INTERNATIONAL CONFERENCE ON THE EMERGENCE OF AFRICA (ICEA)

THE PROCEEDINGS OF THE 3RD EDITION OF THE INTERNATIONAL CONFERENCE ON THE EMERGENCE OF AFRICA (ICEA)

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Executive Summary

The third edition of the ICEA was a forum to deepen reflections on the involvement of national private sectors as a necessary condition for the success of African emergence plans through a strong, resilient and inclusive growth, which values the potentials of the territories. Firmly set for the search of practical solutions to problems and challenges related to effective implementation of emergence processes in Africa, the International Conference on the Emergence of Africa was established as a platform for discussion to stimulate the debate on the conditions of emergence of African countries. A feature of this edition was of a high-level panel bringing together Heads of State and Government, heads of institutions, as well as CEOs of large private companies. Heads of State have highlighted the prerequisites for the emergence of Africa, namely political stability and security, considered necessary for the attractiveness of investments and the development of economic activities.

They have also emphasized the need to develop human capital by improving the quality of training through the use of Information Technology. In the same vein, speakers stressed the need to implement sectorial strategies, including industrialization, in order to help national champions emerge. Regarding the development of national champions, subject of the first theme, discussions highlighted the following directions: (i) facilitating access to financing; (ii) promotion of renewable energies; (iii) accelerating regional economic integration; (iv) promotion of private investments through an attractive framework and; (v) exploitation of the demographic dividend. Considering the second theme, on inclusiveness, the following recommendations were: (i) To rally the private sector in financing and carrying out social infrastructure; (ii) To promote strategies and accompanying measures for private companies for massive job creation and; (iii) To establish a framework to increases value of territorial potentialities.

South Korea and Turkey shared their experience in innovative public-private partnerships, the subject of the third theme. They have highlighted the need for a structural transformation of the economy through industrialization and the establishment of a business environment favorable to entrepreneurship.

The two main topics discussed in the ICEA III, namely the promotion of the private sector as a driving force for emergence and inclusiveness as a guarantee of the sustainability for dynamics of emergence, were explored across several sessions.

For the first topic, the need to create national/regional champions and to promote private investments were emphasized. In this regard, the recommendations related to: (i) a winning strategy for the development and expansion of companies in which the Government is a shareholder; (ii) a controlled policy favoring local companies; (iii) regulations favorable to the financing of the economy; and (iv)
co-construction and implementation of public-private partnerships in strategic sectors. Regarding the second topic, the panelists noted that the economic growth recorded in recent years in Africa has not resulted in a significant improvement in the populations’ standard of living. For a more inclusive growth, it was advocated to focus on: (i) universal access to education; (ii) development of income-generating activities and access to markets; (iii) strengthening the resilience of households to shocks, especially environmental shocks; (iv) processing agriculture products.

The third edition of the ICEA also featured three complimentary side events: (i) the launch of the Delivery Units network led by the Operational Bureau for Monitoring the Emerging Senegal Plan (BOS); (ii) the fiscal space co-organized by UNDP, OECD and IMF, and (iii) the relationship between African think tanks and the private sector, organized by Senegalese universities teachers.

The conference was closed by the Prime Minister of the Republic of Senegal, His Excellency Mahammed Boun Abdallah DIONNE who, in his speech, called on the African authorities to take action so as to succeed in taking up the challenge of emergence. Following the Prime Minister, the ICEA III, through the Dakar Declaration, made recommendations to States, the private sector and partners.
Introduction

The third edition of the International Conference on the Emergence of Africa (ICEA III) was held from 17th to 19th January 2019, at the Abdou Diouf International Conference Center in Diamniadio, Senegal. Organized by the Government of Senegal, in partnership with the UNDP, the World Bank and the African Development Bank (ADB), the ICEA III focused on the central theme of « Emergence, The Private Sector and Inclusiveness ». Its purpose was to set up a discussion framework to propose measures for optimal involvement of the African private sector in emergence plans. To this end, the ICEA III was a platform for sharing experiences of policies in favor of strong, resilient and inclusive growth valuing the potential of the territories.

More specifically, the ICEA set itself the following objectives:

- To analyze and present the emergence processes of African countries;
- To define the conditions of “inclusivity” in emergence dynamics;
- To consolidate collaboration between organizations in charge of monitoring emergence plans.

The sessions focused on two sub-themes: (i) Promotion of the private sector as an engine for emergence: development of national champions and private investments, and (ii) Inclusiveness as a guarantee of sustainability of emergence dynamics.

The Conference was honored by the presence of their Excellencies:

- Mr. Macky Sall, President of the Republic of Senegal;
- Mr. Ibrahim Boubacar Keïta, President of the Republic of Mali;
- Dr. TUN Mahathir bin Mohamad, Prime Minister of Malaysia;
- Mr. Amadou Gon Coulibaly, Prime Minister of the Republic of Côte d’Ivoire;
- Mr. Lee Ju Young, Vice-President of the National Assembly of the Republic of Korea and;
- Madam Ségolène Royal, Representative of the President of the French Republic.

ICEA III also recorded the participation of representatives of partner institutions, including Mr. Achim STEINER, Administrator of the United Nations Development Program (UNDP), Mr. Akinwumi ADESINA, President of the African Development Bank Group (ADB) and Mr. Hans Peter LANKES, Vice President of the International Finance Corporation. The meeting also brought together leaders of international and African institutions through the African Union, the ECA, and sub-regional organizations, as well as leaders from the private sector, university and civil society representatives. In total, more than 1300 decision-makers and experts from 50 countries around the world took part in the conference.
Work began with a film screening on emergence in Africa, followed by a high-level session held by Heads of State and Government, Heads of Institutions, and business leaders, around two groups of major topics, which were, on one hand:

- Private sector and development of national champions;
- Private sector development and investment attractiveness;
- How to make private investment a driving force for economic growth and structural transformation?
- What are the stakes and conditions for the development of national champions?
- What innovative paths for partnership between the State and the private sector?

And, on the other hand:

- How can the private sector contribute to building inclusive growth?
- Emergence, labor productivity and job creation: what roles for the private sector?
- Emergence and inclusiveness: which private sectors for which markets?
- Emergence and territorial development: increasing value of the existing potentials, equity and resilience. Which role for the private sector?
I. OPENING CEREMONY

The opening ceremony was chaired by His Excellency Mr. Macky SALL, President of the Republic of Senegal, in the presence of H.E. Mr. Ibrahima Boubacar KEITA, President of the Republic of Mali, Dr. Mohamad MAHATHIR, Prime Minister of Malaysia, Mr. Amadou Gon COULIBALY, Prime Minister of Côte d’Ivoire and Dr. Adesina AKINWUMI, President of the African Development Bank.

«An emerging Africa means an Africa that processes »

In his address, H.E. Mr. Macky SALL began by thanking all the participants who honored them with their presence at the 3rd edition of the International Conference on the Emergence of Africa (ICAE III). He then magnified the support of the United Nations Development Program, the World Bank and the African Development Bank, which for decades, have been Africa’s strategic partners.

He also said that, despite the burden of history, Africa still manages to move forward.

Addressing the issue of emergence and inclusiveness, H.E. Mr. Macky SALL said that social inclusion remains the goal of any economic policy. Also, the ICEA offers this platform of reflection, analysis and exchange of experiences on the conditions of emergence, which goes beyond the issue of economic growth.

Speaking of ways and means to achieve this aim, he emphasized the industrialization of Africa as the best way to accelerate Africa’s development through raw materials processing, the promotion and development of value chains, strengthening youth employment and empowering women, among others. In this respect, the private sector plays a key role in mobilizing the necessary investments.

The Senegalese Head of State has also pleaded for fair contracts that justly remunerate the national investor and provide resources to Government. He also called for continued efforts for reform, innovation and continuous improvement of the business environment to attract direct foreign investment in the era of offshoring. Senegal is firmly committed to this aim, particularly through the establishment of industrial parks and economic zones, set up in line with international standards.

Speaking of taxation, particularly with the G20 in the fight against tax evasion, in his quality as President of NEPAD, H.E. Mr. Macky SALL pleaded for better international cooperation. He pointed out that the Government is making appropriate responses to the local private sector, including, for the funding component of self-employment through, specially, the creation of the National Bank for Economic Development (BNDE) and the Sovereign Fund for Strategic Investments (FONSIS) and the Guarantee Fund for Priority Investments (FONGIP).
The development of territories allows exploiting local potentials and contributing to the reduction of social and territorial inequalities. On this point, H.E. Mr. Macky SALL shared the example of programs he initiated as soon as he came to power, including family grants devoted to keeping children of vulnerable households in school, universal health coverage, modernization of border cities in addition to creating a fund dedicated to rapid entrepreneurship for youth and women. H.E. Mr. Macky SALL finally insisted on an assiduous culture of results that should underpin all these efforts. He then wished a great success for the upcoming work to be done at the 3rd edition of the International Conference on the Emergence of Africa (ICEA).

The first step for Africa’s emergence is the existence of strong and stable democratic institutions.
II. HIGH-LEVEL SESSIONS

H.E. Mr. Macky SALL’s speech was followed by a dialogue of the Heads of State on their own vision about emergence, and by discussions, in the form of panels about the following topics: (i) «Strategy for the emergence of the African countries»; (ii) «Creation of National champions for Emergence» and; (iii) «Public-Private Partnership for Emergence».

II.1. Dialogue of Heads of States

This session was moderated by Mrs. Hannane FERDJANI, journalist at Africa News and recorded the participation of H.E. Mr. Macky SALL, President of the Republic of Senegal, H.E. Mr. Ibrahima Boubacar KEITA, President of the Republic of Mali and H.E. Mr. Dr. Mahathir MOHAMAD, Prime Minister of Malaysia, with the presence of H.E. Mr. Amadou Gon COULIBALY, Prime Minister of Côte d’Ivoire, Mrs. Ségolène ROYAL, Special Representative of the President of the French Republic, Dr. Adesina AKINWUMI, President of the African Development Bank, Mr. Tony ELUMELU, Chairman of Heirs Holdings and Mr. Baidy AGNE, President of the National Council of Employers in Senegal. The Dialogue held by the Heads of State allowed these high-level personalities to express their vision of an emerging African continent in inclusion.

H.E. Mr. Ibrahima Boubacar KEITA has shown how, despite recent years’ security problems, Mali has been able to position itself as the 3rd economy in the West African Economic Monetary Union (WAEMU), thanks to a very active and virtuous economic policy and a strict respect of the Union’s convergence criteria.

Referring to H.E. Macky SALL’s words, for whom, an economy based on exporting commodities has no real impact at national level, he found it unacceptable that only 2% of cotton production, out of more than 728 000 tonnes, are actually processed. To qualify Mali for emergence, the value chain deriving from this cotton production has to become real.

Job creation for youths is also at the heart of the Malian government’s priorities. For this purpose, training is considered a priority, because it is essential to train young people and provide quality education, to give them required skills for the job market.

Furthermore, the government is working to make social services and basic equipment available in the most disadvantaged and remote areas, including the outskirts of major urban centers.

These actions help value the country’s enormous potential. In fact, Mali has vast areas and fertile lands (intensively developed thanks to irrigation). The Government allocates 15% of its budget to the agricultural sector, which exceeds the threshold of 10% set by the African Union in Maputo. Input subsidies have boosted production (cotton, cereals, etc.). Thanks to mechanization, agriculture
is now the basis of the country’s development.

H.E. Mr. Ibrahima Boubacar KEITA concluded on the dignity and duty of Africa and to stop counting on development aid.

H.E. Dr. Mahathir MOHAMAD began by recalling the historical context of the southern hemisphere countries, some of which had to resort to violence to achieve independence, not just as a mere act of rebellion against the settlers, but rather to be able to take charge their own destiny. Unfortunately, these countries have not developed at the desired pace.

In cases where independence was negotiated, those countries have benefited from the existing administrative machinery and a transfer of competence from the settlers. Malaysia was in the latter case. His Excellency recalled that his country, when it came to international sovereignty, did not have the needed industrial expertise to develop its economy. The strategy consisted of inviting foreigners to invest in the Malaysian economy. As a result, Malaysia was one of the first countries to have built its development plan on Foreign Direct Investments (FDI), which contributed to making profit from the capital, the technology, the know-how and the openness of imported markets. The Malaysian population was able to quickly learn from this mixed approach.

Africa could draw inspiration from this model in another context. It would consist of attracting more FDIs, even from the former colonizers, to pass the stage of industrialization. Indeed, Foreign Direct Investments are a true driver of technology and integration into global value chains.

H.E. Dr. Mahathir MOHAMAD however stressed that the success of this strategy, like in the
countries of Southeast Asia, requires from African countries a solid basis of stability, democracy and good governance with strong institutions - as is the case of Japan. The continent’s economic projections offer optimism. In conclusion, he stressed that, by learning from the experience of other emerging countries, African countries will be able to achieve their legitimate aspiration to emergence.

Invited to give his vision of an emerging African continent, H.E. Mr. Macky SALL began by recalling the prerequisites of emergence. First, as pointed out by S.E. Mr. Ibrahima Boubacar KEITA and S.E. Dr. Mahathir MOHAMAD, according to President SALL, the first prerequisite is socio-political stability.

Indeed, according to him, one cannot build the bases of emergence in an unstable environment. So, the continent’s security is a key issue that must be settled by the States, as Africans and as an international community. In an interconnected world, Africa’s insecurity will inevitably affect global security.

H.E. Mr. Macky SALL also proposed to review the new paradigms of development with his partners. Indeed, according to him, Africa has a real technological and industrial backwardness that should be tackled, in addition to public resources, by private investments, especially FDIs. There is also a need to improve the education system, to focus on the development of science, technology, and digital economy.

If, just after independence, African countries needed to train law executives to defend their States and their concerns to international bodies, today, the trend must be reversed and focus more on science and technology as well as digital skills.

In this order, His Excellency expressed the wish that African States should make efforts in the fields of rallying domestic resources, tax fairness, modernizing administrations, to increase budget revenues and optimize public expenditures.

In this context, he said he agreed with the conclusions and recommendations of the International Monetary Fund (IMF) on the efforts to be made in the management of the public debt. It has also invited the private sector to address globalization challenges, as capital has become international while African countries are now evolving into economic communities.

H.E. Macky Sall is still convinced however, that Africa is resilient enough to face all these structural constraints.

This will require a dynamic and well-trained youth which are involved in production and are able to create wealth. In this context, African leaders must work with African civil societies, taking into account the continent’s environment and realities. He emphasized that Africa needs strong partnerships with international institutions to obtain appropriate access to credit and finance.
He concluded on the need for the continent to benefit from technology transfers, like China, Malaysia and South Korea, so that in the future, it would be able to build, by its own means, everything it needs for its development.

Works continued in plenary sessions and parallel panels that provided answers to questions relating to the promotion of the private sector as an engine for growth and job creation, and a guarantee of inclusiveness and sustainability of emergence.

II.2. High Level Panels
II.2.1 Panel: «How to help national champions emerge on the African continent? » Panels’ speakers:

H.E. Mr. Ibrahim Boubacar KEITA (Mali)
H.E. Mr. Amadou Gon COULIBALY (Côte d’Ivoire)
Mrs. Segolène ROYAL (France)
Dr. Akinwumi ADESINA (ADB Chairman)
Mr. Tony ELUMELU (Nigeria)
Mr. Baïdy AGNE (Senegal)
Mrs. Hannane FERDJANI (Moderator)

The contribution of African champions to the GDP of their respective countries increased on average from 20% to 62% between 1990 and 2016.

H.E. Mr. COULIBALY indicated the main strategic orientations of the different phases of the Emergence Plan in Côte d’Ivoire to take into account the issue of national champions. He recalled that the first phase, covering the period of 2012-2015, focused on raising the level of transport and energy production infrastructure in order to increase the competitiveness of private companies.

To achieve this objective, the strategy was based on involving private investors to draw nearly 60% of the necessary investments. The results of the first phase’s implementation show a level of private investment of 62%. The Prime Minister also stressed the ambition of the second phase (2016-2020) of the emergence strategy for making his country an industrial power thanks, particularly, to the processing of cocoa and cashew nuts. Financing needs will also be covered up to 60% by the private sector.
To support the urgent need for Africa to transform its natural resources, Mr. COULIBALY gave the example of the cocoa sector in which producers capture only 5% of generated revenues. He also highlighted the cooperation between Côte d’Ivoire and Ghana, another major cocoa producer, for the effective implementation of such a strategy.

In addition, he underlined the ambition of his country to develop the sector of national SMEs and PMI through a mechanism favoring foreign companies which include in their offers at least 30% of local subcontracting.

Moreover, a large part of public procurement is reserved for local companies, particularly SMEs.

Finally, Mr. COULIBALY reminded that the issue of creating national champions should not be limited to national markets but rather should integrate community spaces such as WAEMU, ECOWAS, etc.

Mrs. ROYAL underlined the decisive involvement of African countries in signing the Paris agreement at COP21. Then, she highlighted the climate challenge that Africa must meet, giving some illustrative examples: the drying up of Lake Chad and disappearing river and climate change bringing with it political risks and security challenges, etc.

Mrs. ROYAL reiterated that it is possible for Africa to turn these challenges into opportunities because the continent has considerable development potential, especially in the energy field. She cited, for example, AFD and ADB which have set up a funds to increase value of the energy potential.

In the same way, relating to climate justice, an amount of USD 1,000 billion was promised to Africa, at COP21, to take charge of energy transition, by investing in renewable energies, water and biodiversity, etc.

Africa can develop without polluted productions. It is important that it does not reproduce the same mistakes made by the industrialized countries where there development was achieved at the cost of a polluted environment. Intensive agriculture and the massive use of fossil fuels by industrialized countries have led to the disappearance of animal species and the poisoning of soils, water bodies and air.

Finally, quoting President Macky SALL in his speech on the occasion of the MUCEN inauguration, she stressed the importance of culture, which must be preserved and promoted.

**Economic integration must go with effective implementation of Free Trade zones.**
Asked by the moderator to align the priority axis of the ADB’s strategic plan with the emergence plans in African countries, Mr. ADESINA began by recalling the institution’s “five majors”:

- Enlighten and provide energy to Africa;
- Feed Africa;
- Industrialize Africa;
- Integrate Africa, and;
- Improve Africans’ quality of life.

He then talked about the difficulty for African States to achieve all the SDGs at the same time because of the plurality of these set objectives. This brings about the idea of “High Fives”, which according to UNDP can cover 90% of the SDGs.

Mr. ADESINA also stressed the need to make the African free market a market for Africans to prop up the development process. He recalled in this context, three major challenges to meet so as to create the necessary conditions for the development of national champions:

- Access to funding;
- Energy, and;
- Political stability.

Concerning access to funding, the ADB is at the forefront for providing solutions to large African companies.

As examples, he mentioned funding granted to UBA, Dangote, and OCP. SMEs are also supported through a $1 billion fund dedicated to their financing. Similarly, USD 1 billion has been gathered to support the banks that support SMEs.

This mixed approach therefore takes into account the model of China, which initially focused on funding and development of large companies which allowed afterwards, the development of value chains producing a SME/SMI sector.

With regard to energy, ADB President reiterated the need for sufficient and cheap energy for Africa’s industrialization.

In this prospect, he cited the ADB’s project named “desert to power”, which will create an additional 10,000 MW in Africa through solar energy, as well as other major projects financed or targeted by the ADB, such as projects of sub-regional connectivity infrastructure such as the Rosso Bridge, the Gambia River Bridge, the San Pedro-Bamako Road.
With regard to political stability, Mr. Adesina is in line with H.E. Mr. Mahathir Mohamed concerning the Malaysian example.
He emphasized the crucial need for stability in Africa as a prerequisite for raising funds. He reminded that nearly USD 1,400 billion of funding are expected in Africa in the next two years.
In the same framework, he mentioned that in less than 72 hours, nearly $ 38.5 billion in funding commitments were recorded at an investment forum organized by the ADB; which is evidence that Africa is the right place for investing!

**The development of national/regional champions is a requisite for the emergence of African countries.**

In opening his communication, Mr. ELUMELU said he was surprised by the rapid development of Senegal. He then pointed out the need to have leaders who carry this ambition for development. Mr. ELUMELU argued that African economies’ development will come through industrialization, including the processing of agricultural products such as cotton. He associated the issue of national champions with that of the advent of African conglomerates. In this context, several factors seem to him to be essential, namely:

- A dynamic SMEs’ sector, which has become a selection criterion for investors;
- A youth composed of 60% of the African population under 30, trained, integrated in the professional environment and having access to funding;
- Trust in private companies that should no longer be viewed in a suspicious manner as in the past;
- A favorable business environment for African companies, including fair justice system that ensures compliance with contracts.

Mr. ELUMELU concluded by emphasizing the need to create African icons as a catalyst for development dynamics of African champions.

Mr. AGNE, indicated that the issue involves three actors that are the State, the technical and financial Partners, and the private sector. He stressed that the State having expressed its role, the question now consists of translating this will into actions likely to favor the creation of national champions. As an example, he cited Senegal with the PSE, well thought out until a term at 2035, going beyond the term of office of its initiator. Thus, he advocated political and institutional stability to avoid disruption of development strategies during regime changes.
Mr. AGNE also stressed, as a condition of emergence, the control of the economy by the national private sector. He also mentioned the need to ease the funding conditions for TFPs for the development of African champions. This could be reflected in particular by the requirement of a minimum level of local content for large strategic projects even though they are funded by financial institutions of foreign countries like the Eximbank.

Mr. AGNE concluded by advocating for a closer relationship between the State and its national private sector. Asked about the involvement of youth in emergence plans, H.E. Mr. Ibrahim Boubacar KEïTA reminded the delegates that his term in office is dedicated to youth who represent 60% of the population of Mali. He talked about the opportunities and risks relating to such a situation.

His Excellency spoke of the critical need for training of youth as a condition of their access to employment.

His Excellency recalled his initiative to appoint significantly more youths in the Malian government. He also expressed his strong belief that women also have their place in emergence plans. He ended his speech by emphasizing the need to ensure the country’s stability as a prerequisite for the success of emergence plans.

**II.2.2 Panel: «How can the private sector contribute to inclusive emergence? »**

**Speakers:**

H.E. Mr. Macky SALL,
H.E. Dr. MAHATIR Mohamad,
Mr. Achim Steiner (UNDP Administrator),
Mr. Sultan Ahmed Bin SULAYEM (President Director General DP WORLD),
Mr. Hans Peter LANKES, Vice-President, Economics and Private sector Development (World Bank)

Mr. Sultan BIN SULAYEM recalled the opportunities of Africa and its strong growth, one of the highest in the world.

Moreover, he underlined one of the African economy weaknesses: the lack of infrastructure that is an obstacle to the capitalization of economic opportunities for several African countries. Infrastructures are based on investments, and the latter are based on capital.
To attract capital, States should invest more in good governance and transparency. The examples of Rwanda, Senegal and other countries where DP World has heavily invested, and where foreign capital is flowing, have been given to illustrate the strong relationship between emergence, good governance and transparency. He also stressed the importance of logistical factors in the choice of countries.

The participation of private sector actors in inclusive emergence will include the creation of jobs. In this respect, **Mr. BIN SULAYEM** advocated the removal of customs barriers between countries of the same geographical area.

**Mr. BIN SULAYEM** also noted that foreign companies pay attention to the quality of local workers and their ability to meet technological requirements. Thus, a successful education system is a key factor in attracting companies and creating more jobs.

**H.E. Mr. Macky SALL** began his speech by thanking the different participants present at this session. He recalled the various actions in the strategy including the future realization of the deep-water port of Ndayane in Senegal. His Excellency also considered essential the stability of the country as well as the stability of contracts between the private sector and the States; this contributes to the promotion of private investment. He defended the idea that some investments must be taken care of by national and international private companies.

He said that stability, good governance and technology transfer are the guarantee of success in attracting multinational companies, which are a true vehicle for trade and infrastructure development. He insisted on the idea of participation of the private sector in infrastructure development such as the Dakar-Bamako railway.

Following **H.E. Mr. Macky SALL**’s answer, the Moderator invited UNDP’s Administrator to present how the inclusive emergence is taken into account within the UNDP’s Sustainable Development goals.

**Mr. STEINER** began by thanking the Senegalese President for hosting this ICEA’s third edition. Afterwards, he recalled some points that were raised in the first panel such as energy and scope of opportunities in Africa. Concerning the issue of the private sector and inclusiveness, **Mr. STEINER** emphasized that the private sector in Africa is multidimensional and is composed, beyond big companies and SMEs, of a multitude of actors such as small farmers or the informal sector. **Mr. STEINER** also stressed a major aspect that a country should not ignore in its development process, i.e. inequalities.

In this regard, he appreciated the positive results made by the PUDC in Senegal, pointed out by **H.E.**
Mr. Macky SALL in his opening speech. He thinks this is an example of a good territorial inclusion program.

In addition, UNDP’s Administrator drew attention to the fact that most people living in poverty have limited access to health infrastructure. He therefore urged governments and the African private sector to work together to provide health insurance to poor people. Funding is another element of inclusion.

Mr. STEINER underlined, with satisfaction, the crucial role of finance using digital technology. He cited the case of mobile banking in Kenya (M-PSA) which facilitated the participation of many vulnerable people into the financial system.

The private sector needs stability and good governance to invest and contribute to inclusive emergence in Africa.

Mr. STEINER concluded by mentioning the role of UNDP in producing knowledge on Africa to help governments develop policies in the light of success stories in other parts of the world.

Mr. LANKES spoke about the support of the World Bank, particularly through the IFC, for inclusiveness in relation to the private sector. He, at the beginning of his speech, magnified the positive developments recorded in Africa. This dynamism stems, according to him, from various reforms made by governments like Senegal and Côte d’Ivoire the FDI of which has increased by more than 40% in recent years. This dynamism must go with investments in various fields such as electricity, health, infrastructure, climate change, etc. In this context, like his predecessors, he felt that the private sector has an important role to play for an inclusive emergence. Whenever the private sector is able to do an activity, the State should make its task easier. In this regard, the World Bank’s approach focuses on supporting institution enhancement to create more integrated markets in Africa.

Another aspect on which the bank intervenes is to help the African private sector to “de-risk” investments. The perception of risk is more important than the level of risk. Massive investments in infrastructure and more appropriate policy instruments are crucial for the promotion of the private sector.

Mr. LANKES finally stressed that the private sector and the public sector in Africa must work in synergy to address all the challenges of inclusiveness in Africa, rather than competing.

The contribution of African champions to the GDP of their respective countries increased on average from 20% to 62% between 1990 and 2016.
H.E. DR. MAHATIR cited the example of Japan, where the Government and the private sector worked closely together. According to him, this is essential for stimulating economic activity to foster inclusive growth. The Government’s mission is not to create or make profits or to do business, but to help the private sector to take on this task by itself.

By supporting the private sector through flexible incentive policies, the Government helps it create jobs and achieve the means to finance its policy (up to 40% of the wealth created by companies), build public infrastructures that allow supporting growth and maintaining the equipment. Ultimately, helping the private sector is not in vain; this is a way for governments to achieve the promotion of collective well-being.

II.2.3 Panel: «Which Innovative Public-Private Partnerships for Emergence? »

This panel recorded the participation of H.E Dr. Mahammad MAHATHIR Prime Minister of Malaysia, Mr. Bassary TOURE, Vice-President of the West African Development Bank (WADB), Mr. Mithat YENIGUN, President of Turkish-Contractor Association and Mr. Yu Young LEE Vice-President of the National Assembly of the Republic of Korea.

Mr. LEE thanked Senegal for the organization and for inviting the Republic of Korea to this conference. He pointed out that South Korea initially focused on industrialization, by processing agricultural products into manufactured products and the development of the chemical industry. Youth has been put forward to develop innovation and entrepreneurship.

He also stressed that public-private partnerships must be at the service of development through a division of roles: the State, on the one hand, creating an environment conducive to the practice of business, based on a real leadership; the private sector, on the other hand, creator of wealth and added value, developing a process of industrialization and entrepreneurship. These two actors must coordinate their strategies into a planning process, for example over five years. He said that African countries should learn from the conduct of reforms in South Korea, relying on youth as an asset, industrialization and public-private partnerships.

Korea is willing to strengthen cooperation with African countries.

Mr. Mithat YENIGUN, President of Turkish-Contractor Association, shared the key-figures of the Turkish private sector. In the building sector, investors have an excellent tendency to look abroad. In this context, the Turkish government has strongly supported entrepreneurs. This is the case for the energy sector, the capacity of which has doubled thanks, partly, to Turkish companies.
He added that Turkish companies are not in competition with African countries, but they favor a win-win partnership. This is the case in Cameroon where, for the construction of stadiums, 8,000 out of 14,000 employees are Cameroonian. The latter have benefited from Turkish expertise and experience.

In Senegal too, the Turkish private sector is present through several projects, including the new Blaise Diagne International Airport and Abdou Diouf Conference Center of Diamniadio (built in fast track mode). He also indicated that African countries should reduce the bureaucracy burden to maximize the chances of success for entrepreneurship-related initiatives, which create wealth and jobs.

**Mr. TOURE** recalled his institution’s vision of emergence. BOAD, as a financial institution, is part of the WAEMU institutional scheme that has an aim of economic integration of the member States. The bank supports the member States’ economic emergence by propping up long-term growth, the development of human capital, investments, energy and connectivity between member states. Mr. TOURE quoted beneficiary projects including the Blaise Diagne International airport, Abidjan airport, and the ports of Dakar, Lomé, Abidjan, Cotonou and Bissau.

The Bank also invests in structuring projects of regional scope and relies on the multiplier effect of the investments: each franc invested, finances 25 Francs of project while each franc loaned brings back 2.8 Francs. WADB also plays the role of animation for the market; its good performance in international ratings has raised funds to provide credit for Member states projects.

**Mr. TOURE** invited Asian countries to contribute more to funding the bank’s capital alongside with partners such as WAEMU, France, China, India and Morocco. He recommended the relocation of companies to West African countries to take advantage of the improvement in the availability of factors of production. The Bank’s challenges are the development of renewable energies in the Sahelian regions, social housing, innovation, strengthening of human capital and good governance.

To conclude these high-level sessions, **Mr. Achim STEINER** emphasized the importance of investments in infrastructures for connection to local, national and international markets. Be careful on communication infrastructures. Yes, for the private sector’s presence, but we must avoid privatizations that lead to the exclusion of some parts of the population from social services such as water.

Governments have to set regulatory framework for the success of entrepreneurship. Value chain proposals used in Asia are not replicable in the same way in Africa. The new context of artificial intelligence, empowerment and robotics, offers new possibilities.
A new framework is therefore needed to take advantage of digital opportunities. To this end, UNDP supports the reflection for the production of knowledge in this field.

H.E. Mr. Macky SALL concluded that emergence is first and foremost a political will, a leadership and a vision but requires action, a cult of results and efforts to mobilize internal resources. He advocated the continuity of policies by consolidating achievements even if a new leader that comes after brings his personal touch.

His Excellency also reiterated the need to better support companies through a win-win partnership to create more wealth and accelerate the march towards emergence. H.E. Mr. Macky SALL expressed his pride in ADB’s commitment and called on other African funding institutions to continue their support to African States. Traditional and new partners must also play their part without exclusion.

Talking again about the quality of growth, His Excellency stressed that its purpose is to achieve the populations’ well-being. He therefore advocates for more inclusion, through better social policies. The urgency of building structuring investments should not make us forget about the populations’ day-to-day life. Senegal’s programs for the provision of social services and household empowerment are good examples. H.E Mr. Macky SALL has also advocated the orientation of education and training to new professions to create more jobs.
III.  TOPIC SESSIONS

The plenary sessions were organized via panels chaired by a moderator. For each panel, a presentation was made on a topic, followed by contributions of participants chosen on the basis of their experience related to the topic. Then the discussions were opened up to the audience to exchange views with the panelists.

III.1. Topic 1: «Promoting the private sector as a driver of emergence: Development of national/regional champions and private investments»

Plenary Session:
Conference 1: «Private sector and Development of national champions»

Ms. Ahunna EZIAKONWA, Assistant Administrator and Director of the UNDP Regional Office for Africa, speaker of this plenary session, presented the conclusions of case studies carried out for the perspective of ICEA III. Her presentation first gave an extensive definition of the notion of emergence. This definition cannot be limited to the sole evolution of a country’s growth rate, but it must include the dynamics of structural transformation and changes in production and consumption patterns with a view to sustainable development. Three key-factors are essential for inclusive emergence: the political will to promote the private sector, the development of human capital and a smart exploitation of opportunities.

The speaker addressed the major conclusions of case studies on “African Emergence and National Champions” conducted in seven African countries: South Africa, Côte d’Ivoire, Ethiopia, Morocco, Nigeria, Rwanda and Senegal. These case studies have allowed UNDP to draw three lessons for the development of national champions in Africa:

- A company becomes a national champion first by its ambition and the quality of its governance;
- The State has levers to encourage the emergence of national champions through, in particular:
  - a winning strategy for the development and expansion of companies in which it is a shareholder;
  - a controlled policy of preference for local companies in government procurement;
  - setting up a structuring financial system.
- Co-construction and public-private implementation of sector strategies remain a structuring lever to accelerate the development of the private sector and national champions.
The implementation of a sector strategy, through the public-private partnership is one of the most efficient measures for the emergence of national champions.

Mr. Kenji YAMADA, Deputy-Minister to the Minister of Foreign Affairs (Japan), appreciated the ICEA as a cooperation initiative and he underlined the great interest it represents for African countries and for partners.

The choice of investment destinations is, in many respects, related to the business environment and the quality of human resources in the host country. Japan has contributed to the emergence in Asia, thanks in particular to financial cooperation – in particular infrastructure but also through technical assistance. The latter was done in the form of experience sharing and training for human resources. This has raised the level of human capital and increased productivity.

Japan is trying to do the same with African countries. This is the meaning of the TICAD whose objective is to support the continent’s endogenous strategies.

Mr. YAMADA finished by pleading for the fight against corruption and transparency of policies.

Mr. Mario PEZZINI, Director of the OECD Development Center, reacting to UNDP’s presentation, argued that high growth is not enough, but we need to find the traps and promote industrial strategies. Special economic zones are needed but we must also seek to develop national champions with significant drawing effects on the rest of the economy, like the automobile industry in Morocco, while supporting SMEs. Nollywood and the tourism sector that are doing well respectively in Nigeria and Rwanda are fruits of SMEs.

We must strengthen those SMEs and avoid copying the West which seeks, at all costs, to preach gigantism “Too big to fail” that serves the elite. Large companies, including those in the public sector, need to be protected, but they must be well governed, otherwise their search for earned income would be harmful to the economy.

Mr. Babacar NGOM, Founder of the SEDIMA Group, shared his entrepreneurial experience that started with a very low investment in a promising sector. He defended the idea of Africa feeding Africa. Aware that no country has the ability to master all the sectors and to integrate them, he advises identifying a limited number of sectors and raise the means to develop them from upstream to downstream. We do not have to reinvent the wheel but to adapt good practices, as did Malaysia. He also argued that efforts must be made in a sustained period. For instance, in the 1970s Senegalese companies were building great number of infrastructures in the region, now the country uses foreign companies to build its major infrastructures. The gain of knowledge has not been protected to allow companies moving up the stage of sophistication.
Ms. Maria Pena MATEOS, Delegate Advisor of the Institute of Foreign Trade (Spain), made an emphasis on internationalization and competitiveness. She pointed out that the international market drives local companies to innovation. However, national champions need support to develop internationally.

To do so, support is primarily institutional in the sense of establishing clear and transparent rules to help exporters in their business plan. Managing information on external markets is necessary to make it a business opportunity.

The support in the process of export and the investment as well as the trade promotion are all elements favoring the conquest of foreign markets. However, the emergence of national champions is usually facilitated by a strong presence of foreign investment. In any case, dialogue with the local employers’ associations is essential.

Mr. André BOUFFIOUX, CEO of Siemens Belgium-Luxembourg (Germany), mentioned the case of SIEMENS, originally a small family business in 1848, which became a national champion and then an international champion. Four main factors are essential: a consumer market, a correct cost base, innovation (especially in digital technology), a system of governance and fair justice.

These conditions are met in Africa. However, a national champion does not mean a nationalist champion. But it is a champion that goes abroad, and which, thanks to their competence, conquers new markets.

To this end, human resources must be trained according to the needs of the economic context and should be helped by the diaspora that is supposed to take responsibility to contribute more to the training of local elites.

Export in the classical sense no longer exists as such. At present, trade is bilateral, that is to say, we can no longer export without any profit in turn, in terms of added value to the country of origin. This is the meaning of SIEMENS’ support for training engineers in Senegal. Digitization is an exceptional opportunity for Africa. It helps to overcome logistical problems due to infrastructure deficiency.

Mr. Myoung Woo LEE, Dongwon CEO (South Korea), whose group is present in Africa, prefers the term “local champions” to that of “national champions”.

He simply stressed that the important thing to do to have local champions is to build infrastructures and equip oneself with international standards.

The procedures must be simple and perfectly suited to operations in a market economy. This important to reassure investors.

Discussions also highlighted the biased perception of investment risk in Africa which makes it more expensive to finance major infrastructure projects. The finance institutions for development are working to have African debt denominated in local currency so as to reduce the perception of risk over lack of payment and to lower interest rates. In addition, it was noted that emergence must include youth. To do so, it is necessary to know how to identify individual talents and integrate the
young people in the production. It is also up to governments to promote eligible youth organizations to make them benefit from public procurement.

Conference 2: « Developing private sector and attracting investments »

In his presentation of the Report prepared by the African Development Bank, the Vice President of the African Development Bank, in charge of the private sector, infrastructure and industrialization, Mr. Pierre GUISLAIN pointed out that the fifty-four countries of the continent have different trajectories and present equally different opportunities. Ethiopia, Rwanda, Ghana, Mauritius experienced the highest GDP per capita growth rates over the last decade. A McKinsey study shows that out of the seventy-one emerging and developing countries surveyed over sixty years, only seventeen have recorded a GDP per capita of minimum 3.5% per year for twenty years and more. Ethiopia was the only African country in the group.

Two key criteria were behind the recorded performance: a stable pro-growth and pro-private sector economic policy that focuses on competition and the emergence of strong and dynamic domestic private companies. The business environment and the investment climate remain important factors. However, in the Doing Business ranking, over the last twenty years, there has been only ten African countries in the top one hundred and thirteen of the last twenty are African.

Mr. GUISLAIN advocated effective enforcement of laws aimed at improving the business climate, opening markets (ZLECA and other economic agreements) and supporting intra-African investment.

Today all planes fly with pieces made in Morocco.

He afterwards underlined the success stories achieved on the continent. Ethiopia has carried out a policy focused on investing in infrastructure and a clear industrial policy. Rwanda has adopted a holistic approach for improving the investment environment.

It is the country that has made the most progress in the Doing Business ranking, rising from 143 in 2005 to 29 in 2018. Morocco, with a very different profile, but with a very stable macroeconomic situation and a very clear industrial policy, has taken advantage of its proximity to Europe with good policies on taxation, economic zone, access to market and human capital.

Mr. GUISLAIN concluded by mentioning promising experiences in the development of value chains and the increase of local value added. This is particularly the case for Côte d’Ivoire and Ghana, which
are seeking to transform cocoa locally, for Morocco which has added tremendous value in phosphate extraction and fertilizer production, and for Nigeria which uses gas to produce urea and fertilizers.

Special Focus: The Case of Morocco
The success of the Moroccan kingdom mainly stems from a vision which was impelled and driven by King Mohammed VI. This vision related to the rapid industrialization of the kingdom requiring the implementation of reforms aimed at improving the business environment. Industrialization is one of the symbols of emergence of this country, to such an extent that, according to the Moroccan minister for Cooperation with Africa: « today all planes in the world fly with pieces made in Morocco».

The emergence of the Moroccan economy is also based on the existence of an ecosystem that drives all businesses upwards. Thus, there are funding mechanisms that are implemented for the support of SMEs and entrepreneurship. Moroccan companies have also benefited from regional and continental integration, to make Morocco a hub vis-à-vis the countries of Sub-Saharan. Thus, each major Moroccan company has established a strategic development plan over several years. This development of foreign direct investment in Africa has enabled Moroccan companies to increase their market share and become indisputable national/regional champions like OCP.

Ms. Carla MONTESI, Director of “Planet and Prosperity” at the Head Office of Development, at the European Commission, began by recalling the objectives of the European Union in recent years, namely strengthening the Europe-Africa alliance by increasing sustainable investments in Africa for employment, with a strategy focused on improving the role of the private sector. Referring to challenges identified by Mr. GUISLAIN, Ms. MONTESI explained how, with their external investment plan, the EU intends to allow Africa, through a leverage effect, to reach 44 billion euros of private investments. The approach used for this purpose is integrated: it consists in improving access to funding and helping Governments to improve the business climate.

Mr. Etienne GIROS, Delegate President of ICAN Europe, stressed that it is more important to promote companies with decision-making centers that are located in Africa - rather than their entire capital in Africa - without closing the door to international capital. He proposed a five-point solution for companies to create emergence in Africa: (i) confidence by “de-risking” the continent in order to accept a slower return on investment than elsewhere, given also the market size; (ii) the business environment: stability of rules (legal regulations, etc.), permanence of tax regimes and absence of unequal treatment; (iii) access to funding: lower interest rates, reducing guarantees, using a part of development aid and private funding for SME guarantees; (iv) business-oriented training; (v) promotion of public-private partnerships, between private entities and between small and large enterprises.
Mr. Daouda SEMBENE, Director General of the Financial Sector and Competitiveness (Senegal), identified the constraints that can be at several levels: business environment, regulations framework, weakness of financial infrastructure and informality of the economy that reduces the possibility of access to credit.

Considering these constraints, Mr. SEMBENE suggested taking advantage of technological innovations while strengthening legal systems and financial inclusion.

Mr. EL-KETTANI, Chief Executive Officer of Attijariwafa (Morocco) addressed the issue of FDI attraction strategies through Attijariwafa’s experience. This bank has invested in foreign markets by opting for the activity’s growth instead of re-structuring. It is a banking operator currently present in twenty-six countries, including fifteen in Africa. The process consisted of establishing some thirty indices and criteria for choosing countries. The Chairman and Chief Executive Officer recommended working to make prevail the true level of risk.

Indeed, the risk premium that financiers apply to Africa seems excessive. And yet, as a banker, he does not know an investor whose project has not had a return on investment in Africa. He proposes then a general mobilization of the continent, so that the perception matches the reality.

In addition, Mr. El KETTANI ended by suggesting concrete measures to raise the savings that remain insufficient compared to the potential.

Panel: «How to make private investment an engine for economic growth and structural transformation? »

Private investments must target sectors where countries have a constant comparative advantage

Pr. Justin Yifu LIN, Center for New Structural Economics of the University of Beijing (China) stressed that Africa is the main challenge in the fight against poverty. According to him, the continent can reduce significantly poverty and social inequalities. It is urgent that African leaders create a sound business environment conducive to the creation of wealth and jobs and accelerate the achievement of the Sustainable Development Goals (SDGs).

The agricultural sector is not enough to provide the jobs that poor people need. The Chinese experience illustrates this very well; China has managed to provide many jobs in the industrial sector.

The strategies set for the industrialization in developing countries have often been very ambitious and/or not profitable enough to attract the private sector.

To accelerate structural transformation through industrialization, more comparative advantages
(intensive work activities) should be found using costs of transaction and there should be an improvement of the implementation capabilities of strategies along with a sound promotion of the special economic areas and other dedicated spaces supported by quality infrastructure to create competitive enclaves.

**Jazouli MOHCINE**, Minister Delegate in charge of African Cooperation of Morocco, focused his speech on the duality of the private sector and public sector complementarity, not one versus the other. In his speech, he said that the emergence plan of Morocco is based on a vision on a horizon of thirty, forty or fifty years impelled by his majesty King Mohamed VI. Its implementation is based on strategic options with sectorial strategies in fields such as agriculture, fishing, tourism and industry. The industry sector is the main driver of economic growth and structural transformation, in particular because of its high capacity for creating added value and its high intensity of manpower. Morocco has successfully experimented with the ecosystem surrounded by a multinational automotive industry with local businesses. The same thing can be noticed in aeronautics. Today, no plane flies around the world without a piece being made in Morocco. The Minister spoke of fundamental elements of the strategy of emergence in Morocco i.e.:

- The creation of a favorable business environment - In the Doing Business ranking, Morocco has gone from the 100th to the 60th place out of 189 countries;
- The setting up of adequate tax and legal systems that are favorable to investment and local business development;
- Expanding markets and opening up to other African countries;
- The implementation of support programs for the promotion of SMEs.

**Mr. Ibrahima KANE**, General Manager of FONSIS, said that FONSIS, like other funds, not only manages assets but also acts as a strategic investor for the State as it makes financing available to private or para-public companies necessary for investments considered as strategic.

FONSIS also has a fiduciary role and as such, it must demonstrate the relevance of the chosen products. Every African country should have a strategic investor to turn state projects into compulsory projects. The work of the strategic investor for the state on capital markets should be extended to local nonfinancial enterprises or foreign. In Senegal, this extension has been made in the field of the financing of solar power plants and the pharmaceutical industry.

**Mr. Uche ORJI**, Executive Director of Nigeria Sovereign Investment Authority (NSIA) thinks that funds can help stabilize the economy and boost productive sectors (placement and guarantee). To do this, it is necessary to develop a platform attracting FDI, and other investment funds in strategic sectors: agriculture, health, energy, intermediate industry.

Concerning local companies, the shares of sovereign wealth funds brings management discipline. It is a question of granting them guarantees for the raising of funds at sustainable costs. The fund should seek to drain money from insurance companies and other pension funds in the real economy instead of confining oneself to infrastructure.
Mr. Ali Koray ERDEN, Deputy Executive Director of Eximbank indicated that in its strategy of development, Turkey has put the focus on the promotion of SMEs in view of the importance of their role in economic activity and job creation. The support provided is multiple, ranging from research and development, management, imports of goods to the support of transaction operations. According to him, 70% of Turkey’s exports are performed by SMEs compared to just 10% in 2000. However, there are still many challenges in particular the difficulties of access to loans that remain burdensome for African States that wish to build infrastructure. The support must cover also the structuring of the PPP-type projects with the aim of reducing investors’ risk perception and lowering the interest rate (relative to sovereign bonds).

Mr. Edoh Kossi AMENOUNVE, Director General of the BRVM, stated first that development is not possible without dynamic capital markets that allow easy access to finance at competitive rates. South Africa by itself represents 78% of the market capitalization of the whole continent and the London Stock Exchange is considered the “first stock market of Africa” because African companies raise the the majority of their funds there.

The stock markets are poorly integrated but the BRVM is the most integrated of the continent. When all is said and done, the efforts to integrate stocks exchanges - an important part of which is about the harmonization of regulations- are being pursued at the regional level with the support of the ADB to make full use of most of local savings through sovereign wealth funds, insurance companies, pension, etc.

Ms. Athena YU, Made in Africa Initiative (China), said that “Made in Africa” seeks to reduce the differences in perception of Africa in China. She highlighted the successes on creating thousands of jobs in a few years of industrial activity on the continent. The differences of languages and culture are not major constraints. The support of governments has been beneficial. The support is about the construction of industrial parks as in Senegal, but also about the creation of companies like in Rwanda and Ethiopia. The initiative seeks to build industrial activities that are both financially profitable and with a strong social impact, especially through partnerships with local businesses in the field of learning and technology transfer.

Exchanges with the public made it possible to identify other complementary points. Concerning the initial stages of the projects insufficiently supported because of a lack of resources or risk aversion of investors, it was underlined the innovation brought by sovereign funds through project funds - as opposed to direct funding from Eximbank- which allow sovereign wealth funds to expand the range of possibilities for States. In particular, cooperation between Africa-60 and sovereign wealth funds is set to strengthen and create a unifying framework for financing infrastructure in African countries. As for how to change the perception of companies towards the capacity of governments to work with the private sector, the panelists advocated a preliminary diagnosis by governments of sources
of inefficiency before seeking quick wins. This will demonstrate their desire and ability to work with the private sector.

Panel: «What are the challenges and conditions for the development of national champions?»

In his introduction, Mr. Victor G. NDIAYE, Performances Group (Senegal), noted that Africa has nearly 150 champions, including 75 national (African) and 75 multinational (established in Africa); (ii) more than 75% of these champions are concentrated in 8 African countries: South Africa, Morocco, Kenya, Nigeria, Egypt, Mauritius and Côte d’Ivoire, etc.

African countries are struggling to produce world-renowned champions. Only around fifteen (15) African companies are among the top-ranked 2000 world champions. The structural transformation of economies requires a rapid expansion of national champions that pull up the top SMEs / SMLs as well as the rest of the economic and financial ecosystem.

The low presence of national champions in Africa indicates why the economy of the continent remains predominantly agricultural and that local consumption is dominated by imported products.

Foreign multinationals, through their technology, financial capabilities and networks contribute to the growth of markets at regional and international levels.

This is the case of Renault in Morocco which favored the creation in the country of many subcontractors. This situation has caused the creation of a new industrial zone that employs more than six thousand people.

Mr. NDIAYE closed his presentation with a summary of the conditions that favor the birth of national champions, namely: (i) a combined political will with good strategic management of partnerships through the creation of private companies in which the State is a non-majority shareholder; (ii) a prioritization of the national private sector in the allocation of public markets; (iii) an acceleration of regional and continental integration with the creation of large competitive markets; (iv) development of sector plans focused on the sectors growth and; (v) a sound business environment with a public administration that supports them in their expansion to international markets.

As part of the discussions to provide ways to create national champions and accelerate at the same time African integration, the panelists shared their experience.

Mr. Omar CISSE, Managing Director of InTouch, shared his experience on the expansion process from his company to other African countries. He listed the various companies he founded the last of which, InTouch, launched in 2014, is an aggregator of means of payment and digital services. According to him, economic and monetary integration, and harmonization of elements that facilitate
the development of the company. Quality human resources are key elements in the development of national champions.

Promoting National Champions in the digital field to make it a pillar of growth in Africa

**Mr. Mustapha EI-OUAFI**, Deputy Director General Office of the Chérifien Phosphates (Morocco), stated that OCP, a century-old company, is a world leader in phosphates which is found in many places in Africa and remains a strategic priority. The group has made a strategic transition over the years, from the concept of exporting raw minerals the commitment to the entire value chain of fertilizer production. OCP also seeks to promote a digital ecosystem to prepare the future. A joint venture was created with the IBM group to support the company in its digital transformation. A strong leadership has allowed OCP to resist pressure (during board meetings) from public actors who generally have a short-term vision.

**Mr. Paul FOKAM**, CEO of First Bank (Cameroon), stressed that, in his opinion, the expression “national champion” refers to an institution resulting from the common will of the State and the private sector to create the optimal conditions for sustained economic growth.

**Mr. FOKAM** then emphasized the role of the state in the fight against corruption and the creation of a sound business environment. He ended with the importance of economic intelligence both at national level and at the level of diplomatic representations in the partner countries.

**Mr. Jean-Marie ACKAH**, CEO SIPRA and President of the CGECI (General Confederation of Companies of Cote d’Ivoire), noted that Côte d’Ivoire, the world’s largest cocoa producer does not have a single champion in the sector. According to him, there is a lack of political will; financial support does not match the expectations of entrepreneurs. Also, the various reflections carried out within the Ivorian employers have confirmed the important role champions can play for development. The Ivorian private sector seeks to bring young Ivorians to start with small projects and to bring forth future champions. They are supported to be Ivorian champions, then sub-regional and later champions internationally.

**Mr. Karim SY**, Digital Africa, focused on the need for transformation and the urgency of reinventing the education system to have a local workforce which is highly qualified. Digital is more than a sector: it irrigates other sectors for the exploitation of potentialities. States have difficulty in identifying it, particularly because of its exponential growth. Large groups themselves face the dilemma of innovation. IBM, once the world’s largest computer producer, has shifted to services. It is necessary
to go through technological innovation and digital technology, especially in agriculture and finance. Senegal having set up open digital spaces in each region and the virtual university has been mentioned as a model of reinvention of the education system.

Discussions with participants highlighted other conditions to develop national champions: (i) permanent political will at the highest level and beyond principles; (ii) the regulation system allowing the creation of a digital ecosystem for a better appropriation of digital optimization by companies; (iii) the creation of a knowledge ecosystem comprising a network of vocational training schools, research institutes and continuing education using digital; (iv) positive discrimination in favor of high-intensity labor sectors such as agriculture, fishing and industry; (v) the exploitation of national cultural values to bring out national champions and vi) the national anchoring of champions for the sharing of wealth - especially through the relays that are SMEs - in association with the multinationals on a case by cases basis.

Panel: «What innovative ways of partnership between the State and the private sector?»

**Mr. Idris JALA**, Pemandu Associates (Malaysia), highlighted in his introductory presentation the partnership model developed between the Government of Malaysia and the private sector based on an innovative approach called “Big Fast Results”.

The so-called Big Fast Results (BFR) methodology represents a radical change of approach in the collaboration between the State and the private sector for the co-construction and co-financing of high impact projects, all in a transparent approach with increased accountability of the private sector. From an operational point of view, the BFR methodology is characterized by the organization of LAB (abbreviation of laboratories) of about 6 weeks duration, between the government and the private sector to define the implementation modalities of the projects selected for a public-private partnership.

He also recalled the importance of the role that SMEs must perform in African economies, particularly in terms of wealth creation and employment. To this end, he argues that the role of the State is to create a favorable and attractive environment for the development of the private sector.

Labs results in Malaysia, Oman, Nigeria, Senegal and the Caribbean were shared with the audience. For example, in Senegal, the BFR methodology applied in the context of structuring of the project “creation of three integrated agro-poles” allowed the identification of 26 projects for an investment of CFA Frs 90 billion and 4154 jobs expected over the period 2019-2023.

**In Malaysia, public and private sectors jointly define projects to be funded**

**Ms. Bienvenue ANGUI**, Deputy Director, Federal Association of Small and Medium-sized German companies (Mittelstand BVMW), began by pointing out that 99.6% of German companies are SMEs
and 2700 champions hidden in the world are German. More than 2000 SME meetings are organized each year in Germany, which facilitates exchanges between SMEs that also make their voices heard.

Ms. ANGUI also reported on the main initiatives undertaken in the broader context of the Alliance Mittelstand Alliance Africa, which aims to bring together all the actors to relay SME concerns to public decision-makers to strengthen the partnership with the African sector private. Germany’s willingness to support entrepreneurship in Africa has also allowed the creation of the “Compact With Africa” whose objective is to support African countries implement reforms to create an enabling environment for business. The German government has also set up a fund of One billion euros to support African SMEs in international markets.

Mr. Selim BORA, SUMMA (Turkey), focused on the partnership between his country and Africa, oriented in the field of structuring infrastructure. It is important to him that governments pay particular attention to the selection of foreign partners, their various capacities and their commitment. The benefits granted to multinationals in strategic projects should enable it to become a local partner, “a family member”.

Mr. Seydou Sy Sall. General Delegate to the Urban Poles of Diamniadio and Lac Rose, gave an update on the achievements on the new city of Diamniadio which embodies a new paradigm that breaks with the classic formula of new cities built by the State. In addition to decongesting Dakar, the urban pole seeks to position itself as an attractive area for private investments. The implementation of this project required the involvement of the national and international private sector (80% of investments against 20% of the State share).

The implementation of this project required the involvement of the national and international private sector (80% of investments against 20% of the State share). The State sets up a developed land (sanitation, electricity, etc.), equipped and titled that allows the private sector to raise financing which is different from the conventional terms of the concession type. The commitments of the State to rent the buildings built by a private company (at its own expense), during a definite period before being owned, also allow the services of the Public Administration to have premises which are new and perfectly functional. Other tax facilities allow businesses to offer affordable prices for social housing. Financial services, legal, etc. complement the offer of economic and residential attractiveness. The grouping of national companies would allow them to pool their technical and financial capacities to gain more market share in the new city.

Mr. BIN SULAYEM. Executive Director of the Dubai Multi Commodities Center (DMCC), focused on the rich experience of DMCC, which has grown rapidly and positioned Dubai as a global freight platform. One of the key factors of attractiveness is the constant quest to satisfy the needs of investors from the targeted markets. This started with the development of modern office buildings and the provision of adequate logistics. DMCC ensures an effective presence in the field and uses intensive NICT including social media.
Mr. BIN SULAYEM suggested the SMART method as in Diamniadio and the readability and predictability of policies for harnessing Africa’s potential.

The exchanges between the public and the panelists highlighted the following aspects:

- The importance of benchmarking: Africa, given its level of development, must choose the countries which it considers as reference;
- Resolving the issue of SME’s to find funding;
- The toughness of the selection criteria (business plan, strong private partners, etc.) of German support fund for African SMEs;
- The under-capitalization of SME’s which hinders their access to public markets;
- The importance of technology transfer, training and joint ventures to develop local industries and build an ecosystem around multinationals that build the infrastructures;
- The adaptability of the Lab concept allowing all parties to examine the specific constraints to the implementation of the investment projects of the private sector and;
- The treatment of the constraint of convergence criteria relating to debt sustainability: The commercial contract limits this risk because it is the private sector that provides the bulk of the funds.

A closer public-private partnership will enable public policies to be more effective.

III.2. Theme II: «Emergence and Inclusiveness»

Plenary Session: «How can the private sector contribute to building an inclusive growth? »

Ms. Carolina SANCHEZ-PARAMO, Senior Director for the Poverty and Equity Group, World Bank, in her introductory statement, noted that poverty reduction has been slower in Africa than in other parts of the developing world. Growth in Africa has been driven by capital-intensive sectors (mining, financial sector, IT, etc.). In addition, in terms of initial conditions, the renewal of growth comes in a context of high levels of poverty and inequality in Africa.

On the road to more inclusive growth, the main systemic obstacles are related to: (i) inequalities in endowments - in particular infrastructure and basic services - and the opportunities created by economic growth in the countries; (ii) market access difficulties; (iii) weak integration; (iv) the vulnerability of African economies to risks; (v) the high shares of the informal sector and the primary sector.

She added that Africa will not be able to break out of the vicious cycle of intergenerational transmission of poverty and inequality without first having solved the problems of access to national and international markets.
The continent will also need an efficient economic resilience strategy through an involvement of the private sector in the prioritization of investments, and resilience of households vulnerable to shocks.

**Ms. SANCHEZ-PARAMO** identified three priority actions to achieve sustained and inclusive growth for a significant reduction of poverty, namely: (i) pro-poor investments, especially in terms of human capital and social capital; (ii) infrastructure to increase market access equitably to economic shocks and disasters (social, safety and insurance nets).

As a speaker, **Mr. Assane MAYAKI**, Chief Executive Officer of NEPAD Agency, focused his presentation on NEPAD’s actions and perspectives for «the reduction of extreme poverty and inequality». He highlighted stylized facts; including the centrality of nutrition for the training of human capital, as it is clearly mentioned from the conclusion of ten Nobel Prize winners who were asked to list the critical elements of development of African countries for the next 50 years. **Mr. MAYAKI** called for the strengthening of social safety nets and the development of growth and jobs sectors. It is necessary to rely on local government and the local elite. Similarly, the search for the optimality of poverty reduction solutions cannot avoid a regional approach, at the level of sub-regional organizations and the continental scale.

In perspective, **Mr. MAYAKI** proposed solutions to make the private sector play its role in social and territorial inclusion:

- The development of new growth engines with a singular focus on SMEs for the creation of decent jobs;
- Strengthening local governance through training and capacity building of local elites;
- Reduction of territorial inequalities and better management of space through optimal planning of urban and rural infrastructures;
- Coordinated implementation of projects and programs in sectors;
- Co-production of public policies with the private sector and populations;
- Strengthening regional integration

**For inclusive growth, sectors like Agriculture and Industry need to be promoted.**

**Mr. Cheikh KANTE**, Minister to the President of the Republic in charge of Monitoring the Emerging Senegal Plan, addressing inclusive growth around value chains, stressed that reforms are needed for inclusive growth, namely: i) mobilize internal resources, ii) undertake reforms aimed at establishing a framework and a business environment enabling the development of national companies; iii) choose good partnerships with TFPs around the four pillars: transparency, coherence, efficiency and
accountability. The political will must not only be used to build infrastructure but also to set a system that encourages the private sector to get involved in innovation.

Mr. KANTE also stressed the need to take into account in public policies, regional and international guidelines, in particular, in the context of the implementation of the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

Ms. Mame Khary DIENE, CEO BIOESSENCE (Senegal), indicated that statistical data reveal that out of the 12 to 15 million young African graduates who enter the labor market, only 2% to 4% are absorbed by the public sector and the formal private sector. Young people must therefore adopt an entrepreneurial approach. Important opportunities exist for products derived from fruits, vegetables and forest products, for example for the cosmetics and agro-food industries. The standardization of derivative products can be accelerated by industrial incubators to learn about modern and innovative processes in order to adapt quality to requirements in domestic and foreign markets.

Physical investments are not expensive. On the other hand, one must know how to find information on how to transform primary products. Access to processing technology is facilitated by ICT. In this respect, technological incubators are useful, especially in rural areas. Improving entrepreneurs’ access to information and better organization of rural populations, including cooperatives and professional associations, would contribute to the inclusiveness of growth.

Mr. Carlos MEDINA, Manager at the Central Bank (Colombia), focused his remarks on vocational education and secondary education to increase employment opportunities for young people. The budget allocation (of the Colombian State) for vocational education is 1.5% of GDP. Many efforts are being made for a good information and statistical production system on employment. The government is also seeking to involve the private sector in funding the employability of young people. The school-business apprenticeship is a reality - three months of study and three months of internship in business. Learners choose their field and schools are subsidized by the government according to the completion of the courses enrolled in the student program and the rate of insertion of graduates after their internship in a company.

Significant direct results were recorded in terms of the level of formal employment and the relative pay of young employees in the company, not to mention the other effects on consumption, the demand for formal loans, etc. The effects on the reduction of social inequalities are also visible, particularly in favor of the families of the beneficiaries.

Comments from the floor focused on issues of the private sector’s contribution, considered as a real driver of inclusive growth, on the meaning of the inclusion-growth relationship, on the technical and financial support of young people in the transformation of products, on the financing of SMEs and the informal sector, and on innovation through endogenous research.
In response, the panelists referred to the fundamental nature of research and innovation in competitiveness, which should be prioritized at the national level and then at the Pan-African level. Incubators also allow young people who do not have their own machinery and equipment to use the means at their disposal (in the incubator) to produce and sell; they are completed by the accelerator model that allows them to scale up their business. The media, especially those in the public sector, must also feature some success models in entrepreneurship to combat the discouragement of young people.

At each stage of the business life cycle, there must be innovation. It is up to the State to support the private sector to better organize itself. Silicon Valley, world reference in matters of innovation, was created thanks to the investment and the will of the American public authorities.

**Focus on: The informal economy and Colombia**

Vocational training is a priority area for many countries, but many programs tend to be supply-driven, with little regard for the needs of the private sector or of emerging opportunities. Carlos Medina gave a detailed presentation of Colombia’s successful program: Youth in Action. This is a free professional training program for young people, which focuses on three months of classroom instruction, with a focus on non-technical skills, followed by three months of on-the-job training. Training is provided by selected private institutions, which are encouraged to offer courses on skills needed in the local labor market. Providers do not receive the first installment if a significant portion of the training has not been completed, and the last installment depends on placement of the youth. Evaluations indicate better integration into the labor market, better access to credit, a reduction in subsequent social transfers / grants for young people who have followed this program, a reduction in violence, etc.

**Panel: «Emergence, Labor Productivity and Job Creation: What Roles for the private sector? »**

In his presentation, Mr. Lionel ZINSOU, Founder and Managing Partner of SouthBridge noted the paradox between the economic growth in Africa and the poverty mainly related to the difficulties of access to employment, especially for women and young people. Africa has the second highest economic growth in the world behind Asia. The GDP growth rate is higher than population growth, but inequality and unemployment persist.

**Mr. ZINSOU** shared some elements of reflection around this paradox:

- Population growth increases the number of excluded people;
- Africa has a rent-based economy, closed thus non-competitive and raw materials exported without added values;
African markets are small, fragmented and not supportive of dynamics of inclusive economic growth;
Investments are more oriented towards capital-intensive sectors with no direct impact on employment and with externalities sometimes being negative over time;
Growth is more driven by the tertiary sector (60% of GDP), while its productivity is lower than that of secondary;
Vocational training is not sufficiently adapted to the needs of the labor market and does not promote self-employment;
Funding for entrepreneurship of young people and women is still insufficient.

For the emergence of Africa, an effective educational system is needed that delivers quality training

Prof. Abdoulaye DIAGNE (Senegal) focused his speech on an education system oriented towards employment. In 35 years’ time, one in four people in the world will be African. In the face of population growth, the question of education and training of young Africans is becoming more and more worrying.

Mr. DIAGNE reported on the problems of the African education system, including: (i) the low quality of teaching due to low teacher qualifications and lack of motivation; (ii) the inadequacy of curricula to market and business needs and; iii) shortcomings in the management system of the school system and universities and research institutes.

The proposals for improving the quality of African education systems taking into account the needs of our economies are:

- Train and recruit more qualified teachers;
- Establish a successful system of in-service teacher training;
- Reform the management of the education system;
- Regularly revise curricula in order to adapt them to the needs of the labor market and new basic knowledge and skills;
- To generalize the use of digital technologies throughout the education system and;
- Transfer more prerogatives in education and vocational training to local authorities and communities.

Mr. Paul GINES, Director of the Center for Electricity Affairs (Côte d’Ivoire), said that the educational offer is static in Africa. According to him, the level of growth, the relative strength of the Senegalese economy since 2015 should have allowed it to create enough jobs to reduce the rate of unemployment and social equality. The difficulties are related in particular to: (i) the access to loans and the relatively high costs of credit.
Mr. GINIES, moreover, felt that it is imperative to reduce the costs of training, and to adapt programs to global socio-economic changes. It is also necessary to include methods and techniques of entrepreneurship and self-employment provisions from primary education onwards.

Mr. Pape Amadou SARR, Delegate General for Rapid Entrepreneurship (Senegal), first gave reasons for the creation of his office. According to him, the strong growth experienced by Senegal has not reduced the rate of unemployment and social inequalities.

The difficulties are relative to, in particular: (i) access to loans and the relative cost of credit; (ii) access to public procurement for SMEs; (iii) lack of incentives and information for formalization processes; (iv) the complexity of tax procedures and; (v) lack of training and skills in entrepreneurship. To cope with this situation, President Macky SALL created the General Delegation for Rapid Entrepreneurship dedicated to young people and women who have their projects, provided that they comply with a certain number of criteria set in relation to the sectorial policy guidelines of the Emerging Senegal Plan.

DER is an opportunity that should allow beneficiaries to have financial resources independently of traditional microfinance institutions. The financial resources used by DER include credit, guarantee, equity investment and matching fund.
Mr. Issa FAYE, Director of Development Impact, International Finance Corporation (World Bank), focused his speech on the need to create a technological dynamic that leads and integrates the African continent into the fourth industrial revolution, marked by the lightning evolution of the digital world.

At the pace of economic and technological change, skills in most African countries are becoming obsolete and the need for new types of profiles is increasing. Africa needs a workforce with social-emotional intelligence and the solution must be through training young people in science and technology to better cope with change in economic and financial activities through the development of digital technology. Adequate continuous training must be provided at all levels to renew skills to allow employees to stay in for the long term.

Following the panelists’ interventions, the discussion points focused on: (i) employee convertibility and skill renewal for employability with the demands of modernization and changes in production systems; (ii) the challenge of mobilizing the financial resources needed to ensure quality education at all levels; (iii) the valuation of certain trades such as handicrafts and sewing and; (iv) the financing of entrepreneurship creating growth and jobs and not subsistence entrepreneurship.

In conclusion, the moderator invited all African leaders (Heads of State, financial institutions and business leaders) to Afro-optimism, the combination of urgency (to cope with subsistence issues) and emergence (which requires a clear and ambitious vision) and the reconciliation of technology and innovation with education systems and technology production.

Panel: «Emergence and inclusiveness: which private sector for which markets? »

This panel began with an introductory UNDP conference presented by Mr. Tomas SALES, Private Sector Director (UNDP).

This presentation focused on the presentation of inclusive business as a means of joining the private sector and inclusiveness.

As a first step, Mr. Sales argued that inclusive business or inclusive companies can be understood as a model of entrepreneurship that integrates individuals with low incomes in the value chain of companies.

Africa presents innovative models of inclusive businesses
Facing the challenges (failure of the political and legal environment, infrastructure deficit, difficulties of access to information and financing), Mr. SALES explained various levers for the development of the inclusive business: information, investment, incentives and supporting infrastructure. Second, Mr. SALES made the following recommendations for inclusive business development in Africa:

- Put more emphasis on reforms that favor the business climate by targeting more young people, women, SMEs and the VSMEs;
- Sensitize the private sector and the government on the issues of the inclusive business;
- Implement collaborative and innovative actions;
- Create an inclusive business center of excellence in Africa in partnership with UNDP and the AU that Senegal and Tunisia are interested in hosting.

Mr. Bagore BATHILY, CEO and founder of La Laiterie du Berger (Senegal), began his remarks by recalling that the answer to the needs of the bottom of the pyramid or people with low income was the leitmotif of major innovations such as microfinance. He realized that livestock farming is most often practiced for the sale of livestock and as a savings tool, but that milk production has always been the subject of very few commercial operations because of the lack of connection to the market. He noted that nearly 30% of the Senegalese population lives from livestock in very difficult living conditions. He found it absurd that Senegal imports 90% of the milk consumed in the form of milk powder, while 30% of the Senegalese population – i.e. 4 million people - live exclusively on livestock. He summarizes his passion in a concept: «We buy from the poorest to sell to the richest, but with a fair trade dimension!»

Inclusive business must give more opportunities to people at the bottom of the pyramid by enabling them to improve their living. This goes beyond the social responsibility of the company. To achieve this, Mr. BATHILY also stressed the importance of incubators and social investment funds.

Mr. Tiémoko Meyliet KONE, Governor of the BCEAO, highlighted the low rate of banking within the WAEMU zone and advocated the promotion of decentralized financial systems to allow SMEs / SMI’s and households to have better access to credit at sustainable costs.
The Governor then spoke about the different levers through which financial inclusion influences growth and inclusive emergence. He highlighted the role of the central bank, on the development of financial inclusion, through three major points: the development of microfinance, the development of financial services and the financing of SMEs. With regard to microfinance, Mr. KONE showed, with figures, the impact of BCEAO reforms in the area of company creation, e-money subscriptions, transactions and bank deposits and credits. BCEAO has also tried to find an articulation between banks and telephone operators. Regarding the financing of SMEs, he indicated that BCEAO has put in place a protection and monitoring mechanism for the promotion of SMEs.

Mr. Christian JAHN, Executive Director of iBAN (Germany) began by saying that his organization seeks to create the conditions for replication of inclusive business success models. In a framework of public-private dialogue, the iBAN group served as a consultative support in the development of inclusive enterprises in the countries of South-West Asia. Mr. JAHN proposed the inclusion of inclusive enterprises in university programs and higher education institutions in Africa.

Mr. Walid ABDELWAHAB, Director General, Country Program Complex (Islamic Development Bank), pointed out that access to credit alone is not enough to transform the economy. He thinks it is urgent to transform financial institutions to transform the economies of developing countries. To this end, he considered that intervention programs should include the private sector, young people and women. The three areas of reform are: (i) resource mobilization for improved access to capital, (ii) integration of public and private sectors into global value chains, and (iii) focus on priority countries for effective project delivery.

The following main lessons were drawn from the discussions between the panelists and the public:

- Involve inclusion targets in dialogue by informing them of existing opportunities: in this respect, communication can be global (State) and / or targeted (management structures);
- Extend credit lines and other public guarantees for SMEs to share risks and facilitate access to subsidized rates lower than those of commercial banks;
- Adapt the regulatory framework of microfinance institutions to local realities and historical forms of lending in Africa, while not obscuring modern standards to expand their international refinancing opportunities;
- Explore other innovative forms of financing: value change financing, crowd funding, etc.;
- Constantly innovate in African SMEs to better integrate into the value chains and provide job opportunities to young people entering the market.

Panel: «Emergence and Territorial Development: Exploiting Existing Potentials, Equity and Resilience. What role the private sector has to play? »
The promotion of SEZs makes it possible to attract companies in some regions and stimulate economic development.

Mr. Andres R. POSE, Professor LSE and Special Adviser for the EU and other countries, emphasized the role of the state in the deployment of the private sector across the country for shared prosperity. It would be preferable to work to improve the quality of governance not only at the central level, but also at the level of local authorities for a success in reserved areas such as special economic zones. However, the granting of facilities (taxation, flexibility of the labor code, etc.) must be calibrated and the offer in SEZs adapted to local specificities.

Mr. POSE also showed the importance of proximity to a large urban consumer center and, more generally, the dynamism of consumer markets.

Mr. Souleymane J. DIOP, Minister responsible for monitoring the PUDC (Senegal), noted that, in order to correct the observed territorial disparities, the Government has implemented the PUDC whose objective is the improvement of the living conditions of populations in rural areas through the provision of basic services and the provision of productive infrastructure and equipment for the exploitation of opportunities. Referring to the main results recorded during the first phase.

Mr. DIOP said the program has helped more than 800,000 new people in rural areas to gain access to safe drinking water, has significantly contributed in the improvement of access to electricity in rural areas and has worked for the development of rural roads allowing mobility of populations as well as the local production. The PUDC has thus enabled the development of many income-generating activities, especially for women.

Mr. Marc LIEW, Deputy Director, Africa Department (Singapore), stressed the importance of a sufficiently transparent institutional framework and a three-way process of participatory planning levels: local, regional and national. All of Singapore’s plans focus on a competitive and job-creating economy and take into account all aspects of sustainable development. These three pillars are framed by urban governance. The information that is the responsibility of the executing or implementing entities is made available to the public. The involvement of the private sector is through a win-win partnership.

With regard to sources of funding for public projects and programs, Mr. LIEW emphasized the adoption of a prudent, incentivizing and transparent taxation policy with many incentives practices (a decrease of 10% to 15% of the tax if the payment is made online three days before the deadline) and the centralization of all the receipts in the Central State coffers.
Mr. Alain EBOBISSE, Managing Director of the Africa50 fund, reported the deficit of $100 billion per year noted over the period 2013-2018 for financing infrastructure in Africa. Investment in natural gas can accelerate the industrialization of Africa. This is why Africa50 seeks to solve storage and transport problems in order to improve the electrification of the rural world as well as the energy supply of industries in Africa. Africa50 is working with governments to establish seed money for projects in areas furthest away from urban centers.

Promoting the blue economy, that is the development of maritime economic activities, has been proposed as an excellent territorial inclusion factor because 90% of African countries are coastal states.

Mr. Abroulaye FOFANA, Permanent Secretary of the Inter-ministerial Council for State Action at Sea (Côte d’Ivoire), noted that nearly 90% of African countries have a coastline whose potential is under-exploited. Even non-coastal countries have lakes full of potential. As part of the major challenges to the development of the Blue Economy, Mr. FOFONA noted, inter alia: (i) delimitation of borders between countries; (ii) the assessment of resources within these territories; (iii) securing territories. He advocated high-level political anchoring at the national level and, at the level of the African Union, the establishment of a common strategy for the promotion of the Blue Economy through its integration into development policies.

The exchanges between the panelists and the public allowed discussing on the following points:

- The contribution of the various programs - presented by the panelists - to equity and resilience in the territories and the modalities of collaboration with the private sector: the recommendation focused on building an ecosystem conducive to private sector involvement;
- African growth is generally carried by a small part of the territories. If it is created by the provinces (mines, agriculture, etc.), the native people do not benefit enough;
- Central governments must better support communities in the implementation of local policies, and involve local people and elected officials in the design of territorial policies;
- World champions have taken root in cities; talent in centers other than large cities should be supervised, provided that the private sector itself is better organized to better exploit the potential of the territories;
- Preserving the potential of the coast against particularly the anarchic exploitation by the populations themselves and sometimes in an abusive way by the multinationals.
- Use new international climate guarantee funds to build resilience.
IV. SPECIAL EVENTS

IV.1. Launch of the African Network of Delivery Units

IV.1.1 Summary of exchanges
A. Presentation of experiences
i. Malaysia

The PEMANDU is Malaysia’s Delivery Unit (DU) set up in 2009 in the Prime Minister’s Office. It relied on a methodological approach focused on the BFR approach with 8 key steps. It made it possible to obtain convincing results, in particular the 35% increase in the Gross Domestic Product, creating 2.68 million jobs, and poverty reduction from 4% to 0.4%.

The lesson that can be learned from the PEMANDU experience is that there are two types of DU: Poorer DUs: monitoring tools but without introducing new ways of working or transforming the country;

Successful DUs: modern monitoring tools, introduction of new working methods and synergy with the Government for a transformation of administration and economy.

The key success factors of a DU are related to Leadership, the necessary prioritization of actions, the Labs approach, the sincerity of budgets and finally the communication throughout the process (from the idea of projects to their evaluations).

ii. Kenya

The DU of Kenya was constructed taking into account the following characteristics:
- The relatively young average age of the public service and the majority of the population;
- The influence and leadership of the people;
- The duality between politics and bureaucracy;
- The requirement of respect for the commitments of elected officials.

Lessons learned relate to (i) the challenge of institutionalizing bureaucracy and the delicacy of public service, making it difficult to implement the dynamics of change,
(ii) the need to take into account the ability of administrations to deliver frequently at a slower pace than political aspirations, (iii) the choice of when the ED should intervene in the process, and (iv) the choice of structure that should bring the results.

Kenya’s DU intervention was based on the following principles:

- Identification and isolation of problems;
- Precise identification of those responsible for the problems;
- Knowledge of the structures with which the DU works, in other words the knowledge of the sociological realities internal to its structures.
iii. Senegal

The setting up of the Operational Office of Monitoring (BOS), the Senegalese DU started from the analysis that there was a need of a new state of mind to ensure cohesion around the PES the measures of which were largely based on benchmarking. The concepts of accountability and focus also had to be taken into account. As a result, from the Priority Actions Plan 1 which had around 600 projects, a portfolio of action plans consisting of 27 projects and 17 reforms were shortlisted and that required full attention to expedite their implementation. The intervention of the BOS in the State ecosystem allowed to lower the time of resolution of the constraints of one year to three months on average thanks to its «problem solving» approach. The main weaknesses identified are related to the alignment of the budget with the priorities which is not always perfect and the lack of maturation of some projects especially those requiring an involvement of the private sector.
Today, the challenge is to move from the first generation of DU’s to the second generation. The lessons and recommendations that can be drawn from the BOS experience are:

- A DU must be robust and fit to serve the administration;
- Information provided by the DU must be reliable;
- It should not take the place of others.

iv. Togo
In Togo, the need for a cultural adaptation of the measures was at the base during the creation of the DU. However, it relies on universal fundamentals as for any DU:

- The necessary link between strategic vision, operational problems and adjustment;
- The development of close relations between the DU and the project managers;
- Credibility vis-à-vis the authorities and the public.

The recommendations resulting from the experience of Togo DU are related:

- First the Communication by those implementing the projects must be prioritized;
- To the need of developing a culture of everyday performance and relativism which requires a demanding mind (mental strength and strong political sponsorship).

V. Benin
In Benin, the DU has been set up to be a center of competence alongside the Government. It should help to identify the obstacles to the implementation of projects by the administration and to solve them through a proposal and implementation of reforms.

The scope of the Benin DU consists of a portfolio of 45 main projects costing CFAF 9,000 billion and 77 key reforms.

The implementation mechanism of the emergence strategy is structured as follows:

- Definition of strategies by the sectorial ministries;
- Implementation of 45 projects by dedicated agencies;
- The DU is not involved in the implementation of projects, but ensures that the right decisions are made in particular at the budgetary level;
- Piloting reforms by the DU;

A successful piloting condition clarified the role of stakeholders where the private sector is a development actor and the State a facilitator.

B. Discussions with the public

Discussions between panelists and the audience focused on issues related to the size of DUs for optimal efficiency, the role of the private sector in the creation and the operation of such structures, the steering of non-priority projects, namely those outside the scope of the DUs.
In response, panelists emphasized that the size of a DU must be defined on the basis of the weight of the portfolio of projects to be delivered. As such, a DU should not be deployed as long as the program of projects, reforms, and / or key initiatives has not been defined and approved. They also recalled that the DU mechanism is transferable to the private sector and to any organization wishing to set up an effective steering mechanism capable of guaranteeing a certain level of performance in the implementation of strong impact initiatives. As for the piloting of non-priority projects, namely those outside the scope of the DU, the case of Malaysia was mentioned with the setting up of secondary monitoring mechanism at the level of sectorial ministries for the monitoring of the projects in question.

IV.1.2 Official Launch of the African Network of D.U.

The Director General of BOS thanked the coordinating units for emerging policies present, the technical and financial partners, the PES Project Managers and the participants. He recalled that the special event of the ICEA III DU is a response to the ICEA II recommendations to set up the African Network of Delivery Units. He then presented the objectives pursued by the Network as a framework for formal collaboration:

- Sharing best practices;
- Facilitating ad hoc partnerships for capacity building;
- Monitoring the coherence of the strategic orientations of the development programs of the countries in question and;
- Publishing periodic publications of case studies and thoughts on innovative solutions for effective implementation of programs of economic transformation.

Finally, he mentioned the next steps, including the publication, in the second half of 2019, of a document summarizing the work of ICEA III on the issues of piloting the implementation of emergence plans. During the third quarter of 2019, a meeting will be held in Kenya for the adoption of a detailed roadmap and the setting up of governance bodies.

IV.2. Fiscal Space

This special event co-organized by UNDP, OECD and IMF focused on the raising of fiscal resources to finance emergence plans in Africa. Panelists addressed issues related to: (i) weak domestic resource raising capacity; (ii) the weak tax base; (iii) tax exemptions and unnecessary exemptions; and (iv) the role performed by multinationals in tax leakage, the erosion of the tax base and profit transfer, especially in the extractive industries. The following principles should be present during tax reform processes:
- Simplicity and intelligibility of the tax legislation and the rules of application whatever the level of
The various interventions made it possible to define the role of Think Tanks (TT) as actors of revenue at local government level. It is therefore important to strengthen technical assistance to improve the many successes in terms of the mobilization of fiscal resources in many African countries.

The fiscal cadaster must also be further explored to exploit the full potential of property taxation. The BEPS project seeks to reshape the international tax system. Fifteen measures have already been implemented - both in rich and developing countries to combat multinational tax avoidance practices. The initiative Tax Inspectors Without Borders (TIWB) is a lever for capacity building. It also helps companies as they will be subject to the same rules in all 125 countries that adopt the BEPS project and improve the business environment.

The OECD, IMF and UNDP, who work closely together to assist developing countries build domestic resource raising capacities, presented their special and collaborative terms of intervention.

These TFPs support developing countries that request it through TA for complex tax audits: mining, banking and insurance, telecommunications. TFPs proceed in a coordinated way with the government. A diagnosis is first made with the authorities on the needs and the existing tax system in the country; then a program is defined and implemented with the authorities. Tax exemptions (more than 5% in most developing countries) must be well documented, especially in terms of economic and social impacts, so that exemptions go to the rightful owners. Empirical studies have shown that tax expenditures do not attract foreign direct investment.

The BEPS project seeks to reshape the international tax system.

The fiscal cadaster must also be further explored to exploit the full potential of property taxation. Like Senegal, a pioneer in Africa, ICTs can also improve domestic resources. In addition to the so-called e-tax formula for businesses, the use of the telephone offers flexible solutions for users who do not have access to the Internet.

At the local level, it is noted a weak capacity to collect taxes; collection is usually at the central level and a transfer follows. It is therefore important to strengthen technical assistance to improve revenue at local government level.

In any case, the development of good corporate citizenship also goes hand in hand with the government’s good use of resources and the motivation of the staff of tax and customs administrations subject to results.

### IV.3. African Think Tanks

The various interventions made it possible to define the role of Think Tanks (TT) as actors of intermediation between politics and society. Thus, the role of the Think Tanks is to propose solutions to the problems encountered by different actors or societal issues. TTs should help formulate
policies and solutions to the problems raised by the Private Sector (PS).

The relationship between TTs and the private sector was mainly analyzed in two ways: (1) the independence of TTs from those who finance them to maintain their credibility, and (2) the necessary commitment of companies to finance TTs. The issue of credibility as discussed shows the confusion between academic research centers and TTs that are intended to influence public policies according to their own vision. While academic research centers are interested in the scientific validity of their work, TTs use the results of academic research to influence public policy or to influence public debate.

Nevertheless, the intermediation role of TTs was highlighted as providing public goods essential for public-private dialogue. Also, the need to use evidence-based public policies remains one of the key issues for TT action.

As for the issue of TT financing in Africa, the need to reflect on companies’ CSR (Corporate Social Responsibility) take into account the action of TTs and this facilitates their funding.

TTs should make efforts to get to know the companies and articulate their approach to that of seeking profit of companies in order to attract their funding. Knowledge of the business world, development of business advisory services, and experience in the private sector are all necessary elements for TT’s to share a common language with the PS so that they accept to fund public thoughts essential to the evolution of communities.

One of the challenges of this relationship is, moreover, linked to access of information held by companies that is useful for public reflection. TTs have a key role to play in making available knowledge and information held by the private sector, the role and action of which is often not to treat them as public intellectual property.

This assessment has led to the questioning of the company’s role in society and to ask the following question: to what extent is a private company private? Also, the PS’s appreciation of its role in society is essential to integrate TTs among the actors who need their support to bring about the societal changes implied by the company’s spaces of engagement and its societal, economic or environmental impacts.

The main lessons are as follows:

There is a real research gap for the African private sector, the needs of which in this area are not well taken into account by academics or research centers. Think Tanks can therefore fill this gap by acting as an intermediation of issues that concern the private sector but transcends it in the public space. To do so, there is a real need, for the states, the private sector and the Think Tanks, to have a continuous dialogue, thanks in particular to the setting up of a platform with the public and private sectors.
To build strong partnerships with the private sector: (i) Think Tanks must be credible; (ii) there is a need to set up dialogue platforms Think Tank-Private Sector, integrating the public sector.

Many large African companies are able to support public thinking. Think Tanks, however, should speak the same language as the private sector, and synergize their actions in order to mobilize funding from the Public Sector.

African Think Tanks should and could be financed by the private sector. To do this, they must synergize their actions in order to produce useful and usable solutions. Like the American Think Tanks, the African ones must act in the council to have the ways to self-finance and maintain / attract the talent they need to grow.

African Think Tanks should be less responsive to western standards and more focused on African business issues.
V. CLOSING AND RECOMMENDATIONS

V.1. Closing ceremony

In his closing address, the Prime Minister of the Republic of Senegal, His Excellency Mahammed Boun Abdallah DIONNE insisted on the need for African authorities to take action after all these conferences being held everywhere. «We have held many conferences, but if we continue to do so without concrete action, it is because there is something stuck. I think the problem we have today is pragmatism. We have thought a lot and the models are there», he said.

The Prime Minister also spoke of the need and the importance for African countries, notably Senegal, to have industrial parks if they want to move towards emergence. The Head of the Senegalese government also took the opportunity to complain against the insufficiency, or even the absence, in some African countries, of necessary technologies for the manufacture of certain products.

He, for example, indicated that «even for buttons, most African countries import them because they do not have the technology to make them. The same goes for knives, spoons, nails and other items that do not require advanced technology». At this pace, emergence will take time, he added.

Deciding on the role that the African private sector should play in the emergence of Africa; Mr. DIONNE first mentioned the continent’s trade opportunities. According to him, with a total population of about one billion, Africa has more than 300 million consumers of goods such as televisions and vehicles, citing these alone.

Thus, regrets the Prime Minister of Senegal, the private sector has not taken advantage of these 300 million Africans, by not taking enough risk to invest in the production of these types of large-scale consumption products. So, there is still work to be done, even though the public sector has done a lot, the private sector needs to take over, he added.

Continuing his argument, the Prime Minister said that the African private sector must develop industry champions in sectors with high capacity for labor and wealth creation. For this, it must take initiatives and seize opportunities for the satisfaction of local demand. Such initiatives will allow Africa to stop importing products such as nails and spoons.

Speaking of Senegal, the Prime Minister said that, in addition to the need for strengthening technology, the country also needs skilled workers and craftsmen. According to him, Senegal has many intellectuals in literary disciplines. However, there are very few skilled workers in certain trades such as scrap dealers, plumbers, metal welders trained according to modern standards.
Of course, the State of Senegal has done a lot, but the national private sector must take over the concessions and risks. Concrete actions have been successfully implemented within the framework of the implementation of the first phase of the SEP.

In this regard, he cited the Diamniadio Integrated Industrial Park, the Regional Express Train (TER) and the toll highways that are sources of employment and wealth creation; the private sector must undertake such initiatives to take over.

In a different way, Mr. DIONNE deplored the visa requirement imposed by certain African countries for the movement of persons within the continent. Such a situation does not militate in favor of facilitating the process of regional integration necessary and it is indispensable for the emergence of the African continent.

In conclusion, the Prime Minister emphasized that there are a number of issues on which, beyond major conferences, the private sector and the States must go in the direction of their regulations in order to find the best sustainable solutions. In addition, he assured all participants at this meeting, as well as the international community, that all recommendations from ICEA III will be followed up for effective implementation. As far as Senegal is concerned, the implementation of the recommendations will be subject to regular monitoring and evaluation.
V.2. Recommendations

At the end of the discussions, the Dakar conference made the following recommendations to the actors.

States are invited to:
- Establish the conditions for political, institutional and security stability and build a shared long-term vision that transcends political mandates;
- Maintain efforts to reform the business environment, build productive support infrastructure and connect to markets, as well as training to ensure the employability of young people;
- Pay particular attention to tax reforms, with a view to better rallying of domestic resources and;
- Promote the advent of national and regional champions and develop intra-African trade through access to expanded markets.

For its part, the private sector has welcomed the willingness of states to support the rise of national champions. As such, it will have to be part of a long-term dynamic and exploit the opportunities offered by innovative public-private partnerships.

In addition, the private sector is expected to play its full role in the process of enhancing African products through natural resource processing and the use of innovation. Also, it recognizes the importance of its role in the implementation of initiatives promoting the development of labor productivity as well as social and territorial inclusion.

The technical and financial partners reiterate their support for the efforts of States to formulate Emergence Strategies and to raise additional financial resources. They also reaffirm their willingness to support private initiatives, through the revitalization of related windows. The conference recognized the importance of the sustainability and institutionalization of the meetings of the ICEA and recommends that the States, the private sector and the partner institutions work to make it a powerful lever of exchange of experiences to guarantee the fulfillment of their ambitions.

For example, the fourth edition of the ICEA to be held in March 2021 in Abidjan will provide an opportunity to evaluate and learn from this initiative.

To this end, an Executive Secretary has been appointed to operationalize the ICEA Roadmap as soon as possible.
III. DECLARATION OF DAKAR

From 17th to 19th January 2019, the third edition of the International Conference on the Emergence of Africa, ICEA III, was held at the Abdou Diouf International Conference Center in Diamniadio, Senegal.

This meeting was honored by the presence of the following Heads of State and Government or their representatives:

- Mr. Macky Sall, President of the Republic of Senegal;
- Mr. Ibrahim Boubacar Keïta, President of the Republic of Mali;
- Dr. Tun Mahathir bin Mohamad, Prime Minister of Malaysia;
- Mr. Amadou Gon Coulibaly, Prime Minister of the Republic of Côte d’Ivoire;
- Mr. Lee Ju Young, Vice President of the National Assembly of the Republic of South Korea;
- Mrs. Ségolène Royal, representative of the President of the French Republic.

Eminent personalities from partner institutions, including Achim Steiner, Administrator of the United Nations Development Program (UNDP), Akinwumi Adesina, President of the African Development Bank Group (ADB), and Hans Peter Lankes, Vice-President of the International Finance Corporation of the World Bank Group attended the conference.

Leaders of international and African institutions through the African Union, ECA, ECOWAS, UEMOA, BOAD, BCEAO and eminent personalities from the private sector, academicians, experts and representatives of civil society attended also the conference.

More than 1300 decision-makers and experts from around 50 countries around the world discussed the issue of « Emergence, the Private Sector and Inclusiveness».

The work of this third edition, which started with a high-level session bringing together Heads of State and Government, Heads of Institutions, and business leaders, highlighted six major underlying topics from the main theme of the conference.

These were: (a) to promote stability, both politically and securely, but also to maintain the long-term strategy of emergence; (b) raise domestic resources and encourage foreign direct investment (FDI) in strategic sectors with technology transfer; (c) develop human capital, with particular emphasis on training-employment adequacy; (d) establish a network of local SMEs/SMLs, through improved access to financing and better consideration of local content in development projects; (e) widen the size of African markets, through country connection infrastructures and reforms conducive to business development, and finally (f) initiate a process of sustainable industrialization, for a better promotion of raw materials.
These topics were further explored in plenary and panel discussions in parallel. They provided some answers to questions relating to the promotion of the private sector as a driver of emergence and inclusivity, and a guarantee of sustainability of emergence.

Following the discussions, the Dakar Conference made the following recommendations to the actors.

States are invited to: (i) create the conditions for political, institutional and secure stability, and build a shared long-term vision that transcends political mandates; (ii) maintain efforts to reform the business environment, achieve production support and market connection infrastructure, as well as training, to ensure the employability of young people; (iii) pay particular attention to tax reforms, with a view to better raising domestic resources, and (iv) promote the emergence of national and regional champions, and develop intra-African trade, by facilitating access to larger markets.

For its part, the private sector has welcomed the willingness of the States to support the rise of national champions. In this respect, it is important to be part of a long-term dynamic and to profit from the opportunities offered by innovative public-private partnerships.

In addition, the private sector is expected to play its full role in the process of valuing African products, with the emphasis on the transformation of natural resources and innovation.

Finally, the private sector also recognized the importance of its role in implementing initiatives that promote the development of labor productivity, as well as social and territorial inclusion.

The technical and financial partners reiterate their support for the efforts of States to formulate Emergence Strategies and to raise additional financial resources. They also renew their willingness to support private initiative, through the revitalization of dedicated counters.

The conference recognized the importance of the sustainability and institutionalization of the meetings of the ICEA and recommends that the States, the private sector and the partner institutions work to make it a powerful lever for exchange of experiences, to guarantee achieving their ambitions.

For example, the fourth edition of the ICEA to be held in March 2021 in Abidjan will provide an opportunity to evaluate and learn from this initiative.

With this in mind, an executive secretary has been appointed to operationalize the ICEA roadmap as soon as possible.

_Drafted at Diamniadio, January 19th, 2019_
Speech of the Head of State:

Excellency, President Ibrahim Boubacar Keïta, President of the Republic of Mali, my dear brother, Honorable Dr. Mahatir Mohamad, Prime Minister of Malaysia, Mr. President of the National Assembly, Prime Minister of the Republic of Côte d’Ivoire, Prime Minister of the Republic of Senegal, Mr. President of the High Council of Territorial Communities, Madam President of the Economic, Social and Environmental Council, Mr. Lee Ju Young, Vice-President of the National Assembly of the Republic of Korea, Mrs. Ségolène Royale, Representative of the President of the French Republic, in charge of International Relations on Climate, Ladies and gentlemen, Mr. President of the African Development Bank Group, dear brother Akinwumi Adesina, Dr. Bandar Hajjar, President of the Islamic Development Bank Group, Ladies and Gentlemen, Ambassadors, Heads of Delegations and Representatives of International Institutions, Ladies and gentlemen,

On behalf of Senegal, I thank you for kindly responding to our invitation. I wish you a warm welcome to this new urban center of Diamniadio, and a pleasant stay among us. I particularly thank you, dear Brother Ibrahim Boubacar Keïta, and Dr. Mahatir Mohamad, for honoring and enhancing this conference with your participation.
On behalf of my brother, President Ibrahim Boubacar Keïta, and myself, I thank you warmly, Honorable Prime Minister Mahatir, for having come so far to grace this conference with your participation. We appreciate it very much. And we are looking forward to hearing your views and vision, as the founding father of modern Malaysia. I thank the United Nations Development Program, the African Development Bank and the World Bank for their valuable support in organizing this 3rd International Conference on the Emergence of Africa.

We are here united, animated by a solid faith: faith in an Africa which refuses the fatality of underdevelopment; an Africa firmly determined to take its destiny in hand to enter, finally, into the era of emergence and development.

More than any other, Africa is the continent that has suffered the most crushing weight of history. But despite this disabling burden, we are resolved, keeping the memory of the past, to look at the future and move forward.

In doing so, we have in mind that development cannot be built by help; and that emergence is not to be achieved by decree but is conquered by vision and action.

That’s why we want to rely on our own efforts, but also on the vitality of balanced partnerships that respect the interests of all parties, and therefore mutually beneficial.

This is the Africa we want to build; an Africa standing, walking with a firm step towards progress. In this Africa under construction, the Governments are at work; the youth educated and creative, undertakes and succeeds; businessmen and women are busy, investing, creating jobs and wealth. Our responsibility today is to plow the field of all possible, to reinforce this dynamic of emergence and make it irreversible. There isn’t any other way. And that’s the meaning of the story. Other peoples have been through this. And the recent experience of Asian countries bears witness to this. There is no reason that our countries cannot do the same by remaining optimistic and combative.

This is the purpose of this Conference: to provide a platform for thoughts, analysis, exchange of experiences and confrontation of points of view on our strengths, our weaknesses and operate changes to win the challenge of emergence.

That is why we associate with this meeting of Africa country friends from outside the continent, experts, academicians, members of civil society, businessmen/businesswomen and freethinkers. Every point of view counts. The theme of this conference is Emergence, Private Sector and Inclusiveness.
The subject is vast. It raises several questions; on the conditions of emergence; raising resources to finance development; access to credit, the role of the State; the place of the private sector in development; relations between private sectors national and international, and finally, without being exhaustive, social inequalities. Hence, the question is about the very purpose of growth and the role of the State in social inclusion.

In Africa, public funding remains the main resource when it comes to major structural projects, road, highway, port, airport or energy.
For our countries, the first equation to solve is where to find the money to build these infrastructures. Certainly, in the national budget, by collecting taxes; which requires two imperatives at least:
At first, fight for the equitable payment of taxes by all taxpayers, including by limiting the abusive tax holiday. Tax must be paid where the activity creates wealth and profit.
According to estimates by the Independent Commission for the Reform of International Business Tax, between 40 and 80 billion dollars a year, are lost in Africa.

We must end the undue tax immunity. If the tax due to Africa were paid, the debate on official development aid would not even arise! Africa has therefore the right to claim more equity between the legitimate rights of the investor and its tax obligations vis-à-vis the host country.
Second, there is a need for stronger action against tax evasion and illicit financial flows. In my tenure as Chairman-in-Office of NEPAD, I have often conveyed this message to the Summits of G7 and G20 for better international cooperation in this direction.
In this regard, I welcome the OECD initiatives on international taxation, supported by the IMF and the World Bank.
For African developing countries, in particular, the revision of the rules of the international tax system should include three key priorities:
- technical assistance in identifying reform needs and strategic planning;
- capacity building of tax administrations, including support for the dematerialization of procedures and formalities; and finally,
- support for the revision of the mining and hydrocarbon codes for more equitable contracts, which reward the investor and generate significant resources for the State.

Borrowing is the second source of development finance. Evidence is needed in this regard; the circle of partners is reduced when it comes to building major infrastructure which is essential to achieving the goal of emergence.
So, developing Africa must necessarily expand the basis of its partnerships. To this end, there can be no safekeeping, exclusivity or exclusion. All partnerships, public and private, traditional and new, are welcome.
If I take the example of our country, some major achievements of the Senegal Emergent Plan bear the emblem of this open and diversified partnership: it is the case, among other examples, for the Dakar Arena, the Industrial park and the Diamniadio International Exhibition Center, the Blaise Diagne International Airport, Thiès-Touba motorway and the Regional Express Train, the first phase of which we received on January 14th.

I do not forget the issue of industrialization. It is capital. An Africa in search of emergence cannot resign itself to only exporting raw materials, often badly paid and at random prices. Emerging Africa is an Africa that is transforming its raw materials, creating value chains, generating jobs and overcoming endemic youth unemployment.

We need to reform, innovate and continue efforts to improve the business environment to attract more investment and seize opportunities for business relocation.

Several African countries, including Senegal, have thus engaged in the creation of industrial parks and special economic zones. Our country has been inspired by others that have gone before it. At the same time, public policies in our countries should continue to support the birth and development of a viable and competitive national private sector. It is also a first-rate imperative on the road to emergence.

This momentum is now underway. It is embodied by business men and women who invest not only in their own country, but also elsewhere in Africa and around the world. These men and women are a source of inspiration for our young entrepreneurs and reliable partners in our states and the foreign private sector. They know how to move at the demanding fast track pace and deliver timely and high-quality projects. Alongside their foreign partners, the Senegalese companies working on the Regional Express Train project gave us a good example.

I come to the problem of social inclusion. It remains a major challenge for the public authorities. In Africa, as elsewhere, it poses the question of the ultimate goal of growth, when vulnerable social groups are left behind. This question calls for answers adapted to the context of each country.

In our own case, we have introduced innovative initiatives and programs, such as Universal Health Coverage, Family Safety Scholarships, Emergency Community development with its components water, electricity, opening up routes and equipment for rural women, and finally the delegation to the rapid entrepreneurship of women and youth to support self-employment.

Finally, I have the intimate conviction that beyond the resources, certainly necessary, the search for emergence, is first of all a state of mind that refuses the inevitability of underdevelopment; a state of mind which shakes up certainties, which questions accepted ideas, which requires audacity and a diligent culture of results.
The quest for emergence also comes from a long-term vision and commitment that translates this vision into action.

Believing in ourselves, defining our own priorities, engaging our resources and our intelligences, mobilizing mutually beneficial partnerships, this is what must be our daily life to forge with our own hands the fate of an emerging and prosperous Africa.

The challenges are there, immense. We do not ignore them. But the field of possibilities to raise these challenges is even greater, for a continent rich in human and natural resources.

In spite of all the contingencies, I am firmly convinced that the time for Africa has come, and that nothing should hinder our resolute march towards emergence and prosperity. Winning the challenge of emergence is within our reach.

I declare open the 3rd International Conference for the Emergence of Africa.

Thank you!
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I declare open the 3rd International Conference for the Emergence of Africa.

Thank you!

Annexes
AFRICA IS ON A RIGHT ECONOMIC TRACK SHOWING STEADY PROGRESS OVER RECENT YEARS

Africa is on a right economic track showing steady progress over recent years. Significant leaps forward have been noted in infrastructure. The security situation has improved even though there are still areas of residual tension. Satisfactory results have been achieved in several other areas, including the implementation of sound policies, coupled with public investment and diversification of production, and supported by improvements in the business environment and public governance. Increased revenues and streamlined spending help African countries to expand fiscal space so as to strengthen the resilience of the economy and prepare human resources for qualitative leap. The future looks promising, despite the fragility of States and their vulnerability to internal and external shocks.

Incidentally, the structural problems of our economies persist. It is particularly about productivity, attractiveness to investors as well as participation in international trade. Other challenges are also faced considering the precarious living conditions of a large segment of the population, its limited access to basic services and the insufficient creation of viable jobs.

Also, to accelerate the march towards economic and social progress, several African leaders have endowed their country with strategies for emergence, whatever they may be called. One of the levers of the coveted emergence is a strong, sustainable, inclusive growth, underpinned by priority reforms to hasten structural transformation.

At a time when hope is reborn in Africa, business remains the essential link to sustaining progress. It may be necessary to reshape the rules governing it and supporting it to improve the living conditions of the population. I invite you to discuss this during this third edition of the International Conference on the emergence of Africa which will take place in Dakar, from 17 to 19 January 2019. The Senegalese capital will be, on this occasion, a place of exchange over good practices with a multitude of perceptions and freedom of expression, with the sole aim of reinforcing the role of the private sector, on the road of economic emergence in social and territorial inclusion.

Welcome to Dakar, Capital city of emergence

H.E. Mr. Macky SALL
President of Republic
A STRONG AFRICAN PRIVATE SECTOR FOR SUSTAINABLE AND INCLUSIVE EMERGENCE OF THE CONTINENT!

Africa, over the past two decades, has experienced a dynamic acceleration of its economic growth. The GDP growth rate has exceeded 7% in several countries. Indeed, between 2014 and 2017, six African countries were among the 12 fastest growing economies in the world. This performance is the result of a high-level ambition on the part of African governments in their emergence plans and the African Union’s Agenda 2063.

These recent developments, however, require a careful look, on the one hand, at the diversification of the sources of growth in order to strengthen the long-term resilience of Africa, and on the other hand, at its quality, to hope for significantly impact on the lives of African people, definitely eradicate poverty in all its dimensions and rapidly reduce inequalities.

In this respect, it is important to analyze the resources needed to carry out emergence plans for which the private sector plays the role of driving force for economic growth. In addition to helping African governments to make high value-added investments, the private sector should also contribute to social and environmental emergence, by creating millions of decent jobs, improving income redistribution, while ensuring the sustainability of the environment.

More efforts need to be made to create a climate conducive to private sector development and foster the development of a strong network of small and medium-sized enterprises. These African SMEs/SMIs, which represent more than 90% of the continent’s economic fabric, still suffer from numerous constraints, including access to energy, funding and skilled workforce, which make them much less competitive in global and regional markets.

It is now time that African States, as well as the private sector, play a more catalyst role than in the past. The United Nations Development Program reiterates its commitment to support the continent’s resolute ambition to nurture genuine African champions, attract more investment, and promote inclusiveness. These are the challenges of this third edition of the International Conference on the Emergence of Africa, which will be a great opportunity to share best practices that have proven themselves in terms of accelerating progress for the benefit of the people of the African continent.

Mr. Achim Steiner
Administrator of UNDP
Agenda CIEA
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| Dialogue of Presidents (30 min)  
*Dialogue facilitated by a moderator* | Moderator : Hannane Ferdjani  
• Macky Sall (Senegal)  
• Ibrahim Boubacar Keita (Mali)  
• Dr. Mohamad Mahathir (Malaysia) | |
| 1st panel (30 min.) : How to make national champions emerge on the African continent? | Moderator : Hannane Ferdjani  
• Dr. Mohamad Mahathir (Malaysia)  
• Amadou Gon Coulibaly, Prime Minister of Côte d’Ivoire  
• Dr. Akinwumi Adesina, President (ADB)  
• Tony Elumelu (Nigeria)  
• Baidy Agne (Senegal) | |
| 2nd panel (30 min.) : How can the private sector contribute to inclusive emergence? | Moderator : Hannane Ferdjani  
• Macky Sall (Senegal)  
• Dr. MAHATIR Mohamad  
• Achim Steiner, UNDP Administrator  
• Mr. Hans Peter LANKES, Vice-President of International Financial Corporation, World Bank  
• Sultan Ahmed bin Sulayem, CEO DP World (United Arab Emirates) | |
| 3rd panel (30 min) : Which innovative public-private partnerships for emergence? (30 min.)  
*Sharing experiences between Asia and Africa* | Moderator : Hannane Ferdjani  
• H.E. Mr. Ibrahim Boubacar Keita (Mali)  
• H.E. Dr. Mohamad Mahathir (Malaysia)  
• Mr. Bassary TOURE, Vice-President of West African development (BOAD)  
• Mr. Mithat Yenigün, Président Turkish Contractors Association (Turkey) | |
| National Champions: The example of Korea (5min.)  
*Dialogue for 5 minutes on national champions illustrated by the Korean example* | Moderator: Hannane Ferdjani  
• Mr. LEE Ju Young, Vice-President of the National Assembly (South Korea) | |
| Conclusion (10 min) | • S.E. Mr. Macky SALL  
• Mr. Achim STEINER, UNDP Administrator | |
### International Conference on the Emergence of Africa (ICEA)

**17 - 18 - 19 January 2019**

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<td>Conference (15 min.) « Private sector and development of national Champions »</td>
<td>Ms. Ahunna EZIAKONWA, Director of Africa Office (UNDP)</td>
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| | 1st Panel (40 min): What strategies, which markets and sectors for African national champions? | **Moderator:** Vera SONGWE, Executive Secretary of UN Commission for Africa  

*Debate commentators (reaction on the presentation by UNDP and introduction on major challenges of the next panel):*  
- Mr. Kenji YAMADA, Deputy Minister to the Minister of Foreign Affairs (Japan)  
- Mr. Mario PEZZINI, Director of the OECD Development Center.  

**Question 1:** Strategies for Development of national/regional champions.  
- Mr. André BOUFFIOUX, General Manager of Siemens Belgium-Luxembourg (Germany)  

**Question 2:** Option for integrated value chains development.  
- Mr. Babacar NGOM, Chief Executive Officer SEDIMA (Senegal)  

**Question 3:** Conquering global markets.  
- Mr. Myoung-Woo Lee, Chief Executive Officer Dongwon Industries (South Korea)  
- Ms. Maria Pena MATEOS, Delegate Councilor of the Institute of Foreign Trade (Spain)  

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<th>Conference (15 min) « Developing private sector and attracting investments »</th>
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<td>• Pierre GILAIN, Vice-President of Infrastructure and Industrialisation sectors, ADB</td>
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</table>
### 2nd Panel (30 min): How to facilitate Champions financing and which strategy to attract FDI’s?

**Moderator:** Hon Alexander CHITEME, Minister of National Planning (Zambia)

- **Debate commentators** (reaction on the AFD presentation and introduction on major challenges of the next panel)
  - Ms. Carla MONTESI, Director of “Planet and Prosperity” at the General direction of International Cooperation and Development Office, European Commission
  - Mr. Etienne GIROS, President Delegate of CIAN Europe

- **Question 1:** Which policy for access to financing companies in the African private sector?
  - Mr. Daouda Sembène, Director General of the Financial Sector and Competitiveness (Senegal)

- **Question 2:** FDI and export promotion
  - Mr. Mohamed El Kettani, Chief Executive Officer Attijariwafa (Morocco)

### Conference (10 min)

What are the advantages of private investment for the sustainability of growth and structural transformation?

**Pr. Justin LIN** (China)

- **Moderator:** Donald KABERUKA (Former President of ADB)

- **Question 1:** How to relay public investment through a massive private investment in Africa?
  - Mr. Mohcine Zajouli, Delegate Minister to the Minister of Foreign Affairs and International Cooperation in charge of African Cooperation (Morocco)

- **Question 2:** Which FDI should Africa promote to support its structural transformation?
  - Mr. Ali Koray Erden, Deputy Managing Director Eximbank (Turkey)
  - Mr. Athena YU, Made in Africa Initiative (China)

- **Question 3:** How sovereign and hedge can stimulate and boost private investment in Africa?
  - Mr. Ibrahima KANE, General Manager of FONSIS (Senegal)
### International Conference on the Emergence of Africa (ICEA)

**17 - 18 - 19 January 2019**

#### Themes

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<th>WHAT ARE THE CHALLENGES AND CONDITIONS OF DEVELOPMENT OF NATIONAL CHAMPIONS?</th>
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**Moderator:** M. Pasco F. GOMES, (Guinea Bissau)

**Question 1:** National / regional champions (private sector)
- Mr. Jean-Marie Ackah, SIPRA President and CEO and President of the CGECI (General Confederation of Enterprises of Côte d’Ivoire)
- Mr. Paul Fokam, Chief Executive Officer Afriland First Bank (Cameroon)

**Question 2:** National / regional champions (public sector)
- Mr. Mustapha El Ouafi, Assistant Director General of Sherifian Office of Phosphates (Morocco)

**Question 3:** Start-Up
- Mr. Omar CISSE, General Manager of InTouch Group (Senegal)
- Mr. Karim SY, Founder - Jokkolabs, President of Digital Africa Initiative (Senegal)

**Discussion with the Room (40 min)**

**Conclusion (5 min)**

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#### PS1.3

WHAT ARE THE INNOVATIVE WAYS OF PARTNERSHIP BETWEEN STATE AND PRIVATE SECTOR?

**Panel (40 min)**

**Conference (10 min)**

**Moderator:** Mr. Moloua FELIX, Minister of Economy, Planning and Cooperation (Central African Republic)

**Question 1:** How to organize the private sector?
- Ms. Bienvenue ANGU, Deputy Director, Federal Association of German Small and Medium Sized Enterprises (Mittelstand BVMW)

**Question 2:** Infrastructure Development
- Mr. Selim BORA, SUMMA (Turkey)

**Question 3:** Development of strategic projects: the example of an urban pole.
- Mr. Seydou Sy. SALL, General Delegate to the Urban Pole of Diamniadio (Senegal)

**Question 4:** Industrial areas
- Mr. Ahmed Bin Sulayem, Executive Chairman of MCC (UAE)

**Discussion with the Room (40 min)**

**Conclusion (5 min)**

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#### Themes

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<td>Conference (10 min)</td>
<td>« Why do African economies need national champions to emerge? »</td>
<td>Mr. Victor G. NDAYE, Performances Group (Senegal)</td>
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<tr>
<td><strong>Panel (40 min)</strong></td>
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**Discussion with the Room (40 min)**

**Conclusion (5 min)**

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#### PS1.3

WHAT ARE THE INNOVATIVE WAYS OF PARTNERSHIP BETWEEN STATE AND PRIVATE SECTOR?

**Panel (40 min)**

**Conference (10 min)**

**Moderator:** Mr. Moloua FELIX, Minister of Economy, Planning and Cooperation (Central African Republic)

**Question 1:** How to organize the private sector?
- Ms. Bienvenue ANGU, Deputy Director, Federal Association of German Small and Medium Sized Enterprises (Mittelstand BVMW)

**Question 2:** Infrastructure Development
- Mr. Selim BORA, SUMMA (Turkey)

**Question 3:** Development of strategic projects: the example of an urban pole.
- Mr. Seydou Sy. SALL, General Delegate to the Urban Pole of Diamniadio (Senegal)
- Mr. Ahmed Bin Sulayem, Executive Chairman of MCC (UAE)
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<th>Thèmes</th>
<th>Profils/sous-thèmes</th>
<th>Panélistes</th>
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<td>Conference (15 min): How to encourage the development of inclusive business in Africa?</td>
<td>M. Tomas SALES, Special Advisor, Private Sector, Department of Inclusive Growth and Sustainable Development (UNDP)</td>
<td>Moderator: Hon. Soraya Hakuziyarwanda, Minister of Commerce and Industry (Rwanda)</td>
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| PS2.1 EMERGENCE AND INCLUSIVENESS: WHICH PRIVATE SECTOR FOR WHICH MARKETS? | Panel (40 min) | Question 1: How to respond cost-effectively to the needs of the bottom of the pyramid?  
- Mr. Bagore BATHILY, General Manager and founder of the Laiterie du Berger (Senegal) |
| DAY 2 – 18 January 3:00 pm – 5:00 pm | | Question 2: How to make financial inclusion an indispensable lever for inclusive emergence?  
- Mr. Tiémoko Meyliet KONE, Governor of BCEAO |
| | | Question 3: How public policies can encourage the development of inclusive business in Africa?  
- Mr. Christian Jahn, Executive Director, Inclusive Business Action Network IBAN (Germany) |
| | | Question 4: How public policies can encourage the development of inclusive business in Africa?  
- Mr. Walid Abdelwahab, Director General, Country Program Complex (Islamic Development Bank) |
<p>| Discussion with the Room (40 min) | / |
| Conclusion (5 min) | |</p>
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<td><strong>PS2.2</strong></td>
<td><strong>EMERGENCE, LABOR PRODUCTIVITY AND CREATION OF JOBS: WHAT ROLE FOR THE PRIVATE SECTOR?</strong></td>
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<td><strong>Conference (10 min)</strong></td>
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|  | Why labor productivity remains low in Africa? | **Moderator:** Mr. Abdoulaye Mar DIYE  
**Panel (40 min)** |  |
|  |  | **Question 1:** How to build an employment-oriented education system?  
- Pr. Abdoulaye Diagne, CRES (Senegal)  
**Question 2:** How to prepare the work factor for the challenges of the jobs of the future?  
- Mr. Paul GINIES, Director of the Electrical Trades Center (Côte d’Ivoire)  
**Question 3:** How to better support the entrepreneurship of young people and women?  
- Mr. Pape Amadou SARR, General Delegate for Rapid Entrepreneurship (Senegal)  
**Question 4:** Which would be the roles of the State and the private sector in improving labor productivity  
- Mr. Issa FAYE, Sector Economics Director, International Financial Corporation (World Bank) |  |
|  | **Discussion with the Room (40 min)** | / |
|  | **Conclusion (5 min)** | / |
| **PS2.3** | **EMERGENCE AND TERRITORIAL DEVELOPMENT: PROMOTION OF EXISTING POTENTIAL, EQUITY AND RESILIENCE: WHICH ROLE FOR THE PRIVATE SECTOR?** |  |
|  | **Conference (10 min)** |  |
|  | “How can the private sector help equitable development and enhancement of territory potentialities?” | **Moderator:** Ms. Nialé KABA, Minister of Planning and Development (Côte D’Ivoire)  
**Panel (40 min)** |  |
|  |  | **Question 1:** How to strengthen territory equity in the dynamics of emergence?  
- Mr. Cheikh DIOP, National Director of PUDC (Senegal)  
**Question 2:** How can the private sector foster a better-controlled territory development?  
- Marc LIEW, Deputy Director, Africa Department (Singapore) |  |
Question 3: How to use the mining and gas resources to boost industry in African countries?
- Mr. Alain Ebobissé, Director General of Africa50 (headquarters in Casablanca)

Question 4: Blue Economy-Climate Change, protected Marine Areas.
- Abdoulaye FOFANA, Permanent Secretary of the Inter-ministerial Council for State Action at Sea (Côte d’Ivoire)
ICEA III
Closing ceremony
Thank you motion

At the end of the work of the 3rd edition of the International Conference on Emergence in Africa (CIEA III), I would like, on behalf of His Excellency Mr. Ibrahim Boubacar Keita, President of the Republic of Mali, his African Peers and on behalf of all participants, to express, to His Excellency Mr. Macky SALL, President of the Republic and to all our Senegalese brothers, our deep gratitude for hospitality and our heartfelt congratulations for the beautiful organization of ICEA III.

We are particularly pleased with the exceptional welcome that has been devoted to different delegations, in this new city of Diamniadio, which symbolizes the emergence of this beautiful country. Such a reception cannot be surprising in view of the legendary Senegalese Teranga, which has become Senegal’s trademark, even beyond its borders.

If the ICEA III was hailed as a success by all the participants, it is thanks to the full involvement of President Macky SALL and his Government, the quality of preparation in addition to the dynamism of the organizational team who, for many months, worked for the success of this important African event.

Thus, Senegal has contributed decisively, to further anchor the ambition of emergence in the consciousness of the decision-makers and the African populations, to vivify the spirit of the International Conference on the Emergence of Africa.

On behalf of all the participants, I hope that the discussions and exchanges, during the three days of work, will help to crystallize the Emergence project for ourselves and the generations to come.

Africa welcomes the great achievements of Senegal and President Macky SALL with the Senegal Emergent Plan, which has contributed towards a significant improvement of economic and social indicators, and the good momentum it has initiated for a large number of countries from the continent.

Dieuredieuf!
INTERNATIONAL CONFERENCE ON THE EMERGENCE OF AFRICA (ICEA)

THE PROCEEDINGS OF THE 3RD EDITION OF THE INTERNATIONAL CONFERENCE ON THE EMERGENCE OF AFRICA (ICEA)

17 - 18 - 19 JANUARY 2019
Dakar, Senegal

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