



# Africa Capacity BULLETIN

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## From the Executive Secretary

### Dear Friends,

Welcome to the fourth edition of the Africa Capacity Bulletin. It has been a busy time at the Foundation as we engage deeper with our various stakeholders in our efforts to remain abreast and ahead of the capacity development agenda on the continent. At the Foundation level we have continued in our efforts to better connect with our Boards. We held our second Executive Board meeting in August and we discussed the new directions to be explored for capacity development in Africa which include private sector development, infrastructure project preparation and management, domestic resource mobilization and fighting illicit financial flows, management of complex infrastructure contracts and Africa's engagement with the rest of the world. We also had the privilege of welcoming to Harare

our new Chair of the Board of Governors, Hon. Minister Christian Magnagna, Minister of Budget and Public Accounts of the Republic of Gabon. Mr. Magnagna visited the ACBF to familiarize himself with the work of the Foundation as well as his role as Chair. It provided an opportunity for extensive discussions on the short- to medium-term priorities of the Foundation and how to set the Foundation on a path of financial sustainability.

In July, ACBF and partners held a workshop in Addis Ababa to validate the position papers emanating from an earlier workshop on US-Africa relations ahead of the first US-Africa Leaders' Summit that took place in Washington D. C. on 4-6 August 2014. The Addis Ababa workshop provided a platform for consultation and dialogue among African countries on how to strengthen Africa's capacity for effective engagement with the US. The workshop ended with the adoption of a framework for a common African position along six key areas, namely peace and security, good governance, trade expansion, strategic investment partnership, human capital development, and strengthening the capacity of institutions.

During this period, ACBF also vigorously supported African countries in strengthening their capacity for engagement with the US. To this end, the Foundation prepared a series of position papers on US-Africa relations in the five geographical sub regions of the continent and Francophone Africa.

This edition of Africa Capacity also features ACBFs achievement in building sustainable human and institutional capacity across Africa as evidenced by the support to Cote d'Ivoire through the Centre for Economic and Social Research (CAPEC) in Abidjan. The Bulletin also features interviews of the Outgoing Vice-Chair of the ACBF Executive Board, Mr. Kithinji Kiragu who has served on the Board for seven years. The Foundations renewed focus on results in an ACBF supported center in Madagascar which has recorded remarkable achievements in poverty reduction on results is evident at the of the Centre de Recherches, d'Etudes et d'Appui à l'Analyse Economique à Madagascar, better known as CREAM. It has been fundamental in availing the

government, especially the ministries in charge of economic management and development, of well-researched policy advice on key economic issues.

Finally, the Bill and Melinda Gates Foundation funding for Tobacco control will support strategic grant making and capacity building of civil society organizations (CSOs) advancing tobacco control in Africa. The grant will be used to strategically support the formulation and implementation of effective tobacco control policies including tobacco taxation, advertising bans, graphic warning labels, and smoke-free environments.

As we head towards the last quarter of 2014, we will be focusing on strengthening our strategic partnerships and further increasing our efforts in resource mobilization for our third strategic medium term plan. At the Secretariat level we will begin to consolidate our gains for 2014 and begin planning for an exciting 2015.

## OUR WORK

### **Supported by ACBF, Cote d'Ivoire's CAPEC is strengthening local management capacity**

Cellule d'analyse de politiques économiques du CIRES, the Economic Policy Analysis Unit Project of the Ivorian Centre for Economic and Social Research (CAPEC) has carved a niche for itself as the country's focal point for financial institutions capacity building.

With the support of the African Capacity Building Foundation (ACBF), CAPEC is now the "go to" institution in Cote d'Ivoire for capacity-building activities, especially in economic policy analysis and management.

Established in 1993, CAPEC received its phase one support from ACBF with the completion of the project in June 2000. Thanks to its success, the Executive Board of the ACBF that same year approved a grant to support a second phase.

The objective of the second phase was to consolidate the achievements of the first in the area of capacity building for analysis, formulation and evaluation of economic policies through economic studies and research. It also aimed at strengthening the financial autonomy of the Centre by placing emphasis on the conduct of studies commissioned by public sector institutions, the private sector, as well as donors.

The strategy adopted in the second phase was to make CAPEC a real observatory of economic realities in Côte d'Ivoire by working in close collaboration with the users of its services to ensure efficient integration into the sphere of management of economic policies.

The implementation of the second phase had a definite impact, particularly by strengthening the capacity of managerial staff of the administration and implemented government's policies. CAPEC also performed well because of the catalytic coordination role it played with respect to capacity-building activities and knowledge generation and sharing initiatives.

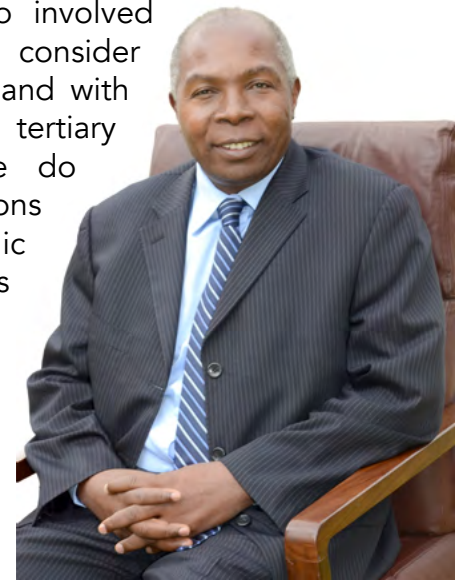
## FEATURE

### **ACBF is a "center of excellence for the continent" – Kithinji Kiragu**

*Interview with Kithinji Kiragu, the outgoing Vice-chairperson of the ACBF Executive Board who has served on the ACBF Board for seven years.*

**Give us a brief background of yourself and how long you have been a member of the Executive Board of ACBF?**

I have primarily been a public sector management consultant through most of my professional life. For a brief period after university I practiced as an accountant and worked for Coopers and Lybrand and Price Waterhouse Coopers (PWC). Thereafter I went into management consulting at Coopers and Lybrand Consultants for nearly nine years and became a director for Management Consulting. Initially, I focused on consulting for the private sector and then I got involved in public sector management issues. In 1998, I established a consulting firm, KK Consulting supporting public sector management. In 2002, KK Consulting merged with PWC and I worked as a partner in Public Sector Management. After five years with PWC I felt the need to have a different management consulting model from PWC. I came together with four people and in 2008 established the Africa Development Professional Group. We consult for governments and state corporations. I also have wider interests out of the consulting practice. Until 2013 I was the Chairperson of the State Corporation Advisory Committee to the President of Kenya for three years. Beyond that I am also involved in my community. I consider myself an educationist and with my wife we have a tertiary college where people do professional examinations like certified public accountant examinations and now we offer degrees through that college with national universities. We also



Besides the institutional consolidation of CAPEC, other activities covered included research, publication and dissemination of results, strengthening of the capacity of the administration as well as support services. As a result, the Centre has been involved in virtually all capacity-building activities in Cote d'Ivoire. As a matter of fact, the Ministry of Economy and Finance uses and disseminates CAPECs training materials.

The ACBF provided a grant of US\$1.7 million to CAPEC for the third phase. The grant is to further enhance capacity building. Emphasis of the project is on four major components, including research and studies, training, documentation, and publications. The entire project is estimated to cost US\$3,338,895 over a period of four years.

Under this phase are priority themes related to the implementation of the economic policy in Côte d'Ivoire. This component concerns any work commissioned by the government and approved by ACBF and the Steering Committee. The support may also be granted to other structures that submit a request to CAPEC. Besides, CAPEC can also conduct studies and research projects for a fee. The objective of this activity is to mobilize resources to ensure the sustainability of the project. CAPEC also provided contractual support to the Ministry of Economy and Finance, studied the trend of intra-community trade between Côte d'Ivoire and neighbouring countries, the methodology of monitoring, evaluation, and elaboration of impact indicators of social development projects and programmes.

To popularize the results of studies, CAPEC uses three main publications. These are the Economic and Development Policy (PED), the Economic Policy and Development Bulletin (BUPED), and the Economic Policy Letter (LPE). Over the period 2002-2005, a total of 55 documents were published in PED, 65 documents in BUPED, and 89 in LPE. Training has also been done for key government ministries, academia as well as people in the private sector and civil society.

have a high school in my home area for secondary school graduates. I am also a serious farmer and have a small coffee factory. I also farm tea and am a dairy farmer.

I became an ACBF board member in 2007 on the back of a sponsorship by DFID. I had been doing a lot of work being funded by DFID for the World Bank and also for the governments in the region, including for a time the Chief Advisor for Public Sector Reform for the Government of Tanzania for four years. On that basis and also being a sponsor of ACBF, my name was put forward to the Selection Board.

**How would you describe the work of the Foundation?**

Capacity remains the real missing ingredient in the transformation of our continent. So the mission of the Foundation is still very relevant and its work is very important. This has been confirmed over the years. The work has been commendable and successful because there are results to show and there is documentation to show those results. Of course the work of the Foundation sometimes is seen from different perspectives by different stakeholders. But there is no doubt in my mind about the importance of the work of the Foundation and the job remaining necessary for the future. I think the only issue is the strategic direction the Foundation takes.

**In your seven-year tenure as a member of the ACBF Executive Board, what stands out for you in terms of ACBF's transformation or results?**

I think we have worked on many initiatives. I would say that we have successfully consolidated the gains of the initial years in terms of the organizations we have supported. For example, in Kenya there are strong institutions that now to stand on their own and initial support was from the ACBF. I think that is one measure of success.

**Capacity development has become a competitive field. Is ACBF meeting the challenge and how can it maintain its relevance amid the myriad of global changes?**

In the first instance, I am sure the word competitive is incorrect. We can say there are many players and there are also risks of duplication. But I would go further to say that there is no duplication of what ACBF is doing. The challenge for ACBF as we move forward is in articulating its niche and its unique contribution to the continent. The challenge is also in identifying areas where due attention has not been paid and therefore addressing issues of capacity development challenges in a way that we can see very concrete results for the continent. The ACBF cannot do enough about it. I am not sure that in the medium to long term ACBF will not close the capacity gaps on the continent. And as we close some gaps others will come up because the continent is in a process of change as just like the rest of the world. The challenges facing Africa yesterday are not the same as the ones Africa faces tomorrow. In the past decade there was the big issue of HIV/AIDS, for example, for the continent, but now everybody knows that Africa needs to address the challenge of youth unemployment. There was a time when the problem was policy making and budget planning, and now we know we have more serious issues in terms of ensuring that we have competencies to develop our infrastructure in a sustainable way. The mission is there, the value proposition for having ACBF is there, so I see ACBF working and supporting Africa in its transformation for many years.

**What, in your opinion, are the urgent capacity needs for the continent?**

I think one thing that has become very clear is the extent to which Africa needs more resources for development than in the past. Secondly, it is Africa and therefore ACBF addressing its critical development challenges and as I have indicated before, one of those is about youth unemployment. Related to that is also the quality of education – both at the basic and higher levels. ACBF may not be able to go the whole hog, but maybe we can develop its niche in some of those areas. I would suggest that if we look at our institutions the problem of leadership on the continent is very real because even without resources, if the leadership is smart, you can see results. But with resources

and no good strategic leadership, you will not see results. I am not talking about political leadership because I am drawn to a school of thought that believes that strategic, technical leadership is more crucial than the political leadership in the sense that if you are strategically inclined then you are able to have political leadership.

### What is your vision for the future of the Foundation?

ACBF has faced a number of external problems especially with its funding and for this reason, ACBF has been on a seesaw both in terms of its internal capacity and outlook and what it needs to do. I think ideally we should see ACBF as the developed countries see the OECD and I am making that typology very clear. If the countries of Europe and the developed countries of the North find the need to have an organization like the OECD, which is separate from NATO, separate from European Union and even G20, it is therefore clear that they go to OECD to share knowledge. But for the continent the needs are more serious than for Europe and other developed countries. So I don't want to stretch my imagination to a vision of 2050 and onwards. Let's talk about a vision 2020 – 2030. I see ACBF as the central organ for harnessing knowledge on the continent, knowledge about capacity, disseminating that knowledge and supporting the governments of the continent to close the capacity gaps. I see it as a centre of excellence for the continent. But I also see it as an institution that enables the sharing of knowledge and competencies among African leaders in professional, technical and even political. And lastly, Zimbabwe has made the dream possible by giving us a new home and the possibilities for the future for the ACBF.

## RESULTS

### ACBF-assisted Centre sustains Madagascar's poverty alleviation plan

Madagascar is steadily taking charge of its poverty alienation plan with the help of the Centre de Recherches, d'Etudes et d'Appui à l'Analyse Economique à Madagascar, better known as

CREAM, an organization supported by the African Capacity Building Foundation (ACBF).

CREAM is taking a lead in building the capacity of government institutions, the private sector and the civil society. It recognizes that a knowledgeable private sector can act as a vehicle for growth and social development and push for formulation of suitable economic policies. Additionally, they believe in a well-informed civil society, able to participate in policy dialogue and play an advocacy role for equitable sharing of gains from the country's economic growth.

Established in 2003, CREAM aims at strengthening the country's capacity in the formulation, analysis and management of economic policies.

During the first phase of ACBF's support, CREAM successfully established itself as a credible think-tank. Notably, it contributed to availing the government, especially the ministries in charge of economic management and development, of well-researched policy advice on key economic issues. These included issues related to the country's exchange rate policy and economic growth, and opportunities offered by regional integration, particularly when it joined the Southern African Development Community (SADC) in 2005.

On the back of a successful completion of the first phase, ACBF approved a second phase to which both the government of Madagascar and the think tank contributed at the level of 39% of the financial resources requirements. The second phase is being implemented over a period of four years until January 2015.

CREAM which also provided invaluable input concerning the incidence of cultural factors on the investment climate in Madagascar seeks to continue its support to the government in the effective implementation of its ambitious growth and poverty reduction strategy, otherwise known as the Madagascar Action Plan.

In addition, it will ensure the deployment of human resources, the continuation of the country's capacity building plan, and the conduct of research studies. Phase two mandate also

incorporates the dissemination of knowledge through the organization of conferences, seminars, workshops and an interactive website that will facilitate networking and partnerships with other institutions and actors. It will see to it that research results are also properly disseminated.

To date, the project has developed 22 monographs which are to be published with support from the World Bank. Other studies done by CREAM are on informal employment and on the Millennium Development Goals. The Centre plans to publish these results in economic journals and in its own newsletter. All the publications will also to be posted on the Centre's website. Efforts have in addition been put into improving the library while the online business portals have been strengthened.

On the human capacity building side, the Centre held 12 short training sessions for staff of public institutions, the private sector, and civil society. 400 participants have been trained in economic analysis, management and policy formulation. Government officials, economists, and senior staff of CREAM have also benefited from the trainings, seminars and conferences supported by the programme. In addition, the think tank has organized consultation workshops with government, civil society and the private sector on issues related to the country's vision and ambition.

CREAM is also funded by the United Nations Development Programme (UNDP).

## **PARTNERSHIPS**

### **ACBF gets Gates Foundation grant to support tobacco control in Africa**

*"Tobacco use is the world's leading cause of preventable death. Each year, nearly 6.3 million people die prematurely from tobacco-related diseases—more than from AIDS, tuberculosis, and malaria combined. If current trends continue, tobacco will cause 8 million deaths a year by 2030 — 80 percent of them in developing countries"* (Gates Foundation)

Under the auspices of the World Health Programme, the World Health Assembly adopted, on 21 May 2003, the Framework Convention on Tobacco Control (FCTC) which came into force on 27 February 2005. One hundred and seventy-eight countries have joined the treaty to date. The FCTC was developed in response to the globalization of the tobacco epidemic and is an evidence-based treaty that reaffirms the right of all people to the highest standard of health.

Most industrialized countries have developed effective strategies to counter the spread of tobacco consumption. As a result, Africa is likely to be the next major destination for the tobacco industry, hence the need for vigorous and effectively implemented tobacco control policies in Africa. Indeed, despite most African countries having adopted the FCTC, tobacco control is not high on the agenda of African governments.

Civil society organizations (CSOs) were the driving force behind the adoption of the FCTC. Despite their effort, the effective implementation and domestication of the FCTC has been slow for most countries in Sub-Saharan Africa. CSOs play five main roles: advocacy, coalition building, provision of evidence-based information, watchdog, and service provider. CSOs are indeed the most important actors in the success of negotiation and implementation of tobacco control policies. For African CSOs to scale up their contribution to the implementation of effective tobacco control policies in Africa, they need to address some capacity constraints. Among them is lack of research capacity to support evidence-based information, insufficient capacity to build a strong coalition to support tobacco control activities, and a weak financial management and accountability system. Other constraints are insufficient advocacy capacity, insufficient skills on tobacco related issues, and limited financial resources for tobacco control activities.

On 24 July 2014, the Bill and Melinda Gates Foundation approved a grant for the African Capacity Building Foundation to help address these capacity gaps. The grant will also be used to strategically support the formulation and implementation of effective tobacco control

policies including tobacco taxation, advertizing bans, graphic warning labels, and smoke-free environments. ACBF's approach will include strategic grant making to, and capacity building of, the Center for Tobacco Control in Africa (CTCA) based at the Makerere University in Kampala, Uganda; the Economics of Tobacco Control Project of the University of Cape Town, South Africa; and selected CSOs in target countries.

CTCA will be focusing on building minimal TC capacity in governments in terms of training of personnel, funds and institutional mechanism to reverse the growing epidemic in the Africa region, and especially to address lack of appropriate policies and inadequate attention paid to some key articles of the FCTC such as Article 15 on Illicit Trade and Article 17 on Alternative Livelihood. CTCA will in addition commence operations in 10 countries, namely Angola, Botswana, Cote d'Ivoire, Ethiopia, the Gambia, Ghana, Kenya, Mauritania, South Africa and Uganda.

UCT will increase the capacity of its researchers to provide high quality technical assistance on tobacco taxation to government and civil society partners in sub-Saharan Africa. CSOs will advocate for the implementation of the FCTC, depending on the level of FCTC implementation in their respective focus countries. CSOs will be selected in the six priority countries identified by the TC partners, namely Botswana, Ethiopia, Kenya, Nigeria, Senegal and Uganda.

ACBF's mission is to build sustainable capacity for good governance and development management in Africa. The results of the Foundation's work may be undermined by the toll tobacco consumption may take in capacity building if no vigorous action is taken in tobacco control. The project is therefore an ACBF contribution to human development. Indeed, savings that the continent is likely to make on public health costs will, in the long run, surpass the tax gains currently made from the Tobacco industry.

## KNOWLEDGE & LEARNING

### **Fostering a win-win US-Africa Partnership**

The first ever US-Africa Summit took place at the White House on August 5-6, 2014. The aim of the summit was to enhance US-Africa relations and to further strengthen ties with one of the world's most dynamic and fast-growing regions. No less than 50 African heads of state and government were in attendance at the historic gathering. It was the largest event of the sort that any American president ever had with African leaders. As Africa experiences continued growth, President Obama made it clear that America will be a partner in its success — "A good partner, an equal partner, and a partner for the long term." The summit offered African leaders an opportunity to engage with President Barack Obama, his cabinet and other key leaders, including business executives from across the US, members of the US Congress, and members of civil society.

The African Capacity Building Foundation, as the leader in the field of capacity development, just before the epoch-making event, brought six think tanks from the continent to Nairobi to brainstorm on Africa's expectations at the summit on a region-by-region basis. It was an opportunity to provide Africa with platforms for consultation, dialogue, cooperation as well as information and knowledge sharing to contribute to the US-Africa dialogue by advising policy and decision makers on possible ways forward to ensure strategic steps that lead to a win-win relationship. The reports of the think tanks, drawn from the four regions of the continent, were condensed into a framework for a common African position at a validation workshop held in Addis Ababa in July. For an effective and mutually beneficial US-Africa relationship, the framework suggested the following six priority areas on which the partnership between the two regions should be based.

## **Peace and security**

Peace and security critical for any sustainable and inclusive economic growth and development is still a challenge for many countries in Africa. Armed conflict, sea piracy, terrorism, transnational crime, territorial disputes, and cattle rustling are among the security challenges facing many African countries. Trans-border terrorism has also recently appeared as a serious threat on the continent, with many countries still vulnerable to attacks. By working with governments and regional bodies to eliminate the root causes of conflict, the US can help to ensure peace and security in Africa.

## **Democratic and participatory governance**

Democracy, human rights, and good governance are necessary for sustainable economic development. Though African countries have made progress in terms of political and economic governance and human rights, there are still challenges – mainly the dearth of capacity in governance institutions. These capacity gaps create disconnects between the legal formal provisions, its implementation and execution. US-Africa partnership in this area could help to strengthen the voices and participation of all Africans in the democratic process. America should increase its support in empowering the electorates rather than the already strong executives, and further strengthen regional and continental governance institutions.

## **Strengthening capacity of institutions**

Weak institutional capacity is a major obstacle to long-term economic growth and sustainable economic development. In Africa, institutional capacity development is still a pressing issue and affects regional institutions and countries regardless of their status, including the public sector, the private sector, and civil society organizations. Partnerships with, and eventually the financial and technical support of, the US should focus on institutions of all types and at all levels that enhance the capacities of African countries to implement sound macroeconomic and social sector policies, implement and oversee poverty reduction strategies, and better utilize foreign aid and investments.

Other areas of possible US assistance include strengthening the private sector and civil society, as well as manage labour, employment, and natural resources.

## **Human capital development**

Africa's urgent priority is to reduce poverty through strong and sustained economic growth that benefits the poor, and advances social services. However, the continent, despite being recognized as the fastest-growing region over the last two decades, is yet to succeed in fulfilling its priority goal, mainly because of the low levels of human capital. Achieving human capital development is both critical and urgent for Africa's development agenda. Partnership with the US should focus on leadership capacity development, values, technical education and training, giving priorities to youth and women, transfer of technology, the health sector, and social protection. ACBF should be an important institution in the creation of innovation and incubation centres, and the development of capacity building projects dedicated to parliamentarians as well as civil society organizations.

## **Trade expansion**

Trade expansion and the broadening of Africa's export base offer huge economic growth potentials to the countries and their partners. The majority of African countries have not fully benefited from trade with the US mainly because the US trades more with mineral-rich countries like Nigeria and South Africa. Other important initiatives involving many African countries such as the Africa Growth and Opportunity Act, signed in 2000 by former President Bill Clinton, and launched in 2003 by his successor George W. Bush, remains an important beginning and a source of motivation for US-Africa relations in the sense that it aims at promoting good governance as well as unlocking the growth potential of African countries. The partnership should aim at the extension and revision of AGOA, target trade facilitation and capacity development partnerships, and the promotion of Africa's regional integration.



## Strategic investment partnership

Investment inflows into Africa from the US remain limited compared to other regions such as China and the European Union. Strategic investment alliances are necessary and of great importance for Africa to tap into the potentialities offered by the US in many strategic areas such as infrastructure. The cooperation between the US and Africa should be focused on infrastructure development, water, sustainable energy generation and power supply. Specific partnerships should also focus on Information, Communication Technology development. Clearly, African countries believe the US should see Africa's economic development as an important means in its quest to reignite its economic growth and create jobs. For the summit to produce the desired win-win situation for the two sides, it is hoped that the leaders will move from the deliberations straight to actualization of the agreed programmes. Also, it is expected that the August summit will be the first of many.



### ACBF Board of Governors Chair pays maiden visit to Secretariat

Honorable Christian Magnagna, the new Chairman of the Board of Governors (BoG) of the ACBF, paid his maiden visit to the Foundation's office in Harare on August 28. Mr. Magnagna, who is the Minister of Budget and Public Accounts of the Republic of Gabon, was elected at the 23rd annual meeting of the BOG in Dakar, Senegal, in June. He succeeded Dr. Ngozi Okonjo-Iweala, the Nigerian Coordinating Minister for the Economy and Minister of Finance.

The visit was in fulfillment of his promise to keep capacity at the center of Africa's development debate. ACBF Governors had made it clear in Dakar that their current Chair would devote maximum effort to improving the immediate and short-term financing needs of the Foundation.

The Executive Secretary, Prof. Emmanuel Nnadozie, among other things, sought the support of the Chairman for:

- Strengthening political support of African countries for the Foundation by reviving African countries' participation at its meetings; promoting ACBF at all meetings and conferences attended by the Chairman; assisting ACBF in consolidating its strategic partnership with the African Union.
- Mobilizing resources for ACBF's immediate and short-term financing needs by engaging all member countries and institutions to honour their pledges;
- Repositioning of ACBF as a strategic partner of African countries for capacity building, by ensuring capacity dimensions and the Foundation are always present at all the continent's priority development initiatives;
- Supporting the Foundation's effort to become financially sustainable by guiding the Permanent Committee of the Board of Governors on Resource Mobilization and leading resource mobilization missions where and when needed.

During the visit, Mr. Magnagna paid a courtesy call on the Honorable Mr. Patrick Chinamasa, Minister of Finance of the Republic of Zimbabwe and ACBF Governor for Zimbabwe. He also visited the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU) with a view to obtaining useful knowledge for the creation of a similar think tank in Gabon. The Chairman was accompanied on the trip by two senior aides, Mr. Jean-Fidèle Mba Zoghe, and Mr. Moukila Maka.



## Events

### 1 - 2 September

IDEP Meeting, Kigali Rwanda

### 2 - 4 September

World Energy Security Forum, WESF 2014,  
Johannesburg, South Africa

### 11 September

Dialogue on German Development Cooperation with  
Africa / Africa, Continent of opportunities. A partnership  
for change, The Federal Ministry for Economic  
Cooperation and Development (BMZ) Berlin, Germany

### 11 - 12 September

ACBF/ UNECA Meeting, Harare, Zimbabwe

### 15 - 17 September

Australian Department of Foreign Affairs and Trade  
(DFAT) / Australia Africa Community Engagement  
Scheme (AACES), Harare, Zimbabwe

### 18 - 19 September

Roundtable discussion on Promoting Structural Change  
for Creating Employment, Lusaka, Zambia

### 25 - 27 September

2014 Ronald H. Brown African Affairs Series, Washington,  
USA