation Index, after South Africa and Mauritius. About 83 per cent of Kenya's labour force is employed in the informal sector.

Preliminary findings point an informal sector having low levels of innovations and technology use. There is little support in terms of advice on technology and innovations, and different sectors are inclined to different types of innovations and technology. Sole proprietorships are more innovative compared to other types of firm owners. Male-owned firms have more innovations compared to female-owned firms. Patented innovations in the informal sector are few, and there is low access to common manufacturing facilities, and lack of knowledge on patenting. Younger firms tend to be more innovative compared to older firms, and most informal firms get machines from micro, small and medium enterprises.

In conclusion, formal firms are more innovative than informal firms, and the nature of the business determines how the firm will engage in innovation or technology. A large proportion of the informal sector lacks information on patents and copyrights. Moreover, there is need for public awareness on patents, copyrights and innovation. Low levels of access to computers, internet and manufacturing facilities characterize the informal sector in Kenya.

Presentation 5

DETERMINANTS OF PRODUCTS MARKET CHOICE IN INFORMAL BUSINESSES IN KENYA

By Evelyne Njuguna and Purity Mugambi

The informal economy is broadly defined as an economic activity that is not under government regulations, taxation or observation. In some Sub-Saharan African countries, it accounts for up to 38 per cent of GDP. In Kenya, the informal sector accounted for 83.4 per cent of total employment in 2017 and of the 897,800 new jobs created, 87.7 per cent were in the informal sector. It is important for producers to access markets and create awareness of their products and services to their consumers and potential buyers. According to the KNBS-MSME 2016 report on buyers of products from MSMEs, individual consumers are the largest consumers (89.9%) of products from MSMEs for both licensed and unlicensed enterprises. The proportion to non-MSMEs, government and direct exports is very low particularly among the unlicensed MSMEs. Access to markets has been identified as a serious issue for growth and competitiveness of MSMEs (both formal and informal) in Kenya and Sub-Saharan Africa at large. Information on markets and choice of markets for MSMEs is necessary in unblocking hinderances of their contribution to the economy. This study therefore aims to assess factors that determine choice of a market for the informally-operated businesses in Kenya. This will help improve their productivity, reduce poverty and create more decent jobs.

Preliminary results from the descriptive statistics show that wholesale and retail trade, and repair of motor vehicles and motorcycles were the dominant type of business establishments across all market choices. This means that most informal businesses do not engage in production of goods and services but rather trade in intermediary goods and offer services. Businesses accessing government and direct export markets had more years of education, though all business owners had basic education with an average of 12 years in school. In all the market choices, over half (63.9%) of the businesses did not apply marketing strategies such as advertisement and mainly relied on verbal communication (79.4%) as the feedback mechanism on customer satisfaction.

KEY MESSAGES

1

The informal sector in Africa cannot be ignored particularly because of creating employment to many people; hence the papers, upon completion, should give practical policy recommendations on how to improve productivity of the informal sector

2

The papers present a policy dilemma between supporting the formal sector and the informal sectors. Hence, there is a need to unravel the balance in policy responses on how far the policy makers can support the informal sector enterprises or create incentives to shift them towards formalization

2.4 Tackling Implementation Challenges at the National, Regional and Continental Levels

Experiences at the national level

The session moderator was Enrique Mendizabal, Director, On Think Tank, Peru and UK. The speakers were Prof. Adla Ragab, Director of CEFRS, Faculty of Economics and Political Science, Cairo University, Egypt; Dr Mor Seck, Director of the Senegal Distance Learning Centre and Member of ACBF Executive Board; Dr Adeniran Adediji, Senior Research Fellow CSEA, Nigeria; and Eugenia Kayitesi, Executive Director, IPAR-Rwanda.

Various solutions have been proffered to improve the policy implementation challenges in Africa, including the need for better data, monitoring and evaluation, synergy and coordination. Some of the key policy implementation challenges identified across Africa include inadequate finances to fund activities, skill gaps, planning challenges, poor coordination between levels of government, inefficiencies in spending, presence of interest groups, data manipulation, weak M&E systems, governance issues, weak political goodwill, lack of domestication of foreign policies, and macroeconomic imbalances, among others. Tackling such implementation challenges at the national level would require participatory approaches between the national government, private sectors, civil society, non-government organizations and other agencies.

Public participation should be conducted in all stages of policy making process including policy design, evaluation and implementation stages. Social accountability in project implementation, political goodwill, capacity development, good governance, ownership of programs during implementation, effective policy legislation, strong institutional control, continuity and transparency, monitoring and evaluation of policies and need for collaboration among stakeholders are important in overcoming implementation challenges.

Several countries have made tremendous strides towards improving policy implementation. For instance, Rwanda embraces performance contracting approach where citizens are engaged and evaluated at the end of the financial year to ensure accountability. This has accelerated implementation of programs. In Senegal, collaboration among stakeholders at implementation stage is highly embraced. A committee on social dialogue for consultations and high committee on territorial dialogue encourage dialogue between government and people.

It is also imperative to address the disconnect between policy design and implementation. More importantly, there should be linkage between planning, budgeting, implementation and M&E. Having an integrated planning and design of policies significantly prevents wastages. In addition, designing home-grown solutions unique to each country's culture and context is very crucial.

Generally, think tanks should strengthen the research-to-policy linkage by using data to explain the magnitude of an issue of policy concern. Good policy making process is backed by capacity to implement the activities set out.

Experiences at the regional level

The moderator for the session was Judica Amri-Lawson, Chairperson, Pan-African Centre for Policy Studies (PACPS), Tanzania. The speakers were Amb. Peter G. Robleh, Chairperson of Board of Directors, Horn Economic and Social Policy Institute (HESPI); Dr Daniel Kabore, Executive Director, CAPES, Burkina Faso; Sara Hamouda, Research Analyst, APRM; and Jalal Abdellatif, Head of Governance and Human Security Cluster, Capacity Development Division, ECA and Senior Fellow, Policy Center for the New South.

Regional solutions have been proffered to improve the implementation landscape in Africa. In Africa, some of the biggest inter-Africa conflicts have taken place within the Intergovernmental Authority on Development (IGAD) region (a nine-country trade bloc in Africa) which has even affected implementation of policies. For example, in South Sudan, the environment has been a challenge in implementing policies mainly because of political instability. IGAD tends to be a relatively weak link compared to other regional blocks such as the Southern African Development Community (SADC) and Economic Community of West African States (ECOWAS) which appear to be doing relatively well. Apparently, IGAD's agenda seems to have been hijacked in peace keeping as opposed to policy and development. However, IGAD has been successful in other areas such as helping the government of Somalia set up a policy environment which is still standing to date.

In many African countries, non-governmental organizations (NGOs) seem to get better attention from policy makers than think tanks. This is because think tanks tend not to be impactful in supporting the development agenda; they can complement each other rather than compete. Further, those at the helm of policy making have a high turnover and changes are frequently made. This makes policy making institutions to start all over when new people come on board.

Despite the cited policy implementation challenges, Africa has some strong implementing institutions such as Conflict Early Warning and Response Mechanisms (CEWARM), West African Economic Monetary Union (WAEMU), Economic Community of West African States (ECOWAS) and IGAD. The CEWARM handles issues of peace and security, mostly with pastoral communities, and produces six major outputs annually. These include having the most developed database in the region, state of the art field monitoring, extensive documentation and filing of data, situation briefs and documentation of four-month regular updates. The West African Economic Monetary Union (WAEMU) has enhanced inter-regional trade among 8-member States. The ECOWAS has a regional plan for agriculture sector and has created a fund for food security, despite the challenge of not having a common currency. Lastly, IGAD has an economic conference that assesses the economic health of the region; however, attention seems to have shifted more to peace making as opposed to economic development.

The success of the above institutions could be attributed to strong institutional and implementation frameworks. For example, WAEMU is successful due to use of a common currency and language, which allows free movement of people (using their national identification cards), goods and services among members. The ECOWAS has a regional plan for agriculture and has created a fund for food security that is within a bank belonging to ECOWAS.

To foster better implementation of policies and programs at the regional level, think tanks need to cooperate among themselves. African countries need to clarify the objectives and identify the responsibilities of their respective think tanks. Monitoring and evaluation of implemented policies needs to be put in place regionally and continentally. There is also need to mainstream issues of inequalities such as gender. The process of policy formulation should encourage principles of inclusion of civil societies and the public. Moreover, think tanks should go beyond macroeconomic analysis to look at other development issues such as regional peace keeping. To be able to do this, think tanks need to be well resourced and capacitated, using expertise available within the continent. In return, they should be able to organize regular forums where they meet with policy makers and practitioners to identify what are the implementation gaps and make evidence-based proposals on best way forward.

KEY MESSAGES

1

Think tanks should not only talk to themselves but also have forums where they meet with policy makers and practitioners to identify what are the implementation gaps and make evidence-based proposals on best way forward.

2

The process of policy formulation should encourage principles of inclusion for example including civil societies and the public.

3

African governments need to change their mindsets to accept recommendations from local think tanks.

4

There should be enough resource allocation to implement policies from think tanks.

5

Think tanks should look at diverse issues beyond macroeconomic analysis too, for example, regional peace.

Experiences at the continental level

The session moderator was Dr Gibson Chigumira, Executive Director, ZEPARU, Zimbabwe. The speakers were: Prof. Richard M. Mkandawire, Director, Africa Secretariat Alliance for African Partnership (AAP) and Chairperson, Malawi National Planning Commission; Sameh Hussein, Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank (IsDB); Dr Hopestone Kayiska Chavula, Economist, Macroeconomic Policy Division, ECA; and Rutendo Nazare, Researcher, Economic Governance, APRM.

Human and institutional capacities, and an enabling environment, are needed to foster better implementation of policies and programs at the continental level. Capacity needs can be identified at three levels (individuals, physical and institutional) and cut across three spheres of stakeholders (private sector, public sector and civil sector). Capacity assessment is important in understanding where the gaps are at all levels, what is needed and what is available to be able to implement policies. Where capacity for policy implementation is lacking, there is need to provide not only resources required towards this effort, but also incentives and knowledge platforms to enable development of the required competencies.

Africa needs to develop capacities for development of its own policy frameworks that should be internalized by its communities. Where knowledge and frameworks are sourced from global institutions, much effort must be made to ensure these are internalized by governments and communities.

At continental level, there is need for closer collaboration between African think tanks in pushing forward Africa's policy agenda. Specific sectors in Agenda 2063 could be driven by specific think tanks with relevant expertise. Increased cooperation between African think tanks, organizations and the African Union would help avoid fragmented efforts towards policy making and implementation on the same issues. To help solve the challenge of financing, think tanks, stakeholders and other development partners could come together to form a joint financing arrangement, with a joint fund. Perhaps the Economic Commission for Africa could provide leadership in mobilizing resources for articulating Africa's policy agenda.

Finally, while political and economic issues should be factored in policy making and implementation, there is also need to cushion policy processes from political interests.

KEY MESSAGES

1

Assessment of capacity should be done by think tanks to know where the gaps are, what is needed and what is available.

2

Capacity development should be facilitated by a good enabling environment including incentives, funding and knowledge platforms.

3

Policy frameworks adopted from other countries should be internalized by African governments and communities.

4

There are scattered think-tanks and fragmented efforts towards policy making and implementation on the same issues. There should be more cooperation and consolidation of efforts among think tanks.

5

The Economic Commission for Africa (ECA) and other development partners could come together to form a joint financing arrangement, with a joint fund owned and operated by African countries.

BUILDING CAPACITIES OF THINK TANKS TO SUPPORT THE IMPLEMENTATION OF POLICIES IN AFRICA

CHAPTER III



This session was moderated by Dr Robert Nantchouang, Director, a.i., Knowledge and Learning Department, ACBF. The panellists included Prof. Fortunata Makene, Head, Department of Strategic Research and Publications, ESRF, Tanzania; Dr Thomas C. Munthali, Director General, Malawi National Planning Commission; Dr Heba Gamal Eldin, Lecturer, Comparative Politics, Institute of National Planning, Egypt; and Aliou Faye, Director, CEPOD, Senegal.

3.1 Implementation of the African Continental Free Trade Area (Af-CFTA): Lessons and Outlook from Afreximbank

A keynote address on implementation of the African Continental Free Trade Area was delivered by Dr Robert Ochola (Director and Global Head for Strategy and Innovation, Afreximbank).

The African Continental Free Trade Area (AfCFTA) aims to create a single continental market for goods and services, thus allowing free movement of businesspersons and investments. This will pave way for accelerating the establishment of the Customs Union, thus driving African growth. Currently, intra-Africa trade stands at 15 per cent for the last six years. The AfCFTA targets to move intra-Africa trade from 11 per cent in 2011 to 24 per cent by 2022.

The intra-African trade strategy is aimed at increasing trade from US\$ 170 billion in 2014 (15%) to US\$ 250 billion (24%) by 2021, which is in line with the AU target. Very few countries in Africa contribute to intra-Africa trade. Four countries that top in intra-Africa trade are South Africa, Namibia, Nigeria and Zambia. Some of the constraints and challenges of AfCFTA include under-developed infrastructure. The current stock of infrastructure carries 1 trillion dollars of total African trade. Apart from infrastructure challenges, there is lack of trade and market information. Inadequate access to trade and market information as illustrated by a study by Afreximbank found that countries such as Mauritius and Nigeria import leather products at a much higher cost compared to South Africa and Botswana. Therefore, trade facilitation is critical to intra-Africa trade.

Afreximbank intra-African trade strategy is based on two areas: Trade finance instruments (factoring, forfaiting, global facility and interstate transit guarantee) and Trade facilitation, which entails intra-African trade fair which is held after every two years.

The cost involved to trade in goods and services include transport, information and transaction, logistics cost, trade policy barriers, and cost of crossing borders, among other costs. Transport cost accounts for the highest percentage (55%) followed by information and transaction cost at 45 per cent in both trade in goods and services.

3.2 Building the Capacities at the Level of Policy Design

The moderator of the session was Lamin Momodou Manneh, Director, Regional Service Center for Africa, UNDP. The speakers for the session were Dr Thomas Rayedé Ouédraogo, Director, Centre pour la Gouvernance Démocratique du Burkina Faso; Dr Abraham Awolich, Senior Policy Analyst and Director of Management and Administration, Sudd Institute (South Sudan); Memory Kachambwa, Executive Director, FEMNET, Kenya; and Enrique Mendizabal; Director, On Think Tank.

The problem of low implementation of policies and programs seems to be explained by the fact that while they describe the 'what' (of issues being faced), they do not respond to the 'how' to do things in a practical way. Policy makers and actors designing policies need, therefore, to explain the 'how' in the sense that the primary focus of strategies is putting policy into action and effectively. To achieve this, human and institutional capacities are needed at the policy design level. Also, the right environmental setting needs to be in place to ensure effective functioning.

Policy design involves conceptualizing development issues. Public participation is very crucial during policy design since the citizens are the end users or beneficiaries of the policies. Their experiences and inputs are useful during this stage. Participatory approach will therefore mitigate challenges that would arise during implementation.

During policy design, the issue of costing should also be considered. Budgets need to be realistic for successful implementation of the policies. This will avoid cases of policy implementation failure due to lack of resources. In addition, importing (policy adaptation) policies from different countries which operate in different contexts is an issue that needs to be addressed. Policies that have worked in other countries may not be the best to domesticate in every country. Therefore, when considering benchmarking, countries should be careful on

just adopting policies. There may be cultural and operational disconnect when policies are adopted. If there is need to adopt a policy, it should be advised by dense feasibility studies which then can recommend on adopting a certain policy.

Think tanks have a role to play in policy design. They need to be at the forefront in providing evidence for designing implementable and relevant policies. To achieve this, think tanks need to be organized, and learn from each other. They need to complement each other rather than compete with one another. Think tanks can also collaborate with other global research bodies such as McKinsey Global Institute (MGI) to enhance exchange of knowledge and through this, think tanks will build capacity. In addition, think tanks need to come up with a proper template of methodological guidelines for development of policies, which has to be accompanied by a monitoring and evaluation framework.

KEY MESSAGES

1

African think tanks need to be at the forefront in providing evidence for designing appropriate policies.

2

There is need for good collaboration among think tanks. The institutions should complement each other rather than being in a competition.

3

It is important for think tanks to have a proper template (methodological guideline) for policy development which should include a monitoring and evaluation component.

4

Have a participatory approach during policy formulation involving the public, civil society and private sector to avoid challenges at the time of implementation.

5

It is imperative to formulate realistic budgets to enhance effective implementation of policies.

3.3 Building Capacities at the Level of Implementers on the Frontlines

Policies are set at the strategic level involving policy makers. The involvement of think tanks in policy implementation tends to be limited; mainly due to weak advocacy. Advocacy is central to policy making process and not a one-off activity for think tanks which want to make a difference in the community. Sometimes it is the poor definition of what a think tank is and poor collaboration among think tanks that weaken their output and impact in the policy arena. Policy makers need ready solutions upfront, hence the need for think tanks to think ahead in generating evidence. In addition, those in the frontline should have capacity to interpret national policies and domesticate them. In Africa, we have good policies, but the challenge is on implementation. Even when implementation is done, focusing on results is weak because of lack of capabilities in monitoring and evaluation.

To ensure “street-level” bureaucrats in charge of the day-to-day decisions and implementation of policies have the capabilities to understand and pursue the objectives of the policies set at the strategic level, results-based management principles can be promoted. There is also need for a deliberate shift in terms of how we identify challenges faced when implementing policies with local communities. Further, capacity to interpret national policies and to domesticate them needs to be improved. Implementors can be helped to use available evidence locally to inform their development activities. The transformation required includes helping countries to share best practices and to unpack the policies.

Leaving no one behind is not a new concept. Geographical locations and climate change may lead to vulnerability, hence leaving out some people. Therefore, leaving no one behind is about the power structures in society and designing and implementing solutions that meet the needs of all local people. This is because the poor tend to have limited choice and they take what is available, if any. Using the concept of poverty and inequalities, the persons in slums or rural areas have limited choice in medical care as they lack medical insurance and the services in the public health care are also very poor. For example, South Africa may be an advanced economy in Africa, but also has the highest level of inequality.

Until issues related to inequalities in the society are addressed, the battle of leaving no one behind will be a failure. Business as usual is not helping Africa and prioritizing is required. There is need to break the business as usual cycles and let the implementers translate what exists locally for transformation. In addition, the capacity of the public sector on development results can be increased. On the other hand, think tanks can be like politicians and reach out to the people and solicit the policy issues that need to be addressed.

Researchers who have skills to formulate policies tend to lack skills to market their evidence to policy makers who somehow do not always trust researchers. Further, it is assumed that policy makers do not understand researchers, which is a ‘myth’. The question is, what is missing? Research in Africa is mostly not people-driven and when it is, it does not make significant impact because decisions are made at a much higher level. This creates a policy gap between policy formulation and implementation. Think tanks can play a role in providing interpretation and guidelines to those implementing policies at the grassroots for them to also collect data to inform them and policy makers. Further, think tanks can use some of the resources they have to experiment some policies, considering there are many assumptions made in policy formulation. This is to enable learning on what can work and will lead to more inclusiveness. To ensure no one is left behind, for example on universal health care, zero hunger and wide access to inputs among farmers in rural areas, the bureaucrats should understand the local environment through a feedback mechanism from the grassroots. In addition, there is need to use a human-centred approach with good analytical capacities to address the real felt needs of people in the grassroots. Service delivery reforms are needed so that everyone has access to basic needs while ensuring the service providers treat those they are serving as customers and not beggars.

KEY MESSAGES

1

To address the real felt needs of communities, think tanks need to find a way of impacting communities from their research by linking with the policy makers and the community.

2

Research should be people-driven to generate relevant knowledge to them and therefore advocacy is key.

3

A human-centred approach should be adopted where there is design and implementation of solutions that meet the needs of local people.

4

There is need to increase the capacity of the public service particularly those in the frontlines to interpret and domesticate national policies. This will increase capacity to articulate challenges to be pushed back to the policy making level.

5

Organizing think tanks in Africa is important and should start by clearly defining a think tank, then creating a network of think tanks to coordinate activities.

3.4 Building the Capacities for the Availability of Funding and Resources

The moderator of the session was Dr Thabo Sacolo, Acting Executive Director, ESEPARC, Eswatini. The speakers were Prof. Kevin Chika Urama, Senior Director, African Development Institute, AfDB, Côte d'Ivoire; Prof. Mekki Medani Eltahir ElShibly, Executive Director, Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa, Sudan; Dr Arthur Bainomugisha, Executive Director, ACODE, Tanzania; and Mohammed Harouna, Director, International Economic Relations, Ministry of Finance, Nigeria.

In most African countries, research and policy agenda is mainly supply-driven rather than demand-driven. A demand-driven agenda can help develop Africa-led programs and strategies. Countries ought to align research programs to the demands or needs of the specific countries. As Africa picks global policies, there is need to adapt them to local realities. Africa has a proliferation of think tanks, many of them doing the same things in the same country. There is need to consolidate the efforts of these think tanks, and this would also help consolidate funding. Many countries have developed long-term development plans.

In this context, there is need to make sure that policies take a long, middle and short-term perspective. Creating a capacity development coordination platform can help with specialized division of labour among African think tanks. There is need to come up with African models or adjust foreign models to suit Africa.

Looking into funding and resources, Africa think tanks must be bold and help governments tackle corruption. The World Bank has identified corruption as a hindrance to economic growth. This can be done by deepening democracy. Reduction of corruption can help with implementation of policies. There is too much wastage of resources in Africa, and therefore need for efficient resource management. There is also low local revenue generation. To improve this, there is need to develop the local level/regional governments, expand the tax base and reduce tax evasion. Reforming the banking sector can be of great aid, and this can be done by the establishment of more African indigenous banks. There is also need to reform the education system to make the youth producers of wealth and not only consumers. Conflicts cause losses of funds and destruction of economies, and therefore Africa needs to focus more on conflict resolution. Africa could also look into the new development banks such as BRICS, to expand the funding options and resource mobilization efforts. Geo-politics should be taken into consideration as it influences funding – for instance, discussions and decisions in the framework of G7, Emerging 7 and the developing countries may have impact on Africa and its development trajectory.

KEY MESSAGES

1

There is need to reform education systems to make the youth producers of wealth and not only consumers.

2

The banking sector needs reforms to support the establishment of more indigenous banks.

3

There is low generation of resources at local levels, hence the need to develop the local level/ regional governments.

4

There is a more supply-driven agenda of policies in Africa, rather than a demand-driven agenda. A demand-driven agenda can help develop Africa-led policies, programs and strategies.

5

There is a proliferation of think tanks in Africa. Consolidation of thinks tanks can help in consolidation of funds.



4.1 Learning from the Private Sector: Challenges and Proposed Solutions for Effective Implementation of Policies

The moderator for the side event was Prof. Bernadette Dia Kamgnia, Deputy Director, CAPEC (Côte d'Ivoire). The speakers were: Rodrigo Diana, OECD Development Centre; Victor Ogalo, Kenya Private Sector Alliance (KEPSA); and Jared Osoro, Kenya Association of Manufacturers (KAM).

The aim of this session was to discuss the best ways of implementing key policy actions to boost the productive capacity of African firms, and the challenges and opportunities for the private sector to contribute to Africa's sustainable development.

The growing demand on processed goods in Africa is mainly met by supply based outside Africa. This is because Africa lacks the capacity to meet this growing demand and produce quality processed goods. There is therefore need to make African firms more competitive to be at the same level as their peers globally. By improving capacity, African firms will meet the growing demand and address the problem of mismatch and shortage of skills at all levels (management, operations, and others). This will in turn increase tax revenue for governments. It will also reduce trade imbalance. African firms experience various difficulties when exporting their products, especially in terms of accessing markets, and meeting the standards required for export products. Enhancing the ability of firms to access regional and global markets and building their capacity to meet standards can also help. Other challenges include tariff barriers and high transport costs. The high cost of inputs - especially when inputs are not available locally and have to be imported, and high tariffs when importing raise the production costs. Embedding the local firms in regional and global value chains is very difficult. Promoting regional value chains and networks that are based on complementarity can be a solution.

In Kenya, one of the main challenges faced by investors is predictability of policy, arising from social, economic and political factors. This is a challenge as investors can base their decisions on a policy and later the policy changes, interrupting their operations. There is low adoption of ICT and innovations by firms. ICT and innovations can be used to spur competitiveness of firms.

In Africa, there is generally a low density of anchor industries that can act as a link between large and small industries. Despite Africa's high population, purchasing power is low due to high inequality and poverty levels. Public private partnerships (PPPs) could help tackle the challenge of financing development projects. However, there is need to find ways of reducing the time taken to implement PPPs. Delinking negative politics and business can ensure uninterrupted flow of business. The business community should come up with private sector development strategies. Moreover, more funds need to be channelled to research and development by both the national government and the private sector. The government should provide incentives to the private sector aimed at promoting skills transfer. Finally, there is need to re-examine the drivers of economic growth and come up with policies that are aimed at reducing inequality.



KEY MESSAGES

1

The private sector needs to be able to adapt to changes in the market and standards set for exportation of products.

2

Governments and relevant stakeholders need to enhance the firms' ability to access regional and global markets. This can be done by reducing tariff barriers and bringing down transport costs

3

There is need to promote regional value chains and networks that are based on complementarity. This can help in embedding local firms in the value chain.

4

Governments are called upon to provide incentives to the private sector aimed at promoting skills transfer to the youth.

5

Think tanks need to consider public-private partnerships (PPPs) as a way of tackling challenges in financing. There is also need to find ways of reducing the time taken to implement PPPs.

6

Think tanks in collaboration with the private sector need to initiate dialogue with relevant partners and among themselves to come up with private sector-led policies.

4.2 How Kenyan Think Tanks can Support the Government in Implementing Kenya's "Big 4" Agenda

The session moderator was Gituro Wainaina, Professor, School of Economics, University of Nairobi, Kenya. The panel speakers were: Rose Ngugi, Executive Director, KIPPRA, Kenya; Kenneth Munge, PhD Fellow at KEMRI, Health Expert, Kenya; Lilian Kirimi, Senior Research Fellow, Tegemo Institute, Kenya; and John Kofi Baffoe, Executive Director, GEPARI, Ghana.

Kenya's "Big 4" agenda comprises universal healthcare, food security, manufacturing, and affordable housing. The agenda came into being after inauguration of the current government on 28 November 2017. Although think tanks may not have been involved in conceptualizing the "Big 4" agenda, they could still play a big role in ensuring its smooth implementation, by building capacity for implementation, monitoring progress in implementation, tracking results and assessing impact.

There are many think tanks in Kenya, public and private, and with varying mandates across all sectors of the economy. These institutions all have a contribution to make to ensure implementation of the "Big 4" agenda.

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) is the only government-owned think tank in Kenya. It has mandates in capacity building (understanding the public policy cycle targeting public and private sector and the civil society); interdisciplinary research and policy analysis research; and networking and engagement with public and private sectors. KIPPRA is playing a role in sensitizing stakeholders on the "Big 4" agenda.

The Kenya Medical Research Institute (KEMRI) champions research in the areas of medicine and could play a key role in informing the universal healthcare agenda. Universal health care will be an on-going process for many years because it cannot be a one-off agenda, but proper coverage will need to be informed by evidence from research and think tanks such as KEMRI will play an important role. Already, KEMRI has been actively engaging the Kenya Paediatric Society for integrated healthcare for children, using local methods, and incorporating evidence in healthcare programs. In addition, KEMRI has been in the forefront in malaria treatment and prevention.

Tegemeo Institute of Egerton University has championed research on food security and nutrition over the years. The institution tracks and monitors high level national indicators for the agriculture sector, such as productivity and output. It uses advocacy to disseminate the findings particularly to policy makers. The Institute also focuses on capacity building in the public sector particularly for the uptake of research output. It will generate and provide evidence to support implementation of agriculture, food and nutrition, climate change and resilience policies. This is to contribute to unlocking agricultural trade in the region and within the devolved system of government. In addition, the institution tracks the implementation of indicators on food security aimed at monitoring implementation of the "Big 4" agenda on food security. This will be useful in evaluating impact created by the "Big 4" agenda.

Collaboration among think tanks is needed to avoid duplication of efforts, and the Kenyan Think Tanks Forum could be the appropriate forum for discussing responsibilities for ensuring implementation of the "Big 4" agenda.

KEY MESSAGES

1

Think Tanks may not have been involved much in the formulation of the "Big 4" agenda, but they should be involved, among other institutions, in its implementation for it to be a success.

2

Think Tanks and researchers should have innovative approaches to communicate findings to the government and other stakeholders in such a way that uptake of research findings will be enhanced.

3

Think Tanks can anticipate issues that the government will seek to address in the future and begin to prepare evidence for engagement to address policy design issues.

4

Think tanks need to ensure independence and non-partisanship when making recommendations to hold the government accountable and for ease of evaluation.

5

Think tanks need to support the policy makers to design policies that ensure cross-sectoral linkages to avoid duplication of efforts.

4.3 Lessons and Opportunities for Think Tanks in Supporting RECs to Implement Development Agenda

The session was moderated by Awel Uwihanganye, Associate Director at the Africa Strategic Leadership Centre (ASLC). The speakers for the session were Abdoulaye Dramane, Director, CAPOD, Benin; Tebogo Seleka, Executive Director, BIDPA, Botswana; Barnabé Okouda, Executive Director, CAMERCAP-PARC, Cameroon; and Guled Salah Barre, Executive Director, SIDRA, Somalia.

The session endeavoured to uncover what think tanks could do to contribute to the integration of the continent through Regional Economic Communities (RECs), their role in ensuring that capacities of RECs are strengthened, how they can support monitoring and evaluation of progress of the various RECs programs, their involvement in providing critical technical skills and getting to find out good practices, lessons learned and innovative strategies that can be shared.

African countries have recognized the need to foster regional integration through the Regional Economic Communities (RECs), which are the building blocks. First, integration of the continent through RECs would be catalyzed by efforts of think tanks in assisting member countries to develop a modality for implementing development programs together. In addition, think tanks could develop networking strategies that help in lobbying for implementation of policies. The institutions could advise on domestication of strategies within the region, such that policies implemented would consider the country-specific needs and be harmonized. Domestication of Agenda 2063 and the SDGs will help in achieving the countries' visions.

Think tanks are urged to strengthen the capacities of RECs. Therefore, the institutions should produce knowledge that is useful to the communities while aligning research and action. This could provide evidence-based solutions to problems that inhibit the implementation and functioning of RECs.

There should be convergence between the national visions and AU Agenda 2063 and to bridge the gap with the politicians. One way in which think tanks could contribute to RECs is by informing project implementation. The institutions could prepare high quality papers and focus on World Trade Organizations (WTO)' issues to improve capacity of RECs while negotiating in WTO. It is important to offer capacity building interventions to enhance policy development on regional integration issues. More importantly, think tanks need to engage in trainings with the RECs to help achieve objectives. There is also need to develop capacity within the think tanks by engaging with politicians.

Collaboration among African think tanks and research institutions is imperative for good research papers and policy briefs to be implemented. With effective research, it is possible to have a common policy program within the RECs to enable successful implementation of programs. Relevant research can help influence debates around policy implementation while facilitating the adoption of policy recommendations by the government.

Think tanks' involvement in generating relevant knowledge and assisting countries and regional economic communities cannot be underscored. Most economic communities are not fully aware of the AU Agenda 2063 and its programs. Therefore, think tanks could create awareness to the RECs and engage them fully in international agendas. The agendas need to have a coherence at regional and national level. The think tanks need to contextualize the agendas and help the RECs map out the priorities at both levels. In addition, RECs should reaffirm the costing before implementation of the agendas and have a program of monitoring and evaluation. Assessment of the capacity within the RECs and how to utilize the same within regional and national level to drive the agenda is paramount. More importantly, training sessions and advocacy on convergence of the national economies should be conducted to build policies that would enable countries to move together. Prior to the trainings, capacity needs assessment should be conducted within the RECs. Think tanks need to strive for advocacy that will help the national and regional levels to be responsive for successful implementation of the regional integration agenda. Good practice and advocacy are important to transform the RECs agenda. Equally, there is need to isolate politics and bureaucracies that limit growth of RECs and push for the common ideas.

To ensure that RECs work effectively, fighting corruption is essential to enable effective mobilization and utilization of funds. Conversely, countries should work together in a coordinated manner to overcome challenges and monitor spill over effects in the RECs. More importantly, it is imperative to put the right people in the right departments to maintain a high level of professionalism within RECs Secretariats.

KEY MESSAGES

1

Think tanks need to contextualize the agendas and help Regional Economic Communities (RECs) map out priorities at both national and regional levels.

2

The RECs need to do the costing before implementation of the agendas and have a program of monitoring and evaluation.

3

There is need to assess the capacity within the RECs and how to utilize the same at the regional and national levels to drive the agenda.

4

There should be training sessions and advocacy on the convergence of the national economies to build policies for RECs to move together.

4.4 First Africa Regional Report on South-South Cooperation

The session was moderated by Robert Nantchouang, Director, a.i. Knowledge and Learning Department, ACBF, Zimbabwe. The speakers were: Sameh Hussein, Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank (IsDB); Lamin Momodou Manneh, Director, Regional Service Center for Africa, UNDP; and Florence Nazare, Head of Capacity Development Division, AUDA-NEPAD.

The Islamic Development Bank (IsDB) has published a Report entitled "Development Through Sharing" which draws upon experiences around the world, reflecting how communities in the southern hemisphere exchange their knowledge, expertise, technology and resources to expand their capacities and devise solutions for their autonomous development.

The IsDB promotes social and economic development in its member countries which are from the South. One of the challenges faced is the lack of information about who is producing what knowledge and in which sectors. The IsDB has responded to the challenge by mapping resource centres and reverse linkages mechanisms. The first response strategy of resource centres mapping is achieved by identifying the lead institutions in sectors such as health, agriculture, water and sanitation. The resource centres mapping process includes: 1) identifying the themes to be mapped; 2) identifying the authority for each theme; 3) meeting the head of the authority and describing purpose of mapping exercise; 4) setting up an expert level meeting and identifying long list of institutions; 5) visiting the resource centres; 6) collecting and consolidating the information from resource centres; 7) assessing the data and shortlisting resource centres to be mapped; 8) sending shortlisted resource centres to IsDB governor office for endorsement; 9) preparing final report on resource centres with their profiles; 10) validation of the profiles; 11) publishing the profiles of resource centres and integrating with online geo-mapping platform; and finally 12) organizing launching events for the published profiles.

The second response strategy is reverse linkage mechanism. Here, the purpose is capacity development and the reverse linkage in provision of developmental solutions. The scope is single instrument with study visit, training and recruitment of experts. The reverse linkage involves packaging of interventions; that is training and consultancy work, equipment and limited civil work. Funding is provided by the IsDB. Examples where reverse linkage mechanism have been employed include: 1) Niger and Turkey on fighting avoidable blindness; 2) Chad and Tunisia on bilingual education; 3) The Gambia and Turkey on strengthening the capacity of the School of Medicine and Allied Health Sciences in the University of Gambia; 4) Mali and Morocco on developing capacity in solar energy for rural electrification; 5) Côte d'Ivoire and Morocco on soil fertility mapping; 6) Mauritania and Tunisia on developing a platform for mobile-based financial services; and 7) Sudan and Turkey on establishing technology incubator under the Africa City of Technology.

The second presentation by the UNDP on the South-South Cooperation (SSC) shows that there are several international development agreements and agendas of action at the global level. These include the United Nations Conference on Sustainable Development - Rio +20 (2012), the African Union's Common African Position (CAP) on the post -2015 development agenda (2014), The Sendai Framework for Disaster Risk Reduction 2015-2030 (March 2015), the Addis Ababa Action Agenda (Financing for Development) (July 2015), the Sustainable Development Goals (SDGs) (September 2015), the United Nations Sustainable Development Summit (September 2015) and the Paris Agreement (December 2015).

Efforts to mainstream South-South Cooperation (SSC) throughout the United Nations' (UN) structures and institutions included: 1) Economic and Social Council (ECOSOC) which focuses on SSC and Triangular Trade (TrC) specifically through the Forum on Financing for Development (FfD) and the Development Cooperation Forum (DCF); 2) Reports on the state of SSC produced by the United Nations Secretary General on an annual basis; 3) affirmation of a role of the United Nations Office of South-South Cooperation (UNOSSC) by the United Nations General Assembly resolution 72/237 in 2018 in promoting and facilitating SSC/TrC on a global and system-wide basis; and 4) the Integration of SSC into frameworks, plans, strategies and budgets by almost 30 United Nations entities in 2018.

At the regional level, 'Agenda 2063 - The Africa We Want' has been the focus. Some of the continental and regional efforts include: New Partnership for Africa's Development (NEPAD) 2017 annual report, the transformation of NEPAD Agency into the African Union Development Agency (AUDA), the development of a number of common positions by African Union (AU) such as a the CAP on climate change, various mutually beneficial partnerships with the Global South to drive its socio-economic transformation agenda, such as Africa-South America, Africa-India, Africa-Turkey, Africa- Japan (TICAD), the Forum on China - Africa Cooperation (FOCAC), and AU recognized Regional Economic Communities (RECs).

Activities in progress include the facilitation by AU of the signing and ratification of an African Continental Free Trade Agreement (AfCFTA) and Post-Cotonou Partnership Agreement based on African development priorities. The challenge at the regional level has been the lack of comprehensive regional SSC framework for long term sustainable SSC and the division of labour between RECs and AU.

At the national level, the SSC ecosystem includes identifying research centres, measuring and accounting on SSC, developing SSC strategy based on National Development Plans (Botswana, Côte d'Ivoire, Ethiopia, Lesotho and Uganda), having system of focal points (Ethiopia and Botswana), establishing South-South agencies (South Africa, Rwanda, Egypt, Morocco and Tunisia), setting-up South-South units (Botswana, Côte d'Ivoire and Djibouti), and the extension of aid effectiveness (Madagascar and Lesotho).

From the floor discussion, there was a feeling that the term South-South Cooperation (SSC) needed to be redefined taking into account the regional policies (such as those in ECOWAS and COMESA). There is also need for a holistic approach given the absence of data, monitoring and evaluation methods and mechanisms to support SSC at the regional level.

KEY MESSAGES

1

There is need to address challenges of limited information about producers of knowledge; it is important to do resource mapping and share knowledge on what works and what does not work.

2

There is need to promote policy dialogue and development, enhance knowledge sharing for capacity, build partnerships and promote regional and inter-regional South-South initiatives in measurement and reporting.

4.5 What Can thinktanks Do to Help Address the Policy Design Implementation Gap?

The session moderator was Enrique Mendizabal (FRSA), Director, On Think Tanks. The panellists were: Joseph Ishaku, Research Associate, Centre for the Study of the Economies of Africa (CSEA), Nigeria; Fouty Allasane Fall, Research Assistant, Consortium pour la Recherche Economique et Sociale (CRES), Senegal; and Sulamba Shaban, Chief Administrative and Finance Manager, Science, Technology and Innovation Policy Research Organization (STIPRO), Tanzania.

The idea behind this session builds on the observation that some policies are bound to fail even before implementation kicks off because of critical, yet often discounted, design issues. Particularly, there may be challenges that impede the design process, such as: data and evidence limitation; a poor understanding of the problem and its causes, leading to inappropriate policy implementation instruments; disconnect between the policy designers and implementers; cultural disconnect between the designers and the intended beneficiaries, group-think, among others.

There are number of factors that have contributed to the policy design-implementation gap in Africa. These include limited data access for use by think tanks; existence of stakeholder interests whose objectives do not align with policy objectives and resource constrains; resource constrains; communication gaps between the initiators of policy and research (think tanks); and lack of public participation, among others. Therefore, think tanks in assisting government in policy formulation should be able to map all the stakeholders, build partnership with them and involve them in all processes, and map all the resource requirements. Involving stakeholders means a bottom-up approach which increases ownership and acceptance of policy and minimizes wastage of resources in design of policies that cannot be implemented.

There are also other factors that need to be considered to address this gap. For example, in policy design stage, there is need for context specifications to avoid copy pasting of polices from one context to the other. Monitoring and evaluation also need to be strengthened and networking should be enhanced amongst stakeholders, partners and think tanks to promote sharing of experience and capacity building.

Currently, there is lack of accountability in cases where policies have failed. People should be held accountable where policies have failed since resources were used. The other important factor is budgeting for policies. Attaching unrealistic budgets to proposals should be addressed where the policy designers over-estimate the budget, thus slowing the implementation of policy. Also, research organizations should involve budget implementers during policy design stage. Policy makers need to understand that there is a cost of designing a policy and need to consider resources lost when a policy is not implemented.

There is also need for ex ante policy analysis – what are the risks and how to mitigate them? Policies should be informed by research. At implementation most policies are unrealistic, hence the need for implementation plans. Some policies can also be implemented in phases and this can be achieved through strategic planning.

4.6 Structural Transformations for a Prosperous African Future: Forecasting Future Prospects of African Countries

This session was facilitated by the Institute for Security Studies (ISS), the Kenya Business Guide (KBG) and the Hanns Seidel Foundation (HSF). It was moderated by Roba D. Sharamo, Director, ISS Addis Ababa Office; with two presentations by Sahil Shah (Project Lead, Kenya Business Guide) on 'Kenya to 2030 and Beyond: Strategies for Sustainable Development (Discussant: ODP), and Stellah Kwesi (Researcher, African on Futures and Innovation Programme, ISS) on 'Ethiopia report and future prospects of African countries'. The discussant was Uta Staschewski, Regional Representative, Hanns Seidel Foundation.

The presentation revolved around a project by ISS, KBG and HSF to forecast the future prospects of African countries. The African Futures and Innovation Programme at ISS and the KBG, with full HSF support has carried forecasting using the International Futures System model.

African Futures and Innovation Programme points out that the African continent can take advantage of its growing population through demographic dividends. Although major conflicts have reduced for the last 20 years, there is lack of effective governance in African countries and corruption is the major impediment to economic growth.

The presentation by the Kenya Business Guide on 'Kenya to 2030 and Beyond: Strategies for Sustainable Development', reiterates that African countries and Kenya in particular have skipped the manufacturing phase, therefore achieving premature industrialization. Manufacturing using modern technology is important for revolution because it absorbs huge numbers of low level skilled human labour. Regional integration is key and African countries should trade and capitalize on their comparative advantages instead of relying on external debts. Increasing tax base in most incidences leads to higher accountability and increases the level of democracy. There has been significant improvement in education, but there is need for it to be measured in terms of its quality and competency to the beneficiaries. Improvement of education infrastructure should also be prioritized.

While conflicts in Africa have significantly decreased over the last 20 years, the major impediment for continental growth is corruption marred with lack of inclusivity, poor democracy, huge gender inequalities, poverty and political violence.



KEY MESSAGES

1

Instead of relying on external debts, African countries can enhance and increase their tax basis, with higher accountability in use of the resources.

2

African countries should embrace manufacturing with appropriate technology and appreciate its role in economic development.

3

Education in Africa should be measured by its quality and the competency of its beneficiaries instead of counting the number of people who have been in school.

4

Regional integration is key and African countries should trade and capitalize on comparative advantage.





5.1 Setting the Research Agenda for Policy Implementation in Africa

The session was chaired by Nicholas Ozor (ATPS). The session speakers were Lilian Kirimi, Senior Research Fellow, Tegemeo Institute of Agricultural Policy and Development, Egerton University; Lufingo Mwamakamba, Policy Advocacy and Partnerships Manager, FANRPAN; and Emmanuel Akwetey, Executive Director, IDEG.

Efforts towards effective and successful implementation of policies and programs need to be supported by the availability of knowledge and an adequate research agenda. Think tanks should continue generating evidence-based knowledge and focus evidence-based research on policy implementation. Since most of the challenges begin at policy design stage, implementation should be followed by monitoring and evaluation studies to see whether implementation is being carried out effectively. There is also need to measure the impact of what has been implemented.

Think tanks need structured engagement with policy makers. This is important to inform the policy process. Therefore, think tanks need to create an interface with policy makers, through a mutually trusted partnership. Networking is also crucial; think tanks should network within and outside their own think tanks community to get informed, for experience and data sharing. Systematic review of think tanks should be carried to understand what think tanks know and what they do not know. This will help to focus on the gaps that think tanks need to improve on.

Think tanks should focus more on demand-driven research as opposed to a supply-driven agenda. Currently, the majority of (if not all) think tanks are carrying out more supply-driven research. Going forward, they should be able to mobilize adequate resources that will enable them to undertake independent and demand-driven research, other than relying on funders and probably losing some level of independence.

Also, researchers should endeavour to be forward-looking; they should go beyond what policy makers see. There is need for clear understanding of policy cycles, how bureaucracy works, and understand how policy makers operate. This requires deliberate interfaces with policy makers to enable researchers and think tanks and policy makers to understand one another. Creating such interface requires building of trust with policy makers and ensuring that research is relevant and recommendations tight enough to meet the needs of policy makers and consumers.

Communicating findings effectively to policy makers is also an important step. Researchers need to translate their findings in a manner that policy makers can understand. This may require deliberate attempts to address the communication skills gap among researchers.

Going forward, think tanks should endeavour to involve all stakeholders in setting the policy agenda to align research to stakeholder needs. Also, African think tanks need to align their research agenda with the African Union Agenda 2063 while keeping pace with the emerging policy issues.

Finally, political goodwill is important in policy implementation and could determine the successful implementation of policies. Think tanks need to consider mechanisms for accessing political goodwill and buy-in.



KEY MESSAGES

1

Think tanks need a structured engagement with stakeholders during agenda setting.

2

Researchers need to undertake relevant research based on current and emerging issues to remain relevant; research should ideally be more demand-driven than supply-driven.

3

Researchers should learn effective dissemination skills for their findings to be understood by policy makers.

4

Before agenda setting, there is a need to consider and ensure enough political will and buy-in to increase the likelihood of successful policy implementation.

5

There is need for African think tanks to align a good proportion of their research to the Africa Union Agenda 2063.

5.2 Sharing Innovative Solutions and Initiatives for Effective Implementation of Policies

The chair of the session was Deo Ngendakumana, Executive Director, IDEC, Burundi. The discussants were: Eugenia Kayitesi, Executive Director, IPAR-Rwanda; Denis Foretia, Director, Nkafu Policy Institute, Cameroon; and Jose Guamba, Executive Director, CEEG, Mozambique.

Implementation of policies and programs is a complex undertaking needing to continuously think about how data and evidence could play a role in improving the process. Knowledge and experience sharing are needed to inform implementation processes.

The case of the Institute of Policy Analysis and Research (IPAR) in Rwanda was highlighted. IPAR-Rwanda is an independent Think Tank in Rwanda. It has informed various government policies and has innovatively come up with a framework to monitor and evaluate performance contracts for implementing government programs. IPAR-Rwanda is also undertaking various projects in urbanization while being involved in various implementation of development projects. There are various factors that have contributed to success of IPAR. These include accountability; citizen participation; strong data usage; home-grown implementation of domestic policies; coordination; strong political will at all levels of government; and planning.

Countries at different stages of development vary in their capacity to create and use knowledge. This is shaped by various factors, which include the conditions that enable countries to access, absorb and create new technologies. Policies designed to support innovation need to take these individual circumstances into account. Analysis reveals that innovation policies across the region are surprisingly similar, being characterized by excessive focus on the creation of technology and insufficient attention to absorption of technology. To move forward with implementation of policies and action plans, organizational changes require a transition period during which people become familiar with their new roles, learn about new concepts and find ways to turn ideas into daily practice. There are three over-arching implementation requirements that are needed to support the implementation plan: resources for implementation; capacity for implementation; and time for implementation action plan. For countries to become successful at absorbing technology, they need to improve the availability of specific skills, since having better access to technology without an educated workforce that is capable of effectively absorbing such technology makes it difficult for countries to progress technologically.

National priorities should be different according to countries needs and policies and should be based on the concerns of its citizens. Further, think tanks when developing national agendas should ensure they align with national goals, Agenda 2063 and other global and continental agendas. To achieve this, qualified personnel should be employed to formulate policy, monitor and evaluate, and all stakeholders should be involved in the process for ownership and ease of implementation. It is also key for policy makers to be in touch with what is happening on the ground to ensure that policies are impactful and benefit the lowest people at the bottom of the pyramid.

Think tanks should work with policy implementors and be part of monitoring, evaluation and impact assessment to create awareness of parameters that are dynamic and aid in future formulation that captures all the parameters and their changing aspects. Making good use of existing data to provide evidence-based policies to the government and other stakeholders, making accurate projections and analysis and staying abreast with current happenings to provide policies that solve current challenges should be the key role for all African think tanks. It is also imperative for think tanks, when developing national agendas, to be aware of global changes and agendas and ensure policies are aligned with global developments. Further, there is need to redefine the role of Africa's think tanks, and for example demonstrate impact by identifying high end SDGs that can be researched on to improve lives and to inform governments, and interrogating/evaluating models from IMF or World Bank. This should be coupled with strong coordination between development partners and the government.



KEY MESSAGES

1

There is need to develop home-grown solutions for implementation of policies while ensuring citizen participation in the economic, political and social evaluation of policies.

2

Countries are at different levels of development in accessing, creating and absorbing new technology. Therefore, there is need to have policy to support innovations.

3

Think tank programs should incorporate implementation, effective monitoring and evaluation (M&E) framework for innovations.

4

Think tanks must keep abreast with current happenings to avoid making policy formulations that cannot tackle current challenges.

5.3 Alliance for Implementation Capacity in Africa

The session was facilitated by Jacob Gyamfi-Aidoo, Executive Director, Transformative Development Capacity. Discussants included Isaac Minde, Associate Director, Alliance for African Partnership (AAP); Robert Nantchouang, Director, a.i. Knowledge and Learning Department, ACBF; Robert Ochola, Director and Global Head for Strategy and Innovation; Raymond Boumbouya, Senior Economist, Research and International Cooperation Department, Afreximbank; Rose Ngugi, Executive Director, KIPPRA; and Florence Nazare, Head, Capacity Development Division, AUDA-NEPAD.

The idea to have an alliance operating in the Africa Union's five regional hubs to articulate regional issues has been widely embraced. It is proposed to be a coalition of the willing and committed anchor organizations, community of practice where practitioners and institutions work on different things towards the same goal. The alliance is expected to address thematic needs such as governance and help with implementation of Agenda 2063, at the different levels and stages. At national level, think tanks are expected to play roles at the country level. When forming the alliance, the following principles have been put into consideration: common understanding of the kind of alliance intended to be formed, and especially the circumstances under which it can work best; a proposition detailing the value added of the alliance; benchmarking to ensure no duplication of efforts and consolidation of lessons learnt from success stories; clearly stipulated roles and functions of the alliance with clear objectives, implementation strategies, outputs and structures; development of an information dissemination strategy that will ensure regular updates to the stakeholders as a way of monitoring; and clearly defined ethical lines or values and inclusiveness.

Further, for the alliance to work, financial sustainability must be considered; inclusion of government think tanks is key as they would give the alliance access to the respective governments. The alliance would also benefit from more intellectual exchanges and address the education-job mismatch. Finally, data remains a very weak link as far as policy process is concerned and the alliance should be that voice to talk about data required from the policy making process.

KEY MESSAGES

1

There is a consensus to have an alliance/platform that will be a community of practice: practitioners and institutions working on different things towards the same goal which can be institutionalized.

2

Value proposition: taking the Agenda 2063 from the AU down to the last person in the African continent can be achieved by building linkages for implementation capacity, having clear objectives, implementation strategies, right structures, financial resources and outputs in place.

3

Benchmarking is critical to ensure no duplication of efforts in terms of institutions in the continent and possibly sell the idea to those institutions with such capacity.

4

Commitment and strong leadership will be necessary to drive this process.

5.4 Future Plans Offered by Think Tanks to Support Implementation of Policies in Africa

This session was Chaired by Jason Rosario Braganza, Deputy Executive Director, TJNA. The lead discussants were: Leonard Chukuma Johnson, Professor (faculty specialist), Department of Statistics and Probability, Michigan State University; Assefa Admassie, Executive Director, Ethiopian Economics Association; Christian Pout, Chairman, CEIDES; and Cheikh Baye Beddy, Deputy Director, CMAP, Mauritania.

To support policy implementation in Africa, think tanks are encouraged to form partnerships and establish networks that would pave the way for continuity of programs. Collaboration can be harnessed through undertaking joint research, pooling and sharing resources, and conducting capacity building trainings together. Even though there are challenges facing think tanks, such as inadequate funding, which are major stumbling blocks to effective partnership, it is imperative for the institutions to engage policy makers at all levels and at the same time maintain a high level of professionalism. Using intelligent language to convey key messages to governments is always important.

In building continental approach to policy making, there is need for appropriate data collection and maintenance of databases. Think tanks should focus on training professionals to enhance continuity. Communication while engaging governments in the policy processes is crucial. Therefore, there is need to summarize results from various results to ensure that the respective government organs adopt them. In addition, it is important that think tanks improve their credibility in the face of the public for them to influence public opinion.

Think tanks play a vital role in enhancing capacity to support partnership mechanisms. This is often done through enhancing institutional and human resource capacity which is done through trainings and sensitization of policies. Think tanks can build capacities during policy implementation as well. Nevertheless, coordination of think tanks during policy implementation process is paramount. Ensuring that think tanks are independent is the significant step that will allow objectivity in generating knowledge. Government-affiliated think tanks may not be always objective in criticizing the government that is financing their activities, but it is generally accepted that there is need to allow for independence of think tanks.

Think tanks need to support policy implementation by identifying methods that take care of continental trends. For this reason, think tanks should come up with proposals to help improve governance and prevent violent extremism. Gender parity should be considered during implementation, which means that women should be included at all levels of implementation. Think tanks should also generate solutions of inclusive growth in all sectors of the economy across the continent. Creating synergies and coming up with reforms on cross-cutting issues should be considered. It is essential that good governance be maintained at all levels. Other factors to be considered include having realistic targets and systems for monitoring and evaluation of programs, creative collaborations, and taking a pragmatic approach that relooks at existing policies before new ones are formulated.

As African think tanks conceptualize on supporting policy implementation, the first step should be assisting countries to deepen their democracy. Secondly, they need to spearhead policy formulation where there is absence of a policy. More importantly, they should provide direction to the governments by making sound policy recommendations. Data sharing is important across the continent for purposes of proper planning, policy formulation and informing policy implementation.



KEY MESSAGES

1

Think tanks should consider building networks and partnerships to allow continuity of programs.

2

There is need for collaborative research among think tanks, and an avenue for pooling and sharing resources to enhance efficiency in think tanks operations.

3

Partnerships among think tanks is important in building capacities.

4

Think tanks should communicate results from various reports effectively to the governments.

5

Independence of think tanks is important so that the institutions become credible and objective.

5.5 Participatory Governance in APRM Country Reviews: Think Tanks Contribution for Effective Implementation

A keynote address was made by McBride Nkhalamba, Head of Division, Research and Development at APRM, on "Participatory Governance in APRM Country Reviews - Think Tanks Contribution for Effective Implementation"

The African Peer Review Mechanism (APRM) comprises various stakeholders, including continental secretariat (panel governing work of APRM), various ministers in different countries and national secretariats. ACBF is one of the strategic partners of the APRM with UNDP, UNDC, African Development Bank (AfDB), and Mo Ibrahim Foundation. APRM is an instrument for governance self-monitoring by member governments. Not all governments who are members of African Union (AU) are members of APRM. APRM has 38 members out of the 55 AU members. APRM ensures that the policies and practices of the member governments conform to agreed political and economic governance values as stipulated in codes and standards which are contained in one of the instruments named Declaration on Democracy

Political, Economic and Corporate Governance. The purpose of APRM is to foster the adoption of policies' standards and practices that lead to political stability, high economic growth, sustainable development and accelerated regional integration. It was established in 2003 as a program under NEPAD. It is an autonomous organization and it is referred to as a specialized agency of the African Union.

The definition of "think tank" and "governance" is imperative in understanding how the two are important in APRM. Think tanks are institutions organized to study a subject such as policy issue and scientific problem and provide information, ideas and advice. On the other hand, governance focuses on deepening the democratic engagement through participation of citizens in the process of governance in the State. Therefore, looking at the APRM process, think tanks could play a vital role in facilitating that process of citizen participation. The APRM governance has various components in which think tanks can be engaged: sensitization on what APRM is about; assessment (monitoring instrument); and dissemination of what comes out of the assessment; and implementation of the reforms that come out from the entire process.

On APRM sensitization, countries must recognize the centrality of good governance and think tanks can be engaged to sensitize countries to engage in good governance. Then countries should be sensitized to join APRM. Then countries must accede voluntarily to operate within APRM engagement terms. Public sensitization and awareness follow. The major process of assessment follows which has two major components. First, a country makes a self-assessment (assessing national institutions) and produces a report outlining its status on democracy and political governance, economic governance and management and corporate governance. After producing the self-assessment report, the report is handed over to the continental secretariat which facilitates the second assessment stage called the country review mission undertaken by a group of independent experts led by lead panels. The review missions produce the country's review report. The Africa Peer Review Mechanism reviews reports at the status of Head of States. The country review reports have a national plan of action detailing how a country will address findings in the report. After reviewing the report at the level of the Heads of State, it is disseminated to become public. The country proceeds to implement its national program of action and produce progress reports.

In terms of the roles of think tanks, it is important to mention that APRM has challenges finding independent experts from the African continent. The Africa Think Tank Summit provides a platform for networking such that APRM could find effective experts to review the countries Reports. During sensitization, think tanks' involvement would be imperative. For countries to appreciate the centrality of governance and examine issues scientifically in an inclusive manner, the opinions generated are shared in the press, policy platforms, and academic institutions where some of the think tanks are based. Countries will not accede if there is no demand from them to accede. Most of the countries that accede respond to a call from think tanks. Think Tanks from countries that have not acceded could talk of the importance of joining APRM. Secondly, cultivation of political will is important. A country may join the APRM and refuse to be reviewed. Out of 38 countries that acceded to APRM, only 22 countries have. Ideally, when a country accedes, it should undergo a review. This requires political goodwill. Therefore, think tank could engage with the policy makers and politicians to cultivate political goodwill for review and encourage a country to undergo a review.

During country's self-assessment, the four areas under review require specialized experts. From the 22 countries reviewed by APRM, there seems to have been serious bias towards political governance and sustainable development. Little attention is paid to corporate governance and economic governance. For countries to establish the balance of all those components of self-assessment, think tanks are critical since they spread across a wide spectrum of these areas.

During country self-diagnosis, APRM and countries identify national technical research institutions to undertake the review in the four areas. Think tanks need to be involved at this stage. The process is consultation intensive and think tanks cannot be left out. Of importance, when a country is developing a national action plan where the solutions are articulated for the different challenges, think tanks are critical in development of these plans.

There is a team of independent experts recruited during the process. Essentially, think tanks need to be part of the experts. At the level of dissemination, APRM encounters challenges of repackaging reports. Many of the reports have many pages. The second generation of Kenya review report, for instance, was 700 pages. Therefore, think tanks need to repackage the reports, working with the national structure of APRM to unpack the report.

As countries implement national plans of actions, there is need for ongoing research. Going forward, APRM thinks of engaging think tanks. First, the organization would like to profile think tanks by creating a database especially of institutions interested in governance. The database will be consolidated. There will be a process of accrediting and engaging think tanks interested in working with APRM. The process started in March 2019. There is a process of creating a hub with literature from various think tanks across the continent. Anyone can access the hub to contribute to knowledge.

KEY MESSAGES

1

Think tanks should be involved in APRM processes, namely, sensitization, assessments, and developing action plans.

2

Think tanks are important in developing national plans of actions to generate solutions to challenges.

3

Think tanks need to be recruited in the team of the independent experts to join the APRM review process.

4

Think tanks are critical in helping APRM repackage country reports and unpack them for different users.

5

Think tanks are critical in development of action plans for the countries and carrying out ongoing research to inform the process.



Africa is no longer deficient of good policies, but proper policy implementation remains a challenge, as evidenced from various policy failures. Policy failures can be attributed to lack of a strong interface between domestic knowledge and political choices of interest, low investment in research and development, inadequate capacity for policy implementation, lack of practical home-grown solutions to policy problems, among other factors.

In addition, availability of data, adoption of research-based policies, monitoring and evaluation, networking and good communication skills on research findings are useful components in ensuring successful policy design and implementation. At the national, regional and continental level, there is need to contextualize the policy agendas and help Regional Economic Communities (RECs) map out the priorities for adoption. Similarly, there is need to adopt participatory approaches between all stakeholders including national government, private sector and civil society in policy making process.

Think tanks have historically played a crucial role in supporting evidence-based socio-economic transformation in general. Their expertise is required even more now when African countries are lacking capacity to implement policies. African think tanks are therefore called upon to share their experiences on how they have supported countries to implement policies and come up with clear action plans and innovative ways on how they could assist the continent tackle implementation challenges.

For implementation of policies and programs to succeed, the following are needed: getting the policies and programs right; creating the enabling environment; having a transformative leadership at all levels and across sectors; ensuring accountability and transparency; making critical financial and non-financial investments, including soft capacities; and taking concrete actions.

Partnerships in support of stronger and sustainable think tanks through coordinating institutions such as ACBF, and African Union's Specialized Agency for Capacity Development, are critical. For think tanks to better play their role, special attention needs to be given to building their long-term capacities and supporting them to remain independent in setting their research agenda in support of the socio-economic transformation of the continent. This is best done through a coordinated approach if their needs are to be effectively addressed so that they can contribute optimally to the continent's transformation needs.

Think tanks, policy makers and practitioners should collaborate to identify implementation gaps and make evidence-based proposals. Cooperation, collaboration and consolidation of ideas among think tanks in Africa must be embraced to minimize scattered and fragmented efforts towards policy making and implementation. In building capacities of think tanks to support policy implementation in Africa, realistic budgets need to be drafted to avoid policy failure due to lack of resources. More focus is needed towards capacity building of policy implementors in the frontlines. This is particularly in interpretation and domestication of national policies, which then enables articulation of challenges on the ground back to the policy making level. Think tanks need to collaborate with policy implementers to make independent, realistic and effective evidence-based policies.

In providing practical solutions for tackling policy implementation in Africa, there is need to have an alliance of African think tanks operating within the five regional hubs of the African Union to articulate regional issues, governance and support in the implementation of the Agenda 2063. The alliance is expected to be a "community of practice" with willing and committed anchor institutions. In addition, African think tanks should take advantage of organizational bodies such as African Peer Review Mechanism (APRM) in their peer review processes, sensitization, assessment and development of action plans.

Looking into the future, Africa needs to prioritize on education, regional integration, domestic funding, adoption of innovations and use of technology to fasten Africa's economic development.

ANNEX 1: COMMUNIQUÉ

Preamble

1. We, the African think tanks and delegates to the Sixth Africa Think Tank Summit, have met in Nairobi, Kenya, on 24-26 April 2019 at the Kenyatta International Convention Centre. As we conclude our 2019 Summit on the theme "Tackling Implementation Challenges for Africa's Sustainable Development", we would like to express our deepest and sincere appreciation to the African Capacity Building Foundation (ACBF) for organizing this Summit in partnership with the Government of Kenya, and the Kenya Institute for Public Policy Research and Analysis (KIPPRA).
2. We would like to also express our appreciation to our partners namely the African Union Commission (AUC), the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA), the William and Flora Hewlett Foundation, the Islamic Development Bank (IsDB), the African Export Import Bank (Afreximbank), the African Peer Review Mechanism (APRM), On Think Tanks (OTT), the Think Tank Initiative (TTI), the OECD Development Centre (OECD-dev), the Southern Voice, and the Transformative Development Capacities (TDC).
3. We note the importance for African countries and their governments to trust, consult and utilize think tanks, making African think tanks strategic intellectual partners and reliable institutions in the provision of home-grown solutions to tackling implementation challenges for Africa's sustainable development.
4. We also note that African think tanks can and should contribute in supporting African countries given that they are recognized as being able to provide sound and world-class policy research, advice and advocacy on the challenges facing our continent. Their expertise should therefore be trusted and supported as well as fully utilized.

African think tanks and contribution to tackling implementation of policies and programs

5. We reiterate our deep concern about the consensus that African countries, regional economic communities (RECs) and continental bodies have many well-crafted policies and programs, but the majority are not effectively implemented.
6. We acknowledge the issues highlighted in the various sessions of the 2019 Africa Think Tank Summit – in terms of necessity of capacities at the policy design, front-line implementers, and resource levels as well as coordination at the local, national, regional and continental levels.
7. We urge African governments to pay attention to issues such as the lessons learned from the private sector and the solutions proposed via South-south cooperation to effectively succeed in implementing policies and programs.
8. We recognize that African think tanks, if given more support in view of their role in shaping policy and public life, have a key role to play in contributing in tackling policies and programs implementation issues.

9. We commit to continue providing advice on the policy options and innovative solutions available to successfully tackle policies and programs implementation issues challenges using knowledge and networking while expanding our outreach to policy actors and making our research in the area accessible.
10. We urgently call on African governments, private sector, and other non-state actors to collaborate with think tanks so that home-made solutions are provided to policies and programs implementation challenges.
11. We also call for on think tanks and policy makers as well as other stakeholders to work together to strengthen the research-to-policy linkage, which is critical for Africa's development and the implementation challenges.
12. We call for and reiterate on the need for a transformative leadership at all levels and sectors which is key to successful implementation of development projects and programs.

Supporting African think tanks to better tackle policies and programs implementation issues

13. We note that the policies and programs implementation challenges can be associated with the insufficient operational capacity for managing the development process as well as challenges in harmonizing policies at the national, regional and continental levels.
14. We acknowledge that to better contribute in tackling the implementation issues, African think tanks need also to be supported and their own challenges addressed. While think tanks should make all efforts to ensure their sustainability, African governments are called upon to institutionalize the support to think tanks through the provision of political and financial support as well as conducive environment.
15. We call for continued support to ACBF and other supporters of think tanks to enable them create new think tanks where needed, strengthen the capacities of existing ones and ensure that platforms such as the Africa Think Tank Summits are convened, and networks such as the Africa Think Tank Network are sustained while the recommendations of the Summits are brought to the attention of the African Union Head of State and Government Meetings.

Moving forward

16. We, think tanks and delegates, note that the 2019 Africa Think Tank Summit provided a unique opportunity for open and comprehensive discussions on a wide range of critical issues in Africa, key among them are policies and programs implementation challenges and the role of think tanks, which will facilitate the development of mutually agreed solutions.
17. We are committed to support and contribute to the African research agenda on implementation of policies and programs and the establishment of the Alliance for Implementation Capacities proposed during this 2019 Africa Think Tank Summit and call on African governments, the private sector, civil society organizations and all other stakeholders to join ACBF and its partners in implementing the proposals.
18. We call upon ACBF, as the specialized Agency of the African Union for capacity development, to coordinate the development of a capacity development program on implementation of policies and programs in Africa.

ANNEX 2:

AGENDA OF THE 2019 AFRICA THINK TANK SUMMIT

Wednesday, 24 April 2019	
08h30-09h30	Registration
	Master of ceremony: Prof. Gituro Wainaina, School of Economics; University of Nairobi
09h30-10h10	Opening ceremony
	<ul style="list-style-type: none"> • Dr. Rose Ngugi, Executive Director, KIPPRA • Ms. Florence Nazare; Head of Capacity Development Division, AUDA-NEPAD • Prof. Kevin Chika Urama; Senior Director, African Development Institute, AfDB • Dr. Robert Ochola; Director and Global Head, Strategy and Innovation, Afreximbank • Prof Emmanuel Nnadozie; Executive Secretary, ACBF • Mr. Erastus Mwencha; Chair of Executive Board, ACBF • Hon. Henry K. Rotich; Cabinet Secretary, National Treasury and Planning & APRM Focal Point, Kenya
10h10-10h30	Keynote address on "Implementation of policies in Africa: setting the scene to understand the issues" – Prof. Adebayo Olukoshi; Regional Director for Africa and West Asia, International Institute for Democracy and Electoral Assistance (International IDEA)
10h30-11h30	Coffee break and group photo (Partners Press Conference)
11h30-13h00	Plenary 1: Panel discussion on "Implementation of policies in Africa: key stakeholders views on the challenges and opportunities for think tanks"
	Well-crafted plans, policies and strategies have not been successfully met against their intended transformational impacts. What are the recurring reasons why well-crafted development frameworks have not been successfully implemented? What are the main challenges facing African countries regarding implementation? What are the specific implementation issues faced by countries? What are the critical capacity gaps (human, institutional and enabling environment) related to implementation for current plans such as Agenda 2063 and the SDGs, Regional Economic Communities strategic plans, and countries' Visions?
Moderator: Mr. Jacob Gyamfi-Aidoo; Executive Director, Transformative Development Capacity	
	Panelists: <ul style="list-style-type: none"> • Dr. Judith Kamoto; Senior lecturer & Deputy-dean, Faculty of Natural Resources, Lilongwe University of Agriculture and Natural Resources • Dr. Emmanuel Akwetey; Executive Director, IDEG • Dr. Ibrahim Kasiry; Director Research, EPRC • Mr. Lamin Momodou Manneh; Director, Regional Service Center for Africa, UNDP • Mr. Gabriel Negatu; Director General, Eastern Africa, AfDB
	Interaction with participants
13h00-14h00	Luncheon, sponsored by KIPPRA & the Republic of Kenya
14h00-15h00	"Peer Assist" Session
Moderator: Dr. Barassou Diawara, Knowledge Management Expert, ACBF	
	Junior and young professionals/fellows/interns present research papers they are authoring for a "Peer Assist"
15h00-17h00	Working Sessions – Sharing experiences on how to tackle implementation challenges at the national, regional and continental levels
	[Coffee served at tables]
Working session 1. Experiences at the national level	
	Various solutions have been proffered to improve the implementation landscape in Africa including the need for better data, monitoring and evaluation, synergy and coordination. Are there specific cases/examples of how implementation challenges have been addressed in some countries? What works, and why? What can we learn from successful countries? What are the human and institutional capacities as well as enabling environment needed to foster better implementation of policies and programs at the country level? What are the new existing ideas and experiences from countries which have been successful in implementing policies and programs?
Moderator: Mr. Enrique Mendizabal, Director, On Think Tank	

	<p>Speakers:</p> <ul style="list-style-type: none"> • Prof Adla Ragab; Director of CEFRS, Faculty of Economics & Political Science, Cairo University, Egypt • Dr. Mor Seck, Director of the Senegal Distance Learning Centre & Member of ACBF Executive Board • Dr Adeniran Adedeji; Senior Research Fellow CSEA, Nigeria • Ms. Eugenia Kayitesi; Executive Director, IPAR-Rwanda
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Working session 2. Experiences at the regional level	
	Regional solutions have been proffered to improve the implementation landscape in Africa. Are there examples of how implementation challenges have been addressed in some Regional Economic Communities? What works, and why? What are the human and institutional capacities as well as enabling environment needed to foster better implementation of policies and programs at the regional level?
Moderator: Mrs. Judica Amri-Lawson; Chairperson, Pan-African Centre for Policy Studies (PACPS), Tanzania	
	<p>Speakers:</p> <ul style="list-style-type: none"> • Amb. Peter G. Robleh; Chairperson of Board of Directors, Horn Economic and Social Policy Institute (HESPI) • Dr. Daniel Kabore; Executive Director, CAPES, Burkina Faso • Ms Sara Hamouda; Research Analyst, APRM • Mr. Jalal Abdellatif, Head of Governance and Human Security Cluster, Capacity Development Division, ECA & Senior Fellow, Policy Center for the New South
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Working session 3. Experiences at the continental level	
	Solutions have been proffered at the continental level to improve the implementation landscape in Africa. What are the specific examples of how implementation challenges have been addressed in some areas? What works, and why? What are the human and institutional capacities as well as enabling environment needed to foster better implementation of policies and programs at the African continental level?
Moderator: Dr. Gibson Chigumira; Executive Director, ZEPARU	
	<p>Speakers:</p> <ul style="list-style-type: none"> • Prof Richard M. Mkandawire; Director, Africa Secretariat Alliance for African Partnership (AAP) & Chairperson, Malawi National Planning Commission • Mr. Sameh Hussein; Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank (IsDB) • Mr. Hopestone Kayiska Chavula; Economist, Macroeconomic Policy Division, ECA • Ms. Rutendo Nazare; Researcher, Economic Governance, APRM
	Interaction with participants
Thursday, 25 April 2019	
	Master of ceremony: Mr. Joshua Laichena, Policy Analyst, KIPPRA
08h30-09h00	Recap of Day 1
09h00-09h30	Keynote speech by Dr Robert Ochola (Director and Global Head for Strategy and Innovation, Afreximbank) on "Implementation of the African Continental Free Trade Area (AfCFTA): lessons and outlook from Afreximbank"
09h30-11h00	High-Level Panel on "How to build the capacities of think tanks to support the implementation of policies in Africa"
	Think tanks, in view of their mandate and role, could work collaboratively in generating and sharing knowledge on what works and does not, and developing appropriate interventions to help understand but also provide solutions to the implementation challenges faced by African countries. What sort of human capacity is needed for think tanks to enhance implementation? What sort of institutional factors enable or constrain think tanks in supporting the implementation of policies and programs? What need to be done to better support think tanks?
Moderator: Prof. Emmanuel Nnadozie, Executive Secretary, ACBF	
	<p>Panelists:</p> <ul style="list-style-type: none"> • Prof. Fortunata Makene; Head, Department Strategic Research and Publications, ESRF, Tanzania • Dr Thomas C. Munthali; Director, Malawi National Planning Commission, Malawi • Dr. Heba Gamal Eldin; Lecturer, Comparative Politics, Institute of National Planning, Egypt • Mr. Aliou Faye; Director, CEPOD (Senegal)
	Interaction with participants
11h00-11h30	Coffee break

11h30-13h00	Working session on "How to build implementation capacities in Africa: role of think tanks"
Working session 4. Building the capacities at the level of policy design	
	The problem of low implementation of policies and programs seems to be explained by the fact that while they describe the 'what' (of issues being faced), they do not respond to the 'how' to do things in a practical way. The policy-makers and actors designing policies need therefore to explain the 'how' in the sense that the primary focus of strategies is putting policy into action and effect. What types of human and institutional capacities are needed at the policy design level? How to build the human and institutional capacities at the level of policy design? What environmental setting needs to be in place and how to ensure its effective functioning?
Moderator: Mr. Lamin Momodou Manneh; Director, Regional Service Center for Africa, UNDP	
	Speakers: <ul style="list-style-type: none"> • Dr. Thomas Rayedé Ouédraogo; Director, Centre pour la Gouvernance Démocratique du Burkina Faso • Dr. Abraham Awolich; Senior Policy Analyst & Director of Management and Administration, Sudd Institute (South Sudan) • Ms Memory Kachambwa; Executive Director, FEMNET, Kenya • Mr. Enrique Mendizabal; Director, On Think Tank
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Working session 5. Building the capacities at the level of implementers at the front lines	
Moderator: Ms. Ann Sow Dao; Chief Capacity Development Coordinator, Vice Presidency for Economic Governance & Knowledge Management, AfDB	
	Speakers: <ul style="list-style-type: none"> • Dr. Claudious Chikozho; Research Director, African Population and Health Research Center, Kenya • Dr. Aba Obrumah Crentsil; Research Fellow, ISSER, Ghana • Mr. Boniface Nzonikoua; Coordinator, Centre de Recherche et Appui au Développement, CAR • Ms. Amani Aimtonga Makawia; Treasurer of the African Community of Practice (AfCoP), Tanzania
	Interaction with participants
	While policies are set at the strategic level, "street-level" bureaucrats are in charge of the day-to-day decisions and actions for the effective implementation of policies and programs. What type of capacities do they need to ensure that they understand and pursue the objectives of the policies set at the strategic level? What does it mean to be left behind in different contexts? What kind of capacities implementers need to ensure that no one is left behind? What are the reforms public services, and officials need to implement to ensure that those being left behind have appropriate access to quality services?
	Conclusions and key recommendations to be shared during plenary (26 April)
Working session 6. Building the capacities for the availability of funding and resources	
	An important aspect of policy and program implementation is the access to available funding and resources. While the availability of resources alone will not generate success, without it, it will be challenging to mobilize other aspects of an implementation strategy. What is needed for African countries to mobilize the required resources to implement the policy and programs? What types of capacities are needed and how to build them? What are the innovative ways to enable countries mobilize the required resources for the successful implementation of policies and programs?
Moderator: Dr. Thabo Sacolo; Acting Executive Director, ESEPARC, Eswatini	
	Speakers: <ul style="list-style-type: none"> • Prof. Kevin Chika Urama; Senior Director, African Development Institute, AfDB, Côte d'Ivoire • Prof. Mekki Medani Elshibly; Executive Director, Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa, Sudan • Dr. Arthur Bainomugisha; Executive Director, ACODE, Tanzania • Mr. Mohammed Harouna; Director, International Economic Relations, Ministry of Finance, Nigeria
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
13h00-14h30	Luncheon, sponsored by KIPPRA & the Republic of Kenya

14h30-16h00	Side-events by partners
Side event 1 by KIPPRA and OECD Development Centre on “Learning from the private sector: challenges and proposed solutions for effective implementation of policies”	
	The side-event will seek to find solutions to the following overarching question: how to best implement key policy actions to boost the productive capacity of African firms? More specifically, it identifies the main areas that regional policy can target to support private sector development in Africa, and how to articulate regional policies with national strategies. A number of related questions arise, for example: (1) What are the challenges and opportunities for the private sector to contribute to Africa’s sustainable development? How can its role be enhanced? (2) What policy features can incentivize lead firms/MNCs to transfer skills and technology to local firms? (3) How to ensure consistency of policies and their implementation, e.g. in the provision of public goods to business clusters? (4) What are the policy “quick wins” and how to balance them with long-term policy implementation?
Moderator: Prof Bernadette Dia Kamgnia; Deputy Director, CAPEC (Côte d’Ivoire)	
	Panel speakers: <ul style="list-style-type: none"> • Dr Arthur Minsat; Head of Unit for Europe, Middle-East and Africa, OECD Development Centre • Ms. Carole Kariuki; Chief Executive Officer, Kenya Private Sector Alliance (KEPSA) • Ms. Phyllis Wakiaga; Chief Executive Officer Kenya Association of Manufacturers (KAM)
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Side event 2 by KIPPRA on “How Kenyan Think Tanks can support the government in implementing the Kenya’s Big 4 agenda”	
	The proposed key questions for this side-event include but not limited to the following: (1) What are the challenges in implementing the Big Four Agenda, and what type of support should think tanks provide to help government overcome these challenges? (2) What practical solutions can think tanks provide to government to help in overcoming implementation challenges being faced in translating the Big Four Agenda into a reality? (3) With specific examples, what solutions can think tanks provide the government to enable the realization of the universal health coverage agenda? (4) With respect to the agricultural sector, what specific things should think tanks to do to support government in realizing food security? (5) What platforms and mechanisms has government put in place to facilitate think tanks to provide the solutions and the support it requires? (6) How are think tanks using the available platforms/mechanisms to develop and provide solutions to support the government in implementing the Big Four Agenda? (7) What does the government need to do to facilitate think tanks to provide the solutions and support it needs to implement the Big Four Agenda? (8) How should think tanks change or recast their operations and engagement in order to effectively practical solutions and support the government in implementing the Big Four Agenda?
Moderator: Prof. Gituro Wainaina; Professor, School of Economics; University of Nairobi, Kenya	
	Key speaker: Dr Julius Muia EBS; Principal Secretary, The National Treasury and State Department for Planning, Kenya
	Panel Speakers <ul style="list-style-type: none"> • Dr. Rose Ngugi; Executive Director, KIPPRA, Kenya • Prof. Gilbert Kokwaro; Health Expert, Kenya • Dr. Milton Ayieko; Director, Tegemo Institute, Kenya • Prof. John Kofi Baffoe; Executive Director, GEPARI, Ghana
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Side event 3 by KIPPRA on “Lessons and opportunities for Think Tanks in supporting RECs to implement development agenda”	
	African countries have recognized the need to foster regional integration through the Regional Economic Communities (RECs) – which are the building blocks. What can think tanks do to contribute to the integration of the continent through the RECs? What are the possible roles of think tanks in ensuring that capacities of RECs are strengthened? What can think tanks do to support monitoring and evaluation of progress of the various RECs programs? What is the role of think tanks in providing critical technical skills to RECs? Are there good practices, lessons learned and innovative strategies that can be shared?
Moderator: Mr. Awel Uwhianganye, Associate Director at the Africa Strategic Leadership Centre (ASLC)	
	Speakers: <ul style="list-style-type: none"> • Dr. Tebogo Seleka; Executive Director, BIDPA, Botswana • Dr. Abdoulaye Dramane; Director, CAPOD, Benin • Mr. Barnabé Okouda; Executive Director, CAMERCAP-PARC, Cameroon • Mr. Guled Salah Barre; Executive Director, Somali Institute for Development and Research Analysis
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)

Side event 4 by the Islamic Development Bank (IsDB) on “Presenting the First Africa Regional Report on South-South Cooperation”	
	The IsDB has published “Development Through Sharing” which draws upon experiences around the world, reflecting how communities in the Southern Hemisphere exchange their knowledge, expertise, technology and resources to expand their capacities and devise solutions for their autonomous development. This side-event will respond to among other issues, the following questions. What are the key findings and recommendations of the Report? What are the lessons learned? How can partnerships be built toward the implementation of the recommendations as well as the replication of good practices?
Moderator: Dr Robert Nantchouang; Director, a.i. Knowledge and Learning Department, ACBF	
	Speakers: <ul style="list-style-type: none"> • Mr. Sameh Hussein; Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank (IsDB). • Mrs. Orria Goni Delzangles; South-South Cooperation and Development Effectiveness Advisor, Regional Service Center for Africa, UNDP • Mr. Lamin Momodou Manneh; Director, Regional Service Center for Africa, UNDP • Ms. Florence Nazare; Head of Capacity Development Division, AUDA-NEPAD
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Side event 5 by OTT-TTI (On Think Tanks & Think Tank Initiative) on “What can thinktanks do to help address the policy design-implementation gap?”	
	The idea behind this session builds on the observation that some policies are bound to fail even before the implementation process kicks off because of critical, yet often discounted, design issues. Particularly, there may be challenges that impede the design process such as: data and evidence limitation; a poor understanding of the problem and its causes, leading to inappropriate policy implementation instruments; disconnect between the policy designers and implementers, cultural disconnect between the designers and the intended beneficiaries, group think, among others. Some of the questions to be addressed include but are not limited to the following. What is the role of think tanks in setting policy agendas? What is their role and what do they do in the policy implementation preparation stage for a better policy design? Can think tanks help create or find a place within existing policy delivery units that track and promote progress of policy implementation? Can think tanks play a role in influencing, not only design, but implementation of policies?
Moderator: Mr. Enrique Mendizabal (FRSA), Director, On Think Tanks	
	Panelists: <ul style="list-style-type: none"> • Mr. Joseph Ishaku; Research Associate, Centre for the Study of the Economies of Africa (CSEA), Nigeria • Ms. Fouty Allasane Fall; Research Assistant, Consortium Pour La Recherche Economique Et Sociale (CRES), Senegal • Ms. Sulamba Shaban; Chief Administrative and Finance Manager, Science, Technology and Innovation Policy Research Organisation (STIPRO), Tanzania.
	Interaction with participants
	Conclusions and key recommendations to be shared during plenary (26 April)
Side event 6 by the Institute for Security Studies (ISS), the Kenya Business Guide (KBG) and the Hanns Seidel Foundation (HSF) on “Structural transformations for a prosperous African future: forecasting future prospects of African countries”	
	This side event will present and curate a discussion around the joint project by ISS, KBG and HSF to forecast the future prospects of African countries. The African Futures and Innovation program at ISS and the KBG, with full HSF support has carried forecasting using the International Futures System model. Some of the key questions to be responded include but are not limited to the following. What is the model is about? What are the key findings and recommendations of the Report? How can it be adopted to the Kenyan economy? What are the different aspects of Kenya’s development planning and the use of forecasting data as a tool in promoting better policy planning? How can the report and development forecasting be used to support the implementation of the Vision 2030 and Big Four Agenda?
Moderator: Dr. Roba D. Sharamo; Director, ISS Addis Ababa Office	
	Presentation 1 by Mr. Sahil Shah (Project Lead, Kenya Business Guide) on ‘Kenya to 2030 and Beyond: Strategies for Sustainable Development’ Discussant: ODP Presentation 2 by Ms. Stellah Kwesi (Researcher, African Futures and Innovation programme, ISS) on ‘Ethiopia report and future prospects of African countries’ Discussant: Ms. Uta Staschewski (Regional Representative, Hanns Seidel Foundation)
	Open discussion
	Wrap-up
16h00-16h15	Coffee break

16h15-17h45	Breakaway sessions on “Practical solutions for tackling policy implementation in Africa” – 4 breakaway sessions
Breakaway session 1 “Setting the research Agenda for policy implementation in Africa”	
	Efforts toward effective and successful implementation of policies and programs needs to be supported by the availability of knowledge as well as an adequate research agenda. In improving implementation capacities in Africa, what should be the next steps? What are the research areas suggested by think tanks?
	Chair: Prof Witness Simbanegavi; Director of Research, AERC
	Rapporteur: Ms. Florine Mwiti, Young Professional, KIPPRA
	Lead discussants: <ul style="list-style-type: none"> • Dr. Lilian Kirimi; Senior Research Fellow, Tegemeo Institute of Agricultural Policy and Development, Egerton University • Dr. Lufingo Mwamakamba; Policy Advocacy and Partnerships Manager, FANRPAN • Dr Emmanuel Akwetey; Executive Director, IDEG
	Contributions
	Conclusions and key recommendations to be shared during plenary (26 April)
Breakaway session 2 “Sharing the innovative solutions and initiatives for the effective implementation of policies”	
	The implementation of policies and programs is a complex undertaking needing to continuously think about how data and evidence could play a role in improving the process. Knowledge and experience sharing are needed to inform the implementation processes. What are the solutions offered by think tanks?
	Chair: Dr. Deo Ngendakumana; Executive Director, IDEC, Burundi
	Rapporteur: Mr Dennis Kyalo, Young Professional, KIPPRA
	Lead discussants: <ul style="list-style-type: none"> • Dr. Eugenia Kayitesi; Executive Director, IPAR-Rwanda • Dr. Denis Foretia; Director, Nkafu Policy Institute, Cameroon • Mr. Jose Guamba; Executive Director, CEEG, Mozambique
	Contributions
	Conclusions and key recommendations to be shared during plenary (26 April)
Breakaway session 3 ‘Alliance for Implementation Capacity in Africa’	
	The purpose of the Session is to bring together selected stakeholders and potential partners to discuss and contribute ideas for the possible formation of an ‘Alliance for Implementation Capacity in Africa’. Specific objectives of the meeting would be to: (1) share information about the Implementation Capacity Imperative with potential partners; (2) secure buy-in from potential partners and collaborators, and lay the foundation for building core institutional structures for the initiative; (3) elicit input into the proposed framework and structure of the Implementation Capacity Imperative; and (4) secure indicative commitments for participation, collaborative roles, and agree on initial working arrangements for the Alliance.
	Facilitator: Mr. Jacob Gyamfi-Aidoo, Executive Director, Transformative Development Capacity
	Discussants: <ul style="list-style-type: none"> • Prof Isaac Minde; Associate Director, Alliance for African Partnership (AAP) • Prof. Kevin Chika Urama; Senior Director, African Development Institute, AfDB • Dr. Robert Nantchouang; Director, a.i. Knowledge and Learning Department, ACBF • Dr Robert Ochola; Director and Global Head for Strategy and Innovation & Dr. Raymond Boumbouya; Senior Economist, Research and International Cooperation Department, Afreximbank • Dr Rose Ngugi; Executive Director, KIPPRA • Ms. Florence Nazare; Head, Capacity Development Division, AUDA-NEPAD
	Contributions
	Conclusions and key recommendations to be shared during plenary (26 April)
Breakaway session 4 “Future plans offered by think tanks to support the implementation of policies in Africa”	
	In improving implementation capacities in Africa, what should be the next steps? What kind of partnerships can be harnessed from the Summit to support the implementation process and strengthen implementation capacities? What types of capacities are required? How can deliberations from the Summit be communicated to country, regional and continental leadership? How can we guarantee that actions are taken to ensure effective implementation of the Agendas in Africa? Can a continent-wide movement and platform of think-tank practitioners be built from the Summit to support the implementation of development agendas, starting from national development plans?
	Chair: Mr. Jason Rosario Braganza, Deputy Executive Director, TJNA
	Rapporteur: Mr. Kenneth Malot, Young Professional, KIPPRA

	<p>Lead discussants:</p> <ul style="list-style-type: none"> • Prof. Leonard Chukuma Johnson; Professor (faculty specialist), Department of Statistics and Probability, Michigan State University • Dr Assefa Admassie, Executive Director, Ethiopian Economics Association • Dr Christian Pout, Chairman, CEIDES • Mr. Cheikh Baye Beddy, Deputy Director, CMAP, Mauritania
	Contributions
Friday, 26 April 2019	
	Master of ceremony: Mr. Joshua Laichena, Policy Analyst, KIPPRA
08h30-08h45	Keynote speech by Dr. McBride Nkhalamba (Head of Division, Research and Development at APRM) on “Participatory Governance in APRM Country Reviews- Think Tanks Contribution for Effective Implementation”
08h45-11h30	“Knowledge Mela” – Showcasing think tanks best practices and innovations.
	Eight think tanks showcase their innovations in a 3-part process – walk-around; table discussions; report-backs
	Facilitator: Ms. Madvee Muthu, Knowledge Management Expert, ACBF
11h30-12h00	Working sessions, side-events and breakaway sessions’ recommendations
	This Session is plenary session summarizing all key outcomes and recommendations from all the working sessions, side-events and breakaway sessions.
12h00-12h30	Communiqué
12h30-13h00	Future plans and closing remarks
	This is the Official closing ceremony providing the opportunity for organizers and representatives of partners and key stakeholders to deliver their concluding remarks and takeaway and any future plans with respect to the recommendations as well as the next Summit.
	<ul style="list-style-type: none"> • Dr. Rose Ngugi; Executive Director, KIPPRA • Mr. Sameh Hussein; Senior Regional Coordinator of Technical Cooperation in Africa, Islamic Development Bank (IsDB) • Dr. Robert Ochola; Director and Global Head, Strategy and Innovation, Afreximbank • Prof Emmanuel Nnadozie; Executive Secretary, ACBF • Hon. Nelson Gaichuhie; Chief Administrative Secretary, National Treasury and Planning, Kenya
13h00-14h00	Luncheon sponsored by KIPPRA & the Republic of Kenya
Afternoon – Free & departure	

ANNEX 3:

LIST OF PARTICIPANTS

	PARTICIPANT NAME	POSITION	INSTITUTION	COUNTRY
1.	Abdoulaye Dramane	Directeur General	Centre d'Analyse des Politiques de Developpement (CAPOD)	Benin
2.	Abraham Awolich	Acting Executive Director	The Sudd Institute	South Sudan
3.	Adam Ongoh		Government of Kenya	Kenya
4.	Adebayo Olukoshi	Regional Director	International IDEA	Ethiopia
5.	Adeniran Adedeji	Senior Research Fellow	Center for the Study of Economies of Africa (CSEA)	Nigeria
6.	Adla Ragab	Professor of Economics and Director of CEFRS	Cairo University	Egypt
7.	Aimtonga Makawia	Treasurer	AfCoP	Tanzania
8.	Alex Ndung'u Njeru	Policy Engagement	KEMRI-WELLCOME	Kenya
9.	Alfred Nyambane	Research Officer	African Technology Policy Studies Network	Kenya
10.	Aliou Faye	Directeur	Centre d'Etudes, de Politiques pour le Developpement (CEPOD)	Senegal
11.	Alvin Mosioma	Executive Director	Tax Justice Network Africa	Kenya
12.	Amos Oketch	Finance Manager	ILED	Kenya
13.	Andrew Othieno	Economist	Office of the Prime Minister	Uganda
14.	Angela Valarie	Programme Officer	Girl Child Network	Kenya
15.	Anidaso Shormeh Gyamfi-Aidoo	Office Manager	Transformative Development Capacities	South Africa
16.	Ann Kingiri	Senior Research Fellow	African Centre for Technology Studies (ACTS)	Kenya
17.	Ann Sow Dao	Chief Capacity Development Coordinator	African Development Bank	Cote d'Ivoire
18.	Anne Gitonga	Senior Policy Analyst	KIPPRA	Kenya
19.	Arthur Bainumugisha	Executive Director	Advocates Coalition for Development and Environment (ACODE)	Uganda
20.	Assefa Admassie	Executive Director	Ethiopian Economic Policy Research Institute	Ethiopia
21.	Awel Deko	Intern	The Horn Institute	Kenya
22.	Awel Uwhanganye	Associate Director	Africa Strategic Leadership Centre	Uganda
23.	Barassou Diawara	Knowledge Management Expert	African Capacity Building Foundation	Zimbabwe
24.	Barnabe Okouda	Directeur Executif	CAMERCAP-PARC	Cameroun
25.	Beatrice Mwangi	Economist	National Treasury	Kenya
26.	Bernadette Kamgnia	Deputy Director	CAPEC	Cote d'Ivoire
27.	Bright Masakha Wekesa	Economist	National Treasury	Kenya
28.	Carolyn Mwangi	Economist	National Treasury	Kenya
29.	Charity Juma	Economist	National Treasury	Kenya
30.	Cheikh Baye Beddy	Coordonnateur Adjoint	Centre Mauritanien d'Analyse de Politiques (CMAP)	Mauritanie
31.	Chika Kevin Urama	Senior Director, African Development Institute	African Development Bank	Cote d'Ivoire
32.	Chripine Owino	Programme Officer	Institute of Economic Affairs	Kenya

33.	Christian Edmond Bepi Pout	President	Centre africain d'Etudes Internationales, Diplomatiques et Stratégiques (CEIDES)	Cameroun
34.	Christine Kyende			Kenya
35.	Christine Sadia	National President	Kenya Medical Women's Association	Kenya
36.	Claudious Chikozho	Research Director	Africa Population Health Research Centre	Kenya
37.	Daniel Boateng	Intern	CRIA	Ghana
38.	Daniel Omanyoo	Policy Analyst	KIPPRA	Kenya
39.	Daniel Pato Kabore	Executive Director	CAPEP	Burkina Faso
40.	David Ameyaw	President	ICED	Kenya
41.	David Minja	Chair, Public Policy and Administration	Kenyatta University	Kenya
42.	Denis Foretia	Co-Chair	Nkafu Policy Institute	Cameroun
43.	Dennis Kyalo	Young Professional	KIPPRA	Kenya
44.	Dennis Mvito	Officer	EMG	Kenya
45.	Deo Gumba	Senior Researcher	ISS	Kenya
46.	Deo Ngendakumana	Directeur	IDEC	Burundi
47.	Diana Alando Oyugi	Mediator	Wasilianahub Mediators Africa Director, Globe Solute	Kenya
48.	Dominic Byarugaba	Ag Executive Director	African Institute for Capacity Development (AICAD)	Kenya
49.	Edward Kusewa	Senior Economist	St Paul's University	Kenya
50.	Elijah Onyancha	Principal Economist	Ministry of Education	Kenya
51.	Eliud Moyi	Senior Policy Analyst	KIPPRA	Kenya
52.	Elizabeth Kahurani	Communications and Policy Engagement Manager	African Institute of Development	Kenya
53.	Emmanuel Akwetey	Executive Director	IDEG	Ghana
54.	Emmanuel Nnadozie	Executive Secretary	African Capacity Building Foundation	Zimbabwe
55.	Enock M. Mwenga	Photography		Kenya
56.	Enrique Mendizabal	Director	On Think Tanks	Peru
57.	Eric Ronge	Director, Research and Policy	Telposta TWRS	Kenya
58.	Erick Mwirigi	Programme Officer	Council of Governors	Kenya
59.	Eugene Akaa	Research Officer	Parliament of Kenya	Kenya
60.	Eugenie Kayitesi	Executive Director	Institute of Policy Analysis and Research-Rwanda (IPAR-Rwanda)	Rwanda
61.	Eunice M'mboga	Administration Head: Human Resource and Strategic	Uwezo Fund Oversight Board	Kenya
62.	Evelyn Bengal	Economist	Ministry of Education	Kenya
63.	Ezekiel Murithi	Communication Officer	Kenya Business Guide	Kenya
64.	Faith Chelangat	Research Programmes	Katiba Institute	Kenya
65.	Faqaaraddin Mehmood	Regional Coordinator - Technical Cooperation Asia Region	Islamic Development Bank (IsDB)	Kingdom of Saudi Arabia
66.	Florence Nazare	Head, Capacity Development Division	AUDA-NEPAD	South Africa
67.	Fortunate Makene	Head, Department Strategic Research and Publications	Economic and Social Research Foundation	Tanzania
68.	Founty Alassane Fall	Assistante de Recherche	Consortium pour la recherche économique et sociale (CRES)	Senegal
69.	Francis Nyagaka	Secretary	Kenya Environment and Waste Management	Kenya
70.	Gabriel Negatu	Director General, Eastern Africa	African Development Bank	Kenya
71.	George Wanjau	Economist	Ministry of Transport	Kenya

72.	Gibson Chigumira	Executive Director	ZEAPRU	Zimbabwe
73.	Gideon Too	Senior Associate	Busara Center for Behavioral Economics	Kenya
74.	Hassan Ahmed Said	Director	Samaddon Institute for Piece and Strategic Institute	Kenya
75.	Hassan Khannenje	Director	Horn International Institute for Strategic Studies	Kenya
76.	Heba Gamal Eldin	Lecturer, Comparative Politics, Planning Techniques Research Centre	Institute of National Planning	Egypt
77.	Hopestone Chavula	Economist	UNECA	Ethiopia
78.	Ibrahim Kasirye	Director of Research	Economic Policy Research Centre (EPRC)	Uganda
79.	Irene Musau	Communication Department	Uwezo Fund	Kenya
80.	Isaac Joseph Minde	Policy Analyst	Michigan State University	Tanzania
81.	Jacob Gyamfi-Aidoo	Executive Director	Transformative Development Capacities	South Africa
82.	Jame Gichuki	Lecturer	Karatina University	Kenya
83.	James Muguna	Researcher	Parliament of Kenya	Kenya
84.	Jason Braganza	Deputy Director	Tax Justice Network Africa	Kenya
85.	Jessica Ndubi	Senior Research Scientist	KALRO	Kenya
86.	Joe Garmondyu Greaves	Policy Research Associate	Liberia Macroeconomic Policy Analysis Centre	Liberia
87.	John Gatere	Assistant Director	State Department for Trade	Kenya
88.	John Kimani	Chief Economist	Ministry of Transport and Infrastructure	Kenya
89.	John Kofi Baffoe	Executive Director	Ghana Economic Policy Analysis and Research Institute (GEPARI)	Ghana
90.	John Maguke	Animal Department	Ministry of Agriculture	Kenya
91.	John Tana	Associate	Adida and Co Advocates	Kenya
92.	Jose Guamba	Executive Director	Centre of Economics and Management Studies	Mocambique
93.	Joseph Gachambi	Legal Officer	Kenya Law Reform Commission	Kenya
94.	Joseph Ishaku	Research Associate	Centre for the Study of the Economies of Africa (CSEA)	Nigeria
95.	Joseph Mwangi	Director	Vision 2030 Youth	Kenya
96.	Josephat Juma	Think Tanks Forum Coordinator	Inter Region Economic Network	Kenya
97.	Joshua Laichena	Policy Analyst	KIPPPRA	Kenya
98.	Joy Kiiru	Senior Lecturer	University of Nairobi	Kenya
99.	Joy Kiptim	Public Engagement and Communication Officer	KEMRI-WELLCOME	Kenya
100.	Judica-Amri Lawson	Chairperson	Pan African Centre for Policy Studies	Tanzania
101.	Judith Kamoto	Deputy Dean	Lilongwe University of Agriculture and Natural Resources	Malawi
102.	Juliet Ajwang	Legal Officer	Kenya Law Reform Commission	Kenya
103.	Kabiru Wangari	Lead	Wasilianahub Mediators Africa	Kenya
104.	Karuti Kanyinga	Director	IDS, University of Nairobi	Kenya
105.	Kelvin Akisa	Communication Department	Uwezo Fund Oversight Board	Kenya
106.	Kennedy Tegeret	Principal Economist	State Department of Interior	Kenya
107.	Kenneth Bondi	Research	NCRC	Kenya
108.	Kenneth Mwaria	Legal Officer	Kenya Law Reform Commission	Kenya
109.	Kitoi Johnstone	Executive Officer	Maendereo Ya Wanake Org	Kenya
110.	Lamin Manneh	Regional Director	Regional Service Center for Africa; United Nations Development Programme	Ethiopia
111.	Leonard Chukuma Johnson	Professor (Faculty Specialist)	Department of Statistics and Probability (STT), Michigan State University	United States of America

112.	Lilian Kirimi	Senior Research Fellow	Tegemeo Institute of Agricultural Policy and Development, Egerton University	Kenya
113.	Lufingo Mwamakamba	Policy Advocacy and Partnerships Manager	Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)	South Africa
114.	Margaret Aduol	Project Officer	Centre for Research and Technology Development	Kenya
115.	Margaret Nyenga	Mediator	Wasilianahub Mediators Africa	Kenya
116.	Marjorie Moraa Okora	Business Development Officer	The African Capacity Building Foundation	Kenya
117.	Mary Morara	SDI-IWM	MOALFI- State department for Irrigation	Kenya
118.	Maureen Gitau	Policy and Legislative Affairs Officer	Global Communities	Kenya
119.	McBride Nkhalamba	Head of Division, Research and Development	African Peer Review Mechanism	South Africa
120.	Mekki El Shibly	Executive Director	Mahmoun Beheiry Centre	Sudan
121.	Memory Kachambwa	Executive Director	FEMNET	Kenya
122.	Mercy Kamau	Director	Tegemeo	Kenya
123.	Mitchelle Apiyo	Legal Officer	Kenya Law Reform Commission	Kenya
124.	Mor Seck	Secretary General	Museum of Black Civilizations	Senegal
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183.	Washington DC Mucira	Intern	Wasilianahub Mediators Africa	Kenya
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185.	Willis Maganda	Under Secretary	Ministry of East African Community and Regional Development	Kenya
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187.	Winnie V. Mutullah	Research Professor	University of Nairobi, IDS	Kenya

ANNEX 4: SPONSORS





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