

Africa Policy Implementation Impact Lab

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I. Mapped BIAT pillars for fast-tracking the implementation of AfCFTA

BIAT pillars (2012)¹

1. Trade Policy: “Fast-tracking intra-African trade development”
2. Trade Facilitation
3. Productive capacities
4. Trade related Infrastructure
5. Trade Finance
6. Trade Information
7. Factor Market integration

Table 1: Trade policy programmes/activities that should be implemented (2012)²

PROGRAMME/ACTIVITY	[HOW] OUTPUT/TARGET	[WHEN]TIME FRAME	RESPONSIBILITY
Mainstreaming of intra-African trade in national trade and development strategies	Adequate allocation in Member states (MS) budgets to enable implementation is done African and regional trade policies are mainstreamed in the National trade and development strategies	Short term	MS
Enhancement of the role of the organized private sector, informal private sector and women in trade policy formulation	Regular formal platforms for organized private sector, informal private sector and woman business and civil society for trade policy dialogue with Government, are established	Immediate/short term	MS, RECs, AU
Boost intra-African trade in food products	Tariffs, Non-Tariff Barriers and quantitative restrictions on intra-African trade in food products are removed	Short term	MS
Undertake commitments to liberalize trade-related service sectors: Transport, professional, financial and ICT	Unilateral liberalization in services is undertaken by MS Commitments made in RECs or between RECs Regulatory framework are put in place	Short to medium term	MS, RECs
Commit to harmonize rules of origin and trade regimes	Rules of origin and trade regimes are harmonized at the REC level and Tripartite level	Short term	MS, REC's, Tripartite SC, AU (C-FTA)
Promoting “Buy in Africa” and “Made in Africa”	Increased trade in good among member states	Short term	MS

Source: *Ibid.*

¹ African Union. (2012, January 30). *BIAT: Issues Affecting Intra-African Trade, Proposed Action Plan for boosting Intra-African Trade and Framework for the fast tracking of a Continental Free Trade Area*. African Union. <https://au.int/en/documents/20120118/biat-issues-affecting-intra-african-trade-proposed-action-plan-boosting-intra>

² An Independent Monitoring and Evaluation Mechanism has been established to track performance based on these Key Performance Indicators (KPIs). However, the AfCFTA Secretariat has not published a report on the performance of BIAT programmes/activities yet even though it planned to publish one every two years, and the African Trade Observatory’s monitor module is restricted to “duly authorized users”. There is supposedly data available on some of these trade policy programmes/activities, e.g., rule of origin, but we cannot access them. See: <https://www.tralac.org/documents/resources/cfta/348-boosting-intra-african-trade-au-2012/file.html>; <https://ato.africa/en/login>

3rd CAADP Biennial Review Report: 2015-2021 (2022)³

Commitment 5: Boosting Intra-African Trade in Agriculture Commodities and Services⁴

- The CAADP target for boosting intra-African trade is to triple intra-African trade in agricultural commodities and services by the year 2025. To achieve this target, Member States committed to two performance areas: (1) to significantly increase the value of trade in agricultural commodities and services in Africa, and (2) to create an enabling environment for intra-African trade in agricultural commodities and services.
- For the 2021 BR period, the overall continental score was 2.44 against a target of 5.0 implying that the continent was not on track in achieving the target for this commitment area. It is however noteworthy that the continent is almost at the halfway mark for this target. Therefore, this is an encouraging prospect to continue improving the enabling environment for trade among Member States to meet the target.
- Out of 51 Member States⁵ that reported on this indicator, only four (4) were on track (Botswana, Nigeria, Senegal, and Sierra Leone). At the performance category level, the continent performed better in PC 5.2 on creating policies and institutional conditions for trade (3.98) than on actual trade (0.98). Only three(3) Member States were on track in PC 5.1 on tripling intra-Africa trade in agricultural commodities and services: Nigeria (5.55), Senegal (10), and Sierra Leone (9.76). On PC 5.2 on creating an enabling environment for trade, eighteen (18) Member States were on-track: Angola (5.96), Botswana (5.44), Burkina Faso (5.43), Egypt (5.63), Eswatini (5.92), Equatorial Guinea (5.50), Ethiopia (5.39), The Gambia (5.25), Ghana (5.14), Kenya (5.58), Namibia (6.01), Nigeria (7.50), Rwanda (5.48), Senegal (5.40), South Africa (5.15), Tunisia (5.32), Uganda (5.39), and Zambia (7.12). Based on these results, it is apparent that while many Member States are making significant progress in improving the overall trade environment by building infrastructure, reducing cost of trade, facilitating, among others, travel through visa free/visa on arrival arrangements, there is need to put more effort to ensure that more intra-Africa trade takes place. The Lab could help to facilitate this by ensuring that existing protocols and treaties on intra-African trade are implemented. By

³ This is the best information that we can have on the implementation of BIAT. Unfortunately, it only covers Africa's performance in the agriculture sector. https://au.int/sites/default/files/documents/41573-doc-ENGLISH_3rd_CAADP_Biennial_Review_Report_final.pdf

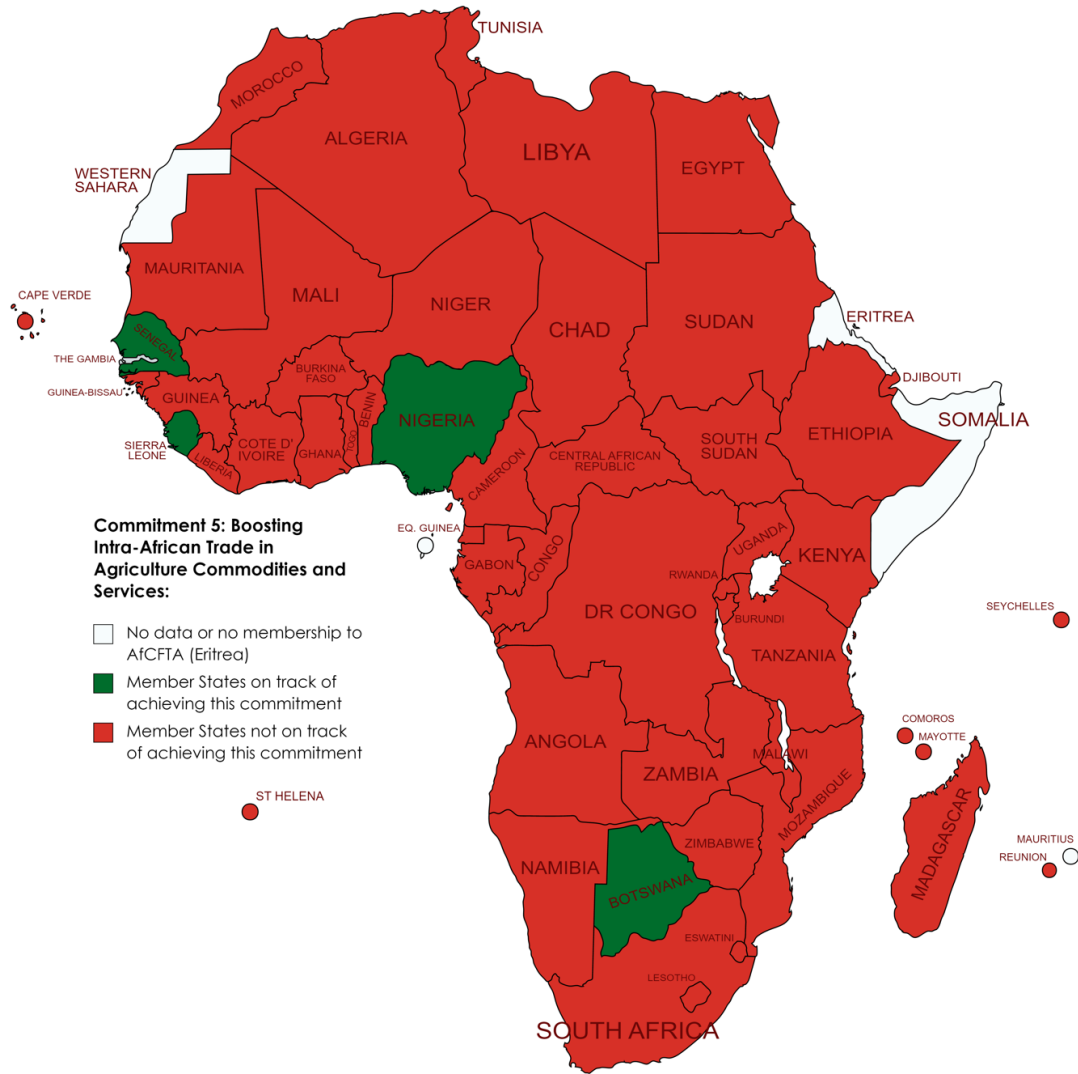
⁴ *Ibid.*, p. 24.

⁵ Algeria, Angola, Benin, Botswana, Burundi, Burkina Faso, Cameroon, Cape Verde, Central Africa Republic, Chad, Comoros, Congo, Cote d'Ivoire, DR Congo, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Eswatini, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, and Zimbabwe. See: *Ibid.*, p. 18.



calculating the cost and benefits of implementing these decisions and organizing policy dialogues among African leaders, they may have an incentive to implement the various treaties and protocols.

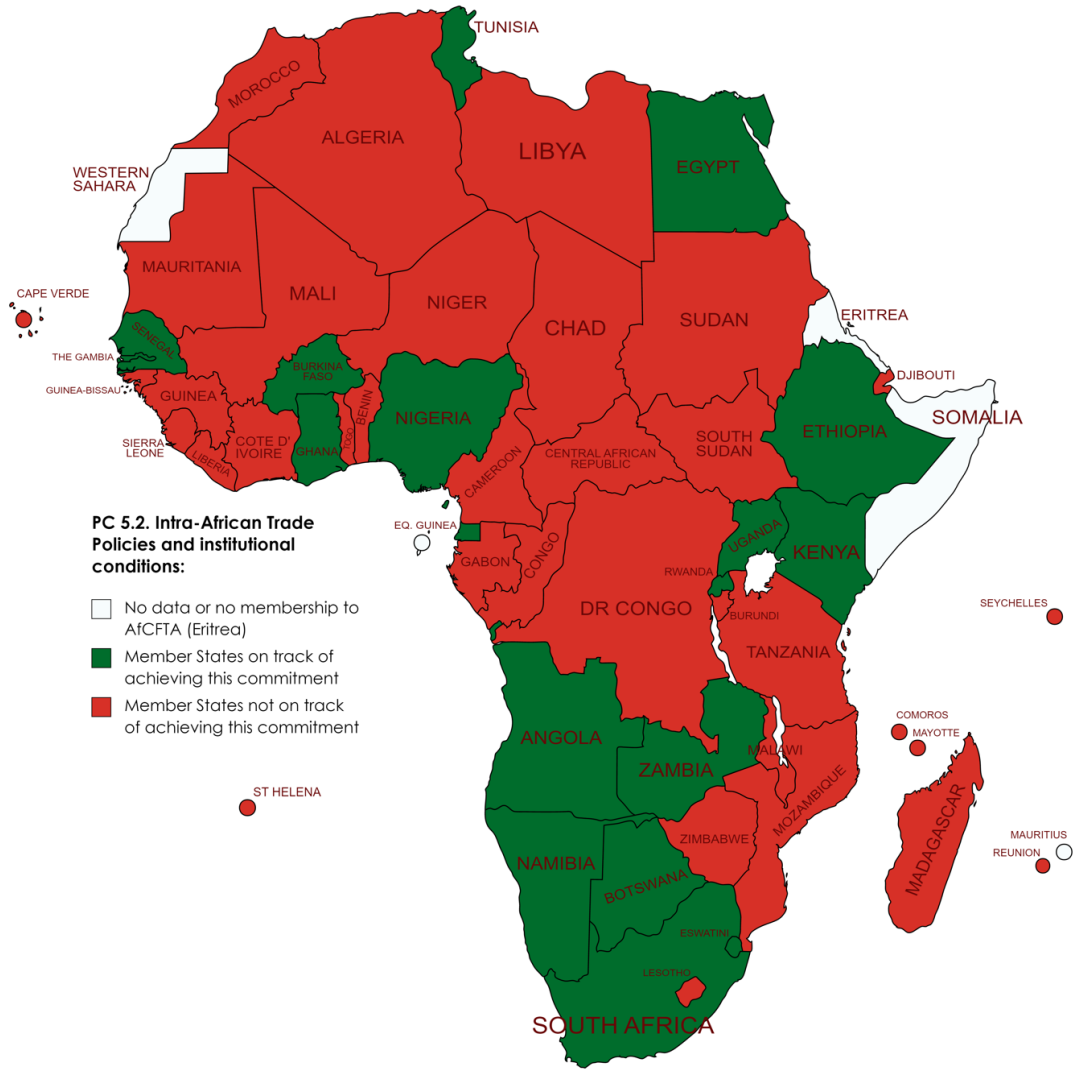
Map 1. Member States on track of achieving commitment 5



Created with mapchart.net

Source: *Ibid.*

Map 3. Member States on track of achieving PC 5.2



Created with mapchart.net

Source: *Ibid.*

Commitment 5 (next)⁶

- At the regional level, none of the regions were on track in achieving this indicator. However, the results showed mixed performance across the regions. The West Africa region achieved the highest score (3.27), followed by the Northern Africa region (2.42), the Southern Africa region (2.12), the Eastern Africa region (2.12), and the Central African region (1.45). Therefore, it is only the Western Africa region that was past the halfway mark in achieving the target in this commitment area. It is noteworthy that, compared to the 2019 BR, Western Africa, Southern Africa, Eastern, and Central Africa regions regressed from the previous report, having scored respectively 4.09, 2.91, 2.51, and 2.19 in 2019. On the other hand, the Northern Africa region recorded progress, up from an initial score of 1.61 in 2019.
- Therefore, there is a need to intensify efforts to enhance and facilitate more trade in agricultural commodities and services among the Member States, especially in the context of the African Continental Free Trade Area (AfCFTA).

Table 2: Best performing Member States by Commitment Areas (2022)⁷

Commitment Name	Commitment	Benchmark	Member States on-track
Recommitment to the Principles and Values of the CAADP Process:	Commitment 1	10.00	Rwanda (10.0), Tanzania (10.0) and Zimbabwe (10.0)
Enhancing Investment Financing in Agriculture:	Commitment 2	7.5	Seychelles (8.87), Egypt (8.56), Eswatini (8.54), and Zambia (8.07)
Ending Hunger by 2025:	Commitment 3	6.32	Kenya (6.40)
Halving Poverty through Agriculture by 2025:	Commitment 4	5.81	Ghana (8.24), Morocco (7.52), Rwanda (6.95), Tanzania (6.31), Egypt (6.20), Mali (6.11), Nigeria (5.96), Burkina Faso, (5.90), and Tunisia (5.88).
Boosting Intra-African Trade in Agriculture Commodities and Services:	Commitment 5	5.00	Senegal (7.70), Nigeria (6.52), Sierra Leone (6.13), and Botswana (5.06)
Enhancing Resilience to Climate Variability:	Commitment 6	8.00	Morocco (10.00), Mali (10.00), Rwanda (9.70), Ghana (9.69), Gambia (9.64), Lesotho (9.62), Cabo Verde (9.47), Ethiopia (8.90), Zimbabwe (8.76), Egypt (8.60), Burundi (8.44), Cameroon (8.43), Namibia (8.33), Seychelles (8.33), and Malawi (8.09).
Enhancing Mutual Accountability for Actions and Results:	Commitment 7	8.33	Mali (9.95), Ethiopia (9.93), Rwanda (9.87), Morocco (9.80), Mauritania (9.40), Tanzania (9.39), Tunisia (9.35), Senegal (9.25), Ghana (9.07), Botswana (8.66), and South Africa (8.42).

Source: *Ibid.*, p. 39

⁶ *Ibid.*

⁷ *Ibid.*, p. 39.

II. Identified Public Institutes in Africa with a focus on the capacity of African bureaucrats/technocrats (techno-bureaucratic governance)⁸

1) Strathmore University Business School (SBS) Institute of Public Policy and Governance (IPPG) – Kenya⁹

Purpose: Kenya, East Africa, and Africa currently present numerous opportunities for global policy research and training. Strathmore University Business School (SBS) Institute of Public Policy and Governance (IPPG) is looking to grow into the leading school of policy and governance in the East African Region over the next decade.

Focus:

- Public policy and legislation in the Cooperatives Sector
- Public Policy capacity building across sectors
- Public policy and negotiations for both government and other stakeholders.
- Technology and Innovation Management
- Digital learning policy at the national level and international comparisons
- Sustainability and Sustainable Development Goals

2) African School of Governance and Policy Studies (ASGPS) – South Africa¹⁰

Purpose: The deficit in governance at the personal level manifests in all forms of corruption at the macro level. Apart from corruption, the cutthroat competition among political elites and fellow Africans: rivalry over positions, infightings within organizations such as political parties, government and non-governmental institutions, and nepotism that characterize the public space in Africa have sub-optimal outcomes in terms of policy and development. Also, unlike countries in the Global North such as Yale, Oxford, and Harvard Universities and so on where future elites, who are ingrained with the consciousness of responsibility for leadership in the society are trained, none of these institutions exist in Africa. Perhaps this explains the perennial failure of leadership on the continent. While the challenges associated with effective policymaking in Africa have been identified, inadequate attention has been paid to issues of policy evaluations at the sub-national, national, and regional levels. The African School of Governance and Policy Studies was

⁸ Most of the ones listed in the following list are from South Africa because the best public policy programs in Africa are in this country. See: <https://edurank.org/liberal-arts/public-policy/af/>

⁹ <https://sbs.strathmore.edu/strathmore-institute-of-public-policy-and-governance/>

¹⁰ <https://africanschoolofgovernance.com/who-we-are/>

set up to address the problems identified above by building the capacity of Africans and their diasporas.

Focus:

- **Political Governance**
 - To prepare future political elites ((national, regional, and local governments) as well as traditional elites (chiefs, paramount chiefs) for responsible leadership
 - To build the capacity of political parties, election management bodies, labour unions, and other civil society groups toward the promotion of multiparty democratic governance and pluralism
 - To promote democratic consolidation through developmental governance, which is focused on building institutions and human capability and inclusive development
 - To measure the quality of governance in Africa with the aim of building effectiveness
- **Economic Governance**
 - To train African trade negotiators at bilateral, regional, and multilateral levels
 - To strengthen regional economic communities and the African Continental Free Trade Agreement
 - To build capacity for trade and industrial policy formulation and implementation at the national, regional, and continental levels
 - To build capacity for a more qualitative macro-economic governance
 - To foster an understanding of migration and regional integration for socioeconomic development
- **Policy Studies and Evaluation**
 - To conduct policy studies on economic, social, and political issues to boost the effectiveness and delivery
 - To evaluate various policies to measure suitability for the target audience
 - To conduct monitoring and evaluation to measure effectiveness and delivery
 - To build the capacity of bureaucrats to carry out policy and evaluation of government policies
- **Common/Equal Citizenship and Ethical Leadership**
 - To foster and deepen a African unique identity and common/equal citizenship among Africa's burgeoning youth population
 - To rethink the basis of psychosocial interactions among Africans. This is aimed at building a culture of institutional rather than individual consideration when interacting as Africans.
 - To create a culture of merit and cooperative engagements among Africans

3) Institute of Peace, Leadership and Governance – Zimbabwe¹¹

Purpose: Its mission is to provide a forum for debate, training, and research needed for the promotion of peace, responsive leadership, and good governance to meet the challenges facing the continent today. The vision of the Institute is to contribute to the building of a peaceful and prosperous Africa through the development of good governance in all institutions.

Focus:

- Provide a focus for training, research, and documentation to develop the skills of students and practitioners in the areas of peace, leadership, and good governance in Africa
- Provide opportunities for the coordination of existing security, democratic governance, and development activities, as well as a forum for networking among institutions pursuing similar objectives
- Integrate and continuously nurture the networks so that they can effectively carry out their work on governance in their respective environments and where possible, assist in peacemaking and conflict management
- Develop a documentation and learning resource center on peace, leadership, and governance of international standing
- Provide a framework for the development, in the African context, of a definition of the concepts of peace, international development, security, and governance
- Establish a center for conflict resolution and mediation where specialists, with the assistance of African eminent personalities, will support the search for peace and security in Africa
- Develop and strengthen local centers of excellence in peace, leadership, and governance in various parts of Africa

4) Institute of Governance & Social Research – Nigeria¹²

Purpose: The Institute of Governance and Social Research (IGSR) is a non-profit, non-governmental research-oriented institute established to promote research on socio-political and economic problems of Africa in general and of Nigeria, more specifically. Members of IGSR include people from the academics, public and private sectors, and practitioners in various fields of endeavor who are concerned about the socio-political and economic

¹¹ Africa University is a private institution but it still relevant.

<http://www.africau.edu/department%20of%20Peace,%20Leadership%20and%20Governance.html>

¹² <https://igsronline.org/about-africa/>

problems of Africa. The Institute was founded in 1994 with its headquarters located in Jos, Plateau State Nigeria.

Focus:

- To study and conduct research in government and society as well as maintain data, especially on the African region
- To encourage and promote cooperation among government and non-governmental agencies by studying the diverse issues of government and society, development, regional integration, inter-state relations, and conflict management
- To provide a forum for the exchange of ideas, among scholars, policymakers, and administrators
- To establish collaborative relations with organizations that have similar objectives

5) Institute for Global Dialogue – South Africa¹³

Purpose: It advances a balanced, relevant, and policy-oriented analysis, debate, and documentation of South Africa and Africa's global politics and diplomacy. It strives to promote a broader understanding of the role of foreign policy and diplomacy in the pursuit of national and international development goals.

Focus:

- Foreign policy analysis
- Geopolitical dynamics and governance:
 - South Africa and Africa's place in an evolving geopolitical landscape
 - Great power politics and the rise of Southern powers
 - The geopolitics of regional integration
- International diplomacy
- Centre for Latin America and the Caribbean

6) Botswana Institute for Development Policy Analysis (BIDPA) – Botswana¹⁴

Purpose: The Botswana Institute for Development Policy Analysis (BIDPA) is a non-governmental research organization established by a deed of trust. The two key areas of BIDPA's mandate are development policy analysis and capacity building. It aims to promote policy analysis through research, capacity building, assisting organizations or

¹³ <https://www.igd.org.za/about/about-igd>

¹⁴ <https://bidpa.bw/about-us/>

individuals where appropriate, monitoring the country's economic performance, and disseminating policy research results.

Focus:

- Macroeconomics and Development
- Trade, Industry and Private Sector Development
- Human and Social Development
- Environment, Agriculture and Natural Resources
- Governance and Administration:
 - The quality of governance has played an important role in Botswana's development to date, but as the economy grows and changes, new challenges are becoming apparent and governance has to adapt successfully, hence the importance of public sector reforms, and ensuring that public sector projects are efficiently managed. Public administration has to adapt to new methods of interacting with the public, hence the successful adoption of e-Governance is crucial. Public policy will also evolve, and this will require an analysis of the potential impact of policies before they are introduced and an evidence-based evaluation of their actual impact. Finally, although corruption remains low, it is nevertheless of increasing concern. There are two research themes in this area, namely: Public Sector Service Delivery; and the Political Economy of Development.

7) Center for Democratic Development – Ghana¹⁵

Purpose: to promote and deepen democratic consolidation, good governance, and inclusive growth and development.

Focus:

- Political and Constitutional Governance: We work to secure and increase the integrity and credibility of the institutions and processes of democratic representation and accountability, including local and national elections and election management; citizen and community access to, and participation in the processes of political decision-making and governance; and the responsiveness and accountability of political institutions at both local and national levels.
 - Elections and election observation, national and local.
 - Election management accountability
 - Decentralization and local/urban governance
 - Legislative Engagement

¹⁵ <https://cddgh.org/>

- Political parties and campaigns
- Independent constitutional bodies (commissions)
- Economic and Corporate Governance: Aimed to increase the transparency, integrity, and effectiveness of government in its management of public assets and resources, contractual and other transactional dealings with the business sector, and regulation of private economic activity and investment.
 - Governance of state-owned enterprises
 - Natural resource and extractive sector governance
 - Anticorruption and value for money
 - Private sector development
 - Public financial management
 - Regulatory bodies
 - Public sector reform
- Justice, Peace, and Security
- Social Inclusion and Equity
- Civil Society and Media

8) Department of Political and Administrative Studies – Malawi¹⁶

Purpose: The department has an ambitious programme to help fulfill the University of Malawi’s core mandate of teaching, research, publication, and outreach. In this regard, it has the following vision, mission, and strategic areas: To be a vibrant centre of academic excellence in politics, governance, and management serving the nation and the region with dedication and integrity; To undertake teaching, research, publications, and outreach in politics, governance, and management to ensure that the country and the region continuously adapt to rapidly changing circumstances.

Focus:

- Political science
- Governance
- Public administration & management
- Development studies
- Policy analysis

¹⁶ <https://pas.cc.ac.mw/>

9) Nelson Mandela School of Public Governance – South Africa¹⁷

Purpose: The mission of the Nelson Mandela School of Public Governance is to build inclusive, developmental, entrepreneurial, and effective democratic African public institutions and strengthen ethical leadership for social change and sustainable development, in partnership with government, private sector, and civil society.

Focus:

- Democratic governance
- AfCFTA and developmental regionalism
- Climate change and sustainable development
- Social inclusion – vaccines and public health
- Public policy implementation

10) Wits School of Governance – South Africa¹⁸

Purpose: The WSG is a leading regional institution in the arena of governance, policy, and development management for the public sector. We work closely with government and community-based organisations in South Africa and across the African continent to: Support national and local public policy development, governance frameworks, and institutional arrangements; Enhance management systems, mechanisms, and modalities; Strengthen service-delivery, strategic planning, programme development, and monitoring and evaluation; Develop public finance capacity in almost all sectors of government; Prepare our students to be global citizens while responding to local challenges; Host several talks and debates on topics that directly affect us such as race relations, corruption, security, and policy-related issues.

Focus:

- Governance
- Economic
- Public administration

¹⁷ Used to be called “Graduate School of Development, Policy & Practice” before 2014.
<http://www.povertyandinequality.uct.ac.za/graduate-school-development-policy-and-practice>; For example, this paper could be relevant for the lab’s activities:

https://www.tips.org.za/images/AfCFTA_and_Developmental_Regionalism_Handbook_2021.pdf

¹⁸ <https://www.wits.ac.za/wsg/>

III. Recommended institutions (labs/think tanks/institutes) for collaboration¹⁹

1. Lab: FSI's International Policy Implementation Lab – Stanford University²⁰
2. Lab: RIPIL – American University²¹
3. Lab: Employment Lab in Morocco – Harvard University²²
4. Think tank: ECDPM – Netherlands/Belgium²³
5. Think tank: Policy Center for the New South – Morocco²⁴
6. Think tank: Eswatini Economic Policy Analysis and Research Centre – Eswatini²⁵
7. Think tank: Center for the Study of the Economies of Africa – Nigeria²⁶
8. Think tank: Good Governance Africa – Nigeria²⁷
9. Think tank: Nigerian Economic Summit Group – Nigeria²⁸
10. Institute: Botswana Institute for Development Policy Analysis – Botswana²⁹
11. Institute: Kenya Institute for Public Policy Research & Analysis – Kenya³⁰
12. Institute: Institute of Governance & Social Research – Nigeria³¹
13. Institute: South African Institute of International Affairs – South Africa³²
14. Institute: African School of Governance and Policy Studies – South Africa³³
15. Institute: Nelson Mandela School of Public Governance – South Africa³⁴

¹⁹ The ones in yellow may fit the proposal's criteria better than the others because of their location.

²⁰ We could learn from Frank Fukuyama's Leadership Academy for Development initiative, which has been implemented in Africa. Stanford University. (2014, March). *FSI's International Policy Implementation Lab*. Stanford University. https://fsi.stanford.edu/docs/fsis_international_policy_implementation_lab

²¹ This lab is recognized for its expertise on policy implementation. Bridging the Gap. (2022). *Research on International Policy Implementation Lab (RIPIL)*. Bridging the Gap. <https://bridgingthegapproject.org/ripil/>

²² There is probably a project on which the EPoD school would agree to cooperate with us. This lab is just an example focusing on an African issue. Harvard University. (2022). *The Employment Lab in Morocco*. Harvard Evidence for Policy Design. <https://epod.cid.harvard.edu/initiative/employment-lab-morocco>

²³ This is one of the most useful think tank on the AfCFTA and African political economy in general. ECDPM. (2022). *About ECDPM*. ECDPM. <https://ecdpm.org/about-ecdpm/>

²⁴ Focus on AfCFTA and other African issues. PCNS. "About PCNS." PCNS, 2022. <https://www.policycenter.ma/about-policy-center-new-south>.

²⁵ Provides research and policy analysis which touches on policy implementation. Focuses on poverty, governance, service delivery and trade. ESEPARC. "Overview." ESEPARC, April 3, 2018. <https://www.separc.co.sz/overview/>.

²⁶ They also study issues on the AfCFTA. CSEA. "About Us." CSEA, 2022. <https://cseaafrica.org/about-us/>.

²⁷ Focus on governance delivery and impact. GGA. "Vision and Values." GGA, 2022. <https://gga.org/about-us/vision-and-values/>.

²⁸ NESG. "About Us." NESG, 2022. <https://nesgroup.org/about>.

²⁹ Focus on trade and governance. BIDPA. "About Us." BIDPA, 2022. <https://bidpa.bw/about-us/>.

³⁰ Focus on policy implementation in Kenya is interesting. However, we might have to check if it also addresses continental issues. KIPPRA. "Who We Are." KIPPRA, 2022. <https://kippra.or.ke/who-we-are/>.

³¹ <https://igsronline.org/about-africa/>

³² Focus on trade (AfCFTA) and governance issues. SAIIA. "About." SAIIA, 2022. <https://saiia.org.za/about/>.

³³ Focus on capacity of African bureaucracies. <https://africanschoolofgovernance.com/who-we-are/>

³⁴ Provided relevant papers on the AfCFTA. <http://www.povertyandinequality.uct.ac.za/graduate-school-development-policy-and-practice>.