

## DEVELOPMENT CO-OPERATION DIRECTORATE

**ENTERPRISE DEVELOPMENT AND ECONOMIC TRANSFORMATION: CREATING THE  
ENABLING ENVIRONMENT****CHINA-DAC STUDY GROUP****Addis Ababa, Ethiopia, 16-17 February 2011**

*This report (which is only available to download in pdf format) summarises discussions at an international conference on Development Partnerships held in Addis Ababa, Ethiopia, on 16-17 February 2011.*

*The conference was one of four events the China-DAC Study Group is organising during 2009-11 to exchange experiences and promote learning on important topics related to promoting growth and reducing poverty. The other events are on Development Partnerships; Agriculture, Food Security and Rural Development; and Infrastructure.*

*Through a dialogue among the participants from China, African countries and institutions and the donor community, these events are focusing on two themes:*

*i) China's experience of economic growth and poverty reduction, including the contribution of international assistance, and its relevance for other developing countries, particularly in Africa.*

*ii) China's economic co-operation with Africa and the lessons that China and DAC Members can share with each other to increase the collective impact of foreign aid on reducing poverty in Africa.*

*A set of main findings will be distilled from the Study Group's series of events. These will be presented and discussed at a policy symposium in Beijing in June 2011.*

*Further information on the China-DAC Study Group and its activities is available on the Internet at: [www.iprcc.org](http://www.iprcc.org) or [www.oecd.org/dac/cdsg](http://www.oecd.org/dac/cdsg)*

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**China-DAC Study Group**

# **Enterprise Development and Economic Transformation: Creating the Enabling Environment**

**Addis Ababa, Ethiopia, 16-17 February 2011**

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## Table of contents

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<b>MAIN MESSAGES</b>	<b>3</b>
<b>SETTING THE CONTEXT FOR DYNAMIC ENTERPRISE DEVELOPMENT IN CHINA AND AFRICA</b>	<b>6</b>
<b>FOSTERING THE ENTERPRISE ECONOMY: CHINA AND AFRICA</b>	<b>9</b>
<b>DYNAMIC CAPACITY DEVELOPMENT: STATES, ENTERPRISES AND MARKETS</b>	<b>11</b>
<b>CHINA AND AFRICA AND THE NEW GLOBAL ECONOMY</b>	<b>13</b>
<b>DEVELOPING BASIC CAPACITIES: PEOPLE AND INSTITUTIONS</b>	<b>15</b>
<b>GREEN GROWTH: ENVIRONMENTAL POLICIES AND REGULATIONS</b>	<b>17</b>
<b>CONCLUSIONS</b>	<b>18</b>
<b>ANNEX 1 - AGENDA</b>	<b>21</b>
<b>ANNEX 2 – PARTICIPANTS LIST</b>	<b>31</b>

This report summarises discussions at an international conference on *Enterprise Development and Economic Transformation: Creating the Enabling Environment*, held in Addis Ababa, Ethiopia, on 16-17 February 2011.

The conference was one of four events the China-DAC Study Group is organising during 2009-11 to exchange experiences and promote learning on important topics related to promoting growth and reducing poverty. The other events are on Development Partnerships, Infrastructure and the Enabling Environment for Enterprise Development.

During these events, the dialogue among participants from China, African countries and institutions and the donor community is focusing on two themes:

- i. China's experience of economic growth and poverty reduction, including the contribution of international assistance, and its relevance for other developing countries, particularly in Africa.
- ii. China's economic co-operation with Africa and the lessons that China and DAC Members can share with each other to increase the collective impact of foreign aid on reducing poverty in Africa.

A set of key findings and recommendations for policy makers will be distilled from the Study Group's series of events. These will be presented and discussed at a policy symposium in Beijing in mid 2011.

The China-DAC Study Group is co-chaired by the International Poverty Reduction Centre in China (IPRCC) and the OECD's Development Assistance Committee (DAC). Further information on the Study Group and its activities is available on the Internet at: [www.iprcc.org](http://www.iprcc.org) or [www.oecd.org/dac/cdsg](http://www.oecd.org/dac/cdsg)

## Main messages

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### Lessons from China

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- **China's leadership set out a bold and motivating vision** to become a middle-income country within a generation. That vision drove a pragmatic and progressive policy approach based on experiment, learning, replication and on-going adaptation.
- This approach **placed learning and innovation at the heart of the growth process**, allied with performance-based policy and evaluation systems, creation of competitive markets and accountability for progress.
- The **sequence of experiment, assessment and scaling up** became widely practised, with interaction between researchers, policy makers and local actors.
- **Key policy shifts emerging from local experiments** were the reform of land tenure arrangements, which drove up agricultural productivity, special economic zones, which created a basis for engagement in global value chains, and privatisation, which helped to decentralise the economy.
- Together, **these reforms created strong incentives for enterprise creation**, which were supported by public programmes at local, provincial and national levels for enterprise support, including both "hard" infrastructure and "soft" infrastructure (especially institutions for applied research and development) and policy research linked to decision making.
- **The learning culture valued and retains talented people.** And, on-going special programmes have attracted back talented Chinese from the diaspora and brought leading world experts to China.
- **Trade, investment and aid were regarded as a rich source of ideas and networking** from which Chinese enterprises and experts could learn, replicate and further develop.
- **The learning culture permeated widely**, supported by sector and location-specific consultation processes in which local authorities acted as service providers to enterprise development with fast-track responses to new challenges and opportunities.
- **The private sector employment creation that resulted from this enterprise-rich strategy generated upward mobility for millions of people**, pulling them from poverty and giving rise to a new professional middle class able to fill all the roles needed in a more complex and technology-intensive economy.
- **This whole process has taken 30 years**, starting with small beginnings and small enterprises. There was no detailed blueprint, but rather a process of dynamic capacity

development, based on learning as you go and solving the next problem as it arises, driven by the overall nation-building goals.

- **China's transformation should not be idealised, however.** The 12th five-year plan identifies and addresses some major challenges. Serious social stresses and large imbalances between rich and poor and different regions have arisen. Extreme poverty still envelopes around two hundred million Chinese people. Environmental damage from the initial years of neglect persists.
- **These challenges all imply structural response and institutional change.** Green growth has become a top priority to reduce the energy intensity of Chinese growth and create green living environments. A new ten-year plan for targeted poverty reduction. And policies are being re-gearred to promote higher domestic consumption and less reliance on export growth, with significant restructuring implications.

## Fostering the Enterprise Economy in Africa

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**Africa can make far-reaching economic and social progress in the next 30 years.** Africa's current situation should not be assessed against China as it is now, but with China as it was in the 1980s. Africa's transformation will be different from the Chinese experience because the contextual factors - historical, political, geographic, ecological and technological – are very different. But, Africa will have important latecomer advantages, including the multi-polar global economy with new sources of demand and business models and new technologies which will help Africa to leapfrog forward in some crucial areas.

**In looking ahead at Africa's transformation prospects, the issue of enterprise development is central and goes well beyond the familiar lists of things to do to improve the policy and business environment. Key dimensions are:**

- **Nation-building leadership with a clear vision and commitment to becoming an inclusive, well-functioning middle-income country within the next generation, meeting and going beyond the MDGs**
- **Effective states and responsible corporate governance in Africa become a strategic interest for China and other emerging countries, as they build up their participation in Africa's development. Transparency, financial sustainability and fiscal integrity are important in this context and require co-operative international and domestic efforts.**
- **Transformation will both demand and produce a huge increase in organisational capacity in both the public and private sectors in Africa. Performance-based organisation is the source of value-added at all levels. Entrepreneurs essentially bring ideas together with organisation. Participation in local, regional and global supply chains will speed up the organisational learning process and the expansion of the formal economy.**

- **Transformation is a people-based process. Fostering upward mobility, the role of the diaspora and the emergence of a growing professional middle class in a process of dynamic capacity development is a strategic part of the transformation process. A favourable intellectual climate is as important as a good investment climate and good infrastructure.**
- **Joining up the African continent through regional integration and infrastructure and promoting linkages between the agriculture, industry and services sectors and rural-urban areas is a dynamic growth frontier for Africa.**
- **Effective on-going interaction/adaptation between policy makers, researchers, economic actors and public feedback is the basis for the fast learning-based growth that is possible with the absorption of ideas from many sources, domestic, regional and global.**
- **African countries' efforts to shape their own national and regional development pathways are being supported by their development partners in the growing number of African knowledge platforms, partnership forums and peer review processes across a wide spectrum of issues.**
- **African ownership is strengthening. The policy frameworks and institutions emerging for growth, governance and regional integration in Africa provide a central point of reference for future co-operation.**

## Setting the Context for Dynamic Enterprise Development in China and Africa

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**Discussion at this conference in Addis Ababa organised by the China-DAC Study Group linked back to key themes emerging from the Study Group's first event in Beijing in September 2009, which underlined the importance of a strong developmental state with an inclusive national project for economic transformation. Leadership is key to providing the vision and linking it to public policies and performance.**

Chinese participants set out the narrative of how, in 1978, Chinese leaders had set out a vision for the transformation of the nation from poverty to middle-income status within a generation:

- This vision was not set out as a detailed blue print, but served to guide policy making as an experimental, pragmatic process closely linked with extensive performance monitoring and feedback systems.

The creation of an enterprise-driven market economy emerged from this process. The beginnings were:

- A bottom-up reform of land tenure arrangements, which created strong production incentives and laid the basis for off-farm enterprise and employment in the rural sector.
- The setting up of an experimental special economic zone (SEZ), which became the basis for the development of a globally competitive manufacturing sector, drawing on the large labour pool released by the success of the rural reforms.

Policies and priorities were determined in relation to emerging experience and opportunities as the process evolved:

- Significant capacities for policy analysis and empirical studies were created in ministries, in the universities and in scientific institutes as a basis for informing policy development and review and accountability.
- Civil service appointments became competitive and performance based.
- Political leadership was subject to rotation and selection, with strong performance objectives, incentives and evaluation.

The planned economy and the extensive state enterprise system were transformed into a competitive economy with extensive privatisation and decentralisation to provincial and town and village levels:

- At the same time, the state invested heavily in supportive "hard" and "soft" infrastructure.
- Much policy effort and infrastructure investment has been needed to link up the various regions of China.



**The Chinese miracle has seen hundreds of millions of people lifted from poverty, the creation of a large urban middle class and a double surplus of domestic savings and foreign exchange.**

At the same time, there have been considerable social stresses and accumulating social and economic imbalances. It is important not to idealise China's transformation story; there were mistakes and setbacks and many reforms are still needed. And more than 50% of China's population is still rural:

- **The new Chinese five-year plan** looks to address these challenges: to increase the quality and sustainability of growth more than the rate of growth; raise domestic consumption rates and reduce the export-orientation of industry; correct widening social and regional imbalances; eliminate remaining poverty; and share actively in the governance of the international system - all this implying accelerated institutional reform.

**African participants at the Addis Ababa meeting again identified the need for leadership in African states to create inclusive, motivating, national visions and political consensus, and to generate the policy processes and public goods to speed up the transformation of their countries to middle-income status.**

The growth record in Africa has picked up markedly in recent years, stimulated by the additional demand for natural resources from emerging economies, notably China and India, and by policy improvements in many African countries, including regional integration frameworks.

The continuation and acceleration of this upturn in growth performance will promote, and demand, the development of the enterprise sector. There are signs of strengthening global investor perceptions of an unfolding African growth story.

Analysis of the growth records of African countries indicates that the relative underperformance of the past few decades can be attributed to a number of policy syndromes – perverse economic incentive structures; predatory leadership, with rent-seeking and corruption among elites and ethnic groups; boom and bust public expenditure cycles; and state failure and breakdown.

- Together these syndromes reduced African growth rates on average by 2% per capita over the 1960-2000 period, accounting for more than the growth gap with other parts of the world except for East Asia.
- The prospects for the African growth story to become an established phenomenon, attracting large amounts of domestic and foreign investment and enterprise creation, depend upon avoiding these recurring syndromes in the future.

Thus, a “syndrome-free” Africa would open the way for an African economic miracle. The evidence suggests that the most effective way of assuring syndrome-free policies are constitutions that place constraints on the executive, including notably through term limitations.

State breakdown and predatory leadership are particularly costly, often involving conflict with regional repercussions. With over 50 sovereign states, often with complex ethnicity problems, the emergence of leadership in Africa with effective nation-building skills and developmental vision is frequently problematic.

- Regional integration and continental policy definition, peer review processes, and peace and security architecture are of special importance in this context. The African Union has these mandates and is progressively providing the “African public goods” that can assure a dynamic, syndrome-free growth path for Africa.

## **Fostering the Enterprise Economy: China and Africa**

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**In China, the creation of the enterprise economy went hand in hand with the change from a socialist economy to a market economy, agricultural reform and the decision to join up with the global economy:**

- Policies targeted town and village enterprise creation (TVEs), special economic zones and widespread privatisation of State-owned enterprises. Agricultural modernisation was pursued in tandem with industrial modernisation, in an enterprise-intensive dynamic process.
- Policy frameworks were improved progressively and eventually put into legal form with a complete set of laws covering TVEs, SME's and FDI. The State moved from being a regulator to being a service provider and facilitator for enterprise creation and growth. Intensive consultation processes were established in towns, villages and SEZs to deal with problems and opportunities on a fast-track basis.
- Infrastructure was given high importance – transport, water and energy.
- Management strengthening for SMEs was a priority and strategies for high-tech development put in place.
- Today, only 3% of enterprises are in the State sector. They are large enterprises; accounting for 30% of GDP, but 90% of employment is in the private sector. A booming private sector has been the key driving force in the Chinese economy.

**In Africa, there has been extensive privatisation, but the emergence of a vibrant, innovative private sector has not been spontaneous in many African states. But African policy makers, inspired by and learning from China and other emerging markets, are now making enterprise development and employment a core priority. And new African business models and entrepreneurship are now emerging and the corporate banking market is expanding:**

- The role of the State as a facilitator of enterprise creation has been recognised in the creation, in 2005, of the African Union Private Sector Forum, to deliberate on policies and strategies.
- The African Union has a private sector development strategy and action plan, built around strengthened policy frameworks and institutions, and regional integration is a central thrust.
- Enhanced partnership between China and Africa will be of mutual benefit. The FOCAC is a key vehicle for this and trade and investment links are expanding fast. China's opening of its markets to African exports is also of strategic importance alongside OECD market opening programmes.

**The China-DAC Study Group process provides another excellent platform for sharing experiences: African participation should be institutionalised. African participants are noting a new appreciation**

**among OECD countries of the role of the State in economic development and enterprise creation; an important and welcome shift in recent development thinking.**

## **Dynamic Capacity Development: States, Enterprises and Markets**

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What Africa can learn from China and other emerging economies is not the specific experiences, which are not replicable – every country is different and will forge its own growth path; there was no standard Asian model. What is replicable is the basic strategy of promoting learning-by-doing through competitive markets, engaging in supply chains, providing mechanisms for rapid interaction and feedback between the State and the enterprise sector and creating the human and institutional capital needed for managing enterprises which can progressively move up the value chain:

- **A dynamic capacity development approach** starts with the identification of existing strengths and possibilities and builds on that through hands-on focused efforts and trial and error. A learning mindset is of the essence. Industrialisation is not a document, or even a plan, but a process with an on-going policy dialogue and self-owned responses to changing comparative advantages, which needs to be very self-disciplined.

**China did very well with this approach** – it had been goal-oriented, experimental and with integrated policies and public investments. It found entry points and then moved from there, with strategic management of foreign investment and aid incorporated into its evolving growth path. The move to a market economy and membership of the WTO had provided enterprises with many opportunities. A number of enterprises that had begun as small, low-tech companies were now, through highly innovative management and supportive macro and micro policies, among the Fortune 500. The complex management capacities and structures needed to run these companies had been created along the way.

**Ethiopia, among the African countries now pursuing an industrial development strategy, is working with the dynamic capacity development approach, under its Growth and Transformation Plan (GTP). Growth is running at 11% p.a. and export growth has been 25% for the last 5 years. The aim is to become a middle-income industrialised country in the next 10 to 15 years.** Infrastructure investment and public software, such as work skilling and higher education systems, are being sharply expanded to provide a new generation of skilled workers, competent managers and entrepreneurs. Agricultural enterprise is being stimulated by a nationwide commodities exchange which delivers price making and rapid cash settlements to farmers. Industry-support systems are being created in the form of institutes and training schemes to assist existing and new enterprises to scale up their capacities for market. Development partners are helping with various dimensions of this agenda, with Japan providing advice on dynamic capacity development methodologies and concrete cases.

**Following this approach, the key ingredient is leadership which promotes a learning environment with piloting and experimenting, identifying and building on new opportunities as the economy develops. It implies an effective state.** Effective states and effective markets are therefore interdependent and interactive with fast feedback processes and adjustment. This implies discipline and future-orientation, rather than the protection of acquired interests or economic rents. It also implies bringing the social policy agenda back into the economic agenda as human development and

human security are key inputs into the development process. Social protection is not welfare, but investment in this growth framework.

**Another key ingredient is time. While Africa will benefit from the leap-frogging opportunities of recent technical progress, it is important to recognise that China is where it is now after starting, 30 years ago, at a point where many African countries are today.** So, it is necessary above all to start, and then to adapt and improve progressively. African participants had identified four key drivers: a learning and experimentation culture; swift and timely inputs from central and local governments in Africa; comprehensive incentive schemes for enterprise development; and education and skilling policies designed to generate a productive workforce.

## China and Africa and the New Global Economy

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**With China's "going global" policy spurring dynamic growth in Chinese investment worldwide and Africa's "looking east" policy looking east, there is an historic opportunity for Africa to play a new role in global value chains. But the key factor will be Africa's success in shaping policy responses that can capture this opportunity.**

OECD investors still account for the major part of Africa's foreign investment stocks and new inflows. **But the strong trajectory of Chinese investment in Africa suggests that it could become the largest source within the next decade**, even though Africa is only the third destination for Chinese investment and accounts for just 5% of China's total annual outflows of foreign investment.

Chinese investors are active in 50 African states and the investment is in all kinds of sectors in all kinds of places, albeit with a concentration in some 5 or 6 African countries. **The main investors are not Chinese State-owned enterprises but Chinese private companies, mainly from a few provinces and working with the Chinese diaspora. They are characterised by a strong entrepreneurial spirit**, combining risk taking with a powerful work ethic and focused on seizing opportunities and adjusting quickly to local conditions. They see Africa as a continent of opportunity, rather than problematic ground:

- Their motivations include local market opportunities, intense competition in China, shifting production to Africa, and access to raw materials. Chinese investors compete with each other, not with foreign firms, and rarely work with African companies.

Push factors in China include the **progressive trend towards structuring aid projects as enterprises**, with on-going active involvement of Chinese managers (from "official development assistance to official development investment"), and the provision, under FOCAC, of a USD 5 billion pool of assistance for private Chinese investment in Africa.

**From an African perspective, the development impact will depend on these investments generating spillovers of management skills and technical know-how into the local enterprise sector.**

China's own policy towards foreign direct investment was shaped by the objective of maximising and absorbing these learning opportunities, to speed up the modernisation of industries and business models and to gain entry points into global value chains. A learning approach to foreign investment in Africa, in agriculture, industry and services, would involve the encouragement of economic linkages through sub-contracting, joint ventures and public-private partnerships. The regional economic integration process in Africa is strategically important here, providing larger economic spaces for such linkages and for the joining up of agriculture, industry and services.

China is providing a USD 1 billion fund of assistance for African SMEs, which could help to build such linkages. Other development assistance providers are also helping with this linkage agenda, including through the untying of aid and the promotion of local procurement opportunities as, for example, in local and regional procurement of food aid.

**A vulnerable front for Africa is the social and environmental dimensions of foreign investment. A typical view is that China is spreading labour and environmental problems around Africa and other developing countries where it invests. There is a pressing need to engage Chinese companies in the landscape of social development and green growth in Africa.**

Many Chinese companies do not have the management skills and horizons needed for such engagement. But to sustain their investment over the long run, corporate social responsibility will need to be embedded in their corporate strategies. Helping them to be part of the corporate social responsibility agenda will need intergovernmental co-operation and a multidimensional approach:

- An African platform on corporate social responsibility is needed to bring this about.
- The OECD can assist with its experience with investment policies and MNE guidelines, and instruments such as the risk awareness tool for weak governance zones and its due diligence guidance.
- Work on climate change and green growth strategies for Africa in the UNECA and UNEP can help and the OECD's green growth strategy is another reference point for dialogue and engagement (China is participating in this work).



## **Developing Basic Capacities: People and Institutions**

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The creation of a learning culture requires a climate in which intellectuals feel valued and useful; institutions which generate knowledge and disseminate information; and strong commercial drivers. Technology and ideas are not so much “transferred” as “acquired” by interaction with external actors with new knowledge and business models that are taken up by local actors and developed in the local context, and in the context of participation in global supply chains and partnerships.

China has designed special programmes to attract talented Chinese to return home, providing them with good living and working conditions and roles and institutional environments in which they can make maximum impact. These programmes also extend to bringing other talented people to help with China’s on-going transformation:

- They can involve partnership programmes between local and external institutions, such as universities and research institutes. They are keyed into well-defined national objectives and missions in the science, technology and enterprise development fields and public management. The most powerful incentive is the existence of a national transformation project to which they can make an effective contribution.

**African participants saw two key challenges in their environment:**

- First, the demographic dynamics made primary schooling a priority, but employability requires secondary and tertiary education, where there were still major deficits and mismatches.
- Second, most African leaders had yet to create the national project and intellectual climate that would draw talented and entrepreneurial Africans back to their countries. Political and business elites very often formed closed circles with entrenched interests that were very hard to penetrate or work around. Intellectuals were not welcomed and used effectively. There is now a large African diaspora, with the potential to make a large impact. Some countries, including Ethiopia, are putting in place schemes to attract their diasporas to participate in the national development project.

Knowledge networks are evolving in Africa and there have been some remarkable results, as in the case of the African Economic Research Consortium (AERC), which has helped to lift the whole level of economic policy analysis and discussion in Africa and provide a new generation of policy advisers and university teachers in the economics field. This model is being replicated in other disciplines. OECD-DAC members have done much to support this network and there is scope for China to help with this kind of approach also, as it is now beginning to do in the context of the FOCAC. The AERC is currently conducting a series of country studies on China-Africa trade and investment relations:

- The onus is however on Africans to generate the technological governance policies and institutions needed to absorb technologies. There has been real success here in the field of ICTs. But, more generally, research and development is not a domestic priority and is largely funded by development assistance providers. And African knowledge platforms too often focus on technology per se, rather than on the policy issues, and they too rarely address policy makers. They need to be more multidisciplinary and more open to taking on innovation and mentoring roles. There is progress in this direction recently in the areas of agriculture (CAADP), public financial management reform (CABRI), regional integration (ARIA process), governance reform (APRM and the African Governance Report process) and capacity building (ACBF).
- The issues involved in the commercialisation of technology, such as intellectual property, were not widely recognised or understood by African governments, with a few notable exceptions. Ways forward should include university-industry-government partnerships; strategic use of government contracts; alliances between domestic and foreign firms; and international research and development frameworks. Universities could be given more responsibilities and encouraged to undertake peer reviews, joint evaluation and joint teaching. They should be nurturing the culture of creativity and innovation in product markets and the spirit of discovery – qualities that now exist in China and other emerging countries and take time to build and register.

## **Green Growth: Environmental Policies and Regulations**

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**China faces serious environmental challenges, both in its cities and the countryside, and is still having to deal with legacy problems from neglect of environmental spillovers in the early years of its economic transformation. However, green growth is now a top priority and emissions intensity is falling as new technologies, economic incentives and public processes come into play and cities begin to compete on green performance. A large industry, with enterprise creation and exports, is now being built around the technologies and equipment need for green economic growth:**

- After neglect in the 1980s, China put in place institutional and policy frameworks for environmental management in the 1990s. In this century, public participation and public pressure have become part of the approach, with a big change in mindset and acceptance of the “polluter pays” principle. Methods have moved from direct government controls and downstream abatement to upstream prevention and economic incentives. There is, however, a relative lack of research capacity to back up policy making and this requires new human and institutional resources.

**Africa, with its large population dependent on natural resources for their livelihoods, the scale of the extractive industries in Africa and the entrenched cycle of poverty and conflict still untamed in some areas, is particularly fragile in a context of rising global demand for raw materials. At the same time, there are new opportunities which can be a central part of Africa’s transformation process, building on the pursuit of green growth as a global objective. Africa can benefit from the new technologies and the demand for new environmental services, which can generate enterprise development:**

- There are new policy frameworks coming into place in Africa for formulating climate change strategies and responses and for country-level green growth strategies. These can be the building blocks for a “green economic transformation” which is both efficient and dynamic and with many opportunities for enterprise development. At the same time, it is crucial that green growth becomes embedded in corporate social responsibilities and that there are effective national, regional and continental capacities for managing the issues and activity in extractive industries and polluting industries, including agriculture. Providers of development assistance, including China and other emerging countries and OECD-DAC can help with this agenda.

## Conclusions

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**Africa can make far-reaching economic and social progress in the next 30 years.** Africa's current situation should not be assessed against China as it is now, but with China as it was in the 1980s. Africa's transformation will be different from the Chinese experience because the contextual factors - historical, political, geographic, ecological and technological – are very different. But, Africa will have important latecomer advantages, including the multi-polar global economy with new sources of demand and business models and new technologies which will help Africa to leapfrog forward in some crucial areas.

**In looking ahead at Africa's transformation prospects, the issue of enterprise development is central and goes well beyond the familiar lists of things to do to improve the policy and business environment. Key dimensions are:**

- **Nation-building leadership with a clear vision and commitment to becoming an inclusive, well-functioning middle-income country within the next generation, meeting and going beyond the MDGs.**
- **Effective states and responsible corporate governance in Africa become a strategic interest for China and other emerging countries, as they build up their participation in Africa's development. Transparency, financial sustainability and fiscal integrity are important in this context and require co-operative international and domestic efforts.**
- **Transformation will both demand and produce a huge increase in organisational capacity in both the public and private sectors in Africa. Performance-based organisation is the source of value-added at all levels. Entrepreneurs essentially bring ideas together with organisation. Participation in local, regional and global supply chains will speed up the organisational learning process and the expansion of the formal economy.**
- **Transformation is a people-based process. Fostering upward mobility, the role of the diaspora and the emergence of a growing professional middle class in a process of dynamic capacity development is a strategic part of the transformation process. A favourable intellectual climate is as important as a good investment climate and good infrastructure.**
- **Joining up the African continent through regional integration and infrastructure and promoting linkages between the agriculture, industry and services sectors and rural-urban areas is a dynamic growth frontier for Africa.**
- **Effective on-going interaction/adaptation between policy makers, researchers, economic actors and public feedback is the basis for the fast learning-based growth that is possible with the absorption of ideas from many sources, domestic, regional and global.**

- **African countries' efforts to shape their own national and regional development pathways are being supported by their development partners in the growing number of African knowledge platforms, partnership forums and peer review processes across a wide spectrum of issues.**
- **African ownership is strengthening. The policy frameworks and institutions emerging for growth, governance and regional integration in Africa provide a central point of reference for future co-operation.**



## Annex 1 - Agenda

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### Background and objectives

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To facilitate the sharing of experiences and promote learning on growth and poverty reduction, the China-DAC Study Group was established by the International Poverty Reduction Centre in China (IPRCC) and the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC), in January 2009.

The Study Group is focusing its work on two themes:

- China's experience of economic growth and poverty reduction, including the contribution of international assistance, and its relevance for other developing countries, particularly in Africa.
- China's economic co-operation with Africa and the lessons that China and DAC Members can share with each other to increase the collective impact of foreign aid in reducing poverty in Africa.

These themes are being addressed during a series of evidence-based policy dialogue events, which enables a larger number of stakeholders to be involved in the Study Group's activities. Reflecting the needs in many African countries today, the Study Group organised three events during 2009-2010 on topics which influence both the pace of economic growth as well as the extent to which economic growth contributes to reducing poverty:

- Development partnerships.
- Agriculture, food security and rural development.
- Infrastructure.

The Study Group's first event on "Development Partnerships for Growth and Poverty Reduction" took place in Beijing, China in October 2009. The second event on "Agriculture, Food Security and Rural Development for Growth and Poverty Reduction" took place in Bamako, Mali in April 2010. The third event on "Infrastructure" took place in Beijing, China in September 2010.

This fourth event will focus on the enabling environment for enterprise development. More specifically, the event will:

- Highlight the significant role that enterprise development, trade and investment play in the creation of local, regional and global value chains and the dynamic impact on economic growth, employment and poverty reduction in China and African countries.
- Map out the course, strategies, achievements and challenges of China and African countries in creating enabling environments for enterprise development and explore the relevance and implications of the lessons from each.

The main findings and emerging lessons from the Study Group's series of events will be presented and discussed at a policy symposium in Beijing planned for April 2011.

## Programme

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	<p><b>Opening Ceremony</b>  <b>Chair:</b> Jon Lomoy, Director for Development Co-operation, OECD</p>
08:30-09:00	<p><b>Welcoming Remarks</b></p> <p>Jean Ping, Chairman, Commission of the African Union</p> <p>Li Chunguang, Director-General, Department of International Cooperation and Social Mobilization, The State Council Leading Group Office of Poverty Alleviation and Development (LGOP)</p> <p>Michael Battle, United States Ambassador to the African Union</p>
09:00-09:40	<p><b>Keynote Speeches: Chinese and African Perspectives on the Environment for Enterprise Development: An overview</b></p> <ol style="list-style-type: none"> <li>1. Enabling Environment for Enterprises Development in China: Key strategies and polices over last 30 years: Xu Hui, Director General, International Poverty Reduction Centre in China (IPRCC)</li> <li>2. Creating an Enabling Environment for Enterprise Development in Africa: Key challenges in African region: Tadesse Haile, State Minister of Industry, Ethiopia</li> </ol> <p>Questions and Answers</p>

### *Session 1*

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#### Creating wealth through transforming poor rural economies: public policies and private initiative in China and Africa

China's steadily high economic growth has been largely due to rapid expansion of the enterprise economy, which made China the world's production plant. Rapid enterprise development, stimulated by schemes such as the Township and Village Enterprises (TVE) and the Special Economic Zones (SEZs) has attracted over 200 million peasants out of farming. This labour transformation made a great contribution to China's poverty reduction record. Favourable conditions created by an enabling environment both in terms of "hardware" (e.g. infrastructure) and "software" (e.g. policies and institutions) were the basis for all kinds of rural and urban enterprise development. It is therefore natural to ask how this was done. What kinds of actions and measures created this enabling environment for enterprise development over last 30 years?

Across the African continent, many countries have entered a positive growth stage over last 10 years. The acceleration of enterprise development, especially private enterprise has been a key strategy to promote growth and poverty reduction in Africa. After two lost decades, major improvements have been made in economic governance and conflict resolution in a range of countries, and progress is also being made on human development, and the Millennium Development Goals remain attainable if human capital investments and policies receive sustained effort. Continuing efforts are needed to keep up this progress and address remaining problem areas as a basis for Africa's catch-up process.



China is now a highly visible economic actor in Africa. Trade between the two regions is reaching USD 100 billion; accumulated investment by Chinese firms is well over USD 12 billion and China has offered attractive, and sometimes quite large, tied packages of loans to finance trade, investment and development. Major new targets were announced at the recent 4th FOCAC. China is engaged in many sectors and its influence on development in Africa is increasing. Africa clearly welcomes China as a new and important partner, especially when it comes to infrastructure and investments helping to build longer-term growth. Investments in trade capacity and China's opening of its market to goods and services from Africa are also very important.

Therefore, it is of particular interest to understand what the creation of an enabling environment involves in China and in Africa, how enabling policies accelerate private enterprise development and direct foreign investment and how capacities are created through this dynamic process.

Creating an enabling environment has been the core element of China's incremental development learning experiences. The enabling strategy and policies include those to develop Special Economic Zones (SEZs), and support for SMEs by micro finance and linking them with markets. In particular, Special Economic Zones played a key role as a testing ground for economic reforms, for attracting foreign direct investment, for catalysing industrial clusters, and for learning new technologies and incubating new management practices. In fact, SEZs were used to reduce resistance and opposition to critical reforms and build broad support for reforms through demonstration and controlled experimentation. Trade-led growth fuelled the development of many coastal areas, created more job opportunities. A recent World Bank study estimated that as of 2007, SEZs still accounted for about 22% of national GDP, about 46% of FDI, about 60% of exports, and generated in excess of 30 million jobs.

It is also of particular interest to understand a broader range of issues and experience related to the Chinese enabling environment for enterprise development: creating jobs through rural and micro enterprises; labour and wage policies; training and capacity building through joint ventures and aid programmes; local autonomy and decision making; competition between regions and cities; bureaucracy and regulation; access to financing; creation of appropriate technology and infrastructure. The discussions should not only highlight experiences, but also the lessons learnt from the rapid transformation process in China.

The event will cover all of the above under two key themes on succeeding days:

- What role did enterprise development play in China's economic transformation and what are the general lessons? What strategies and policies have made China successful in utilising direct foreign investment and encouraging transfers of technology and technical skills over the last 30 years, so that it could enter into the value chains of the global economy?
- What are the strategies emerging in Africa for enterprise development?

Based on the discussions under these two themes, what then are the key issues and lessons regarding: i) rural enterprise development, ii) Special Economic Zones and iii) foreign direct investment.

***Day One: The Strategic Role of Enterprise Development in the Transformation Process***

10:30-10:35	<b>Introduction:</b> Fantu Cheru, Research Director, Nordic Africa Institute (Moderator)
10:35-11:35	<p><b>Keynote Presentations:</b> Structural Transformation and Economic Development <b>Speaker:</b> Ma Xiaohe, Vice President of Development Research Academy of National Development and Reform Commission of P. R. China</p> <p>Taking the African Growth Process Forward: Avoiding policy syndromes <b>Speaker:</b> Augustin Fosu, Deputy Director, UN-WIDER</p>
	<p><b>Discussants</b> Industrial Strategies and Enterprise Development: Views from East Asia <b>Speaker:</b> Izumi Ohno – National Graduate Institute for Policy Studies, Japan; and Advisor to the Government of Ethiopia</p> <p>African Business Models and Enterprise Development <b>Speaker:</b> Philip Odera, Managing Director for Uganda, Standard Bank</p>
11:35-12:30	<b>Open Discussion</b>

***Parallel Workshops***

14:00-14:10	<p><b>Introduction (in plenary)</b> Jennifer Adams, Development Counsellor, USAID, Beijing</p>
14:10-16:00	<p><b>Workshop 1: Policies to Encourage Entrepreneurship, Support Rural Enterprises, Micro-SMEs and Create Job Opportunities</b> <b>Moderator:</b> Josue Dione, UNECA <b>Rapporteur:</b> Mr. Michael Laird, Senior Policy Analyst, OECD</p>
14:15-14:45	<p><b>Presentations</b></p> <ol style="list-style-type: none"> <li>Experiences of Developing Rural Enterprises in China: The role of government <b>Speaker :</b> Wang Haimin, College of Humanities and Development Studies, China Agricultural University</li> <li>China's Policies of Supporting Outwards Investment <b>Speaker:</b> Xue Hong, Director, Development Assistance, CAITEC, MOFCOM</li> </ol>
14:45-16:00	<b>Open Discussion</b>

14:15-16:00	<p><b>Workshop 2: Enabling Environment for Special Economic Zones (SEZs) and Clusters in China and Africa</b>  <b>Moderator:</b> Douglas Zhihua Zeng, Senior Economist, World Bank  <b>Rapporteur:</b> Deborah Brautigam, American University</p>
14:10-14:55	<p><b>Presentations</b></p> <ol style="list-style-type: none"> <li>1. China-Africa Development Fund's Strategy and Approach in Supporting Economic Co-operation Zones  <b>Speaker:</b> Liu Hanxiong, Project Manager, East Africa Department, China-Africa Development Fund</li> <li>2. Experiences of Special Economic Zones and Cluster Development in China: The case of Shenzhen  <b>Speaker:</b> Yuan Yimin, Deputy Director, SEZ Centre, Shenzhen University</li> <li>3. Special Economic Zones in Africa  <b>Speaker:</b> Seewraj Nundlall, Director of Manufacturing Cluster, Mauritius Board of Investment (BOI), Mauritius</li> </ol>
14:45-16:00	<b>Open Discussion</b>
14:15-16:00	<p><b>Workshop 3: Transformative FDI and Portfolio Investment in China and in Africa</b>  <b>Moderator:</b> He Wenping, Chinese Academy of Social Sciences  <b>Rapporteur:</b> Michael Stirnweiss, BMZ/GIZ</p>
14:15-14:45	<p><b>Presentations</b></p> <ol style="list-style-type: none"> <li>1. China's FDI and its Relevance to Africa  <b>Speaker:</b> Lv Bo, Chinese Academy of International Trade and Economic Cooperation (CAITEC), Ministry of Commerce, P.R. China</li> <li>2. China's Investment in Africa: Key challenges  <b>Speaker:</b> Wu Fang, China-Africa Centre, CAITEC, MOFCOM</li> <li>3. Emerging Patterns of Sino-African Trade and Potentials for Enterprise Development in Africa  <b>Speaker:</b> Jean-Claude Maswana, JICA Research Institute</li> </ol>
14:45-16:00	<b>Open Discussion</b>
16:20-17:30	<p><b>Workshop Summary (Plenary)</b>  <b>Chair:</b> Fantu Cheru, Research Director, Nordic Africa Institute</p>
16:20-16:50	<p><b>Report from each parallel workshop</b></p> <p><b>Workshop 1: Policies to Encourage Entrepreneurship, Support Rural Enterprises, Micro-SMEs and Create Job Opportunities</b>  <b>Rapporteur:</b> Michael Laird, OECD</p> <p><b>Workshop 2: Enabling Environment for Special Economic Zones (SEZs) and Clusters in China and Africa</b>  <b>Rapporteur:</b> Deborah Brautigam, American University</p> <p><b>Workshop 3: Transformative FDI and Portfolio Investment in China and in Africa</b>  <b>Rapporteur:</b> Michael Stirnweiss, BMZ/GIZ</p>
16:50-17:30	<b>Open Discussion</b>

17:30-19:00	<p><b>Business Roundtable</b></p> <p><i>Why does your company want to do business in Africa? What are the biggest constraints you face? If you could change one policy in your operating environment, what would you change?</i></p> <p><b>Moderator:</b> Richard Carey, Co-Chair, China-DAC Study Group</p> <ol style="list-style-type: none"> <li>1. Martin Kasekende – Chairman, Federation of Uganda Employers</li> <li>2. Liu Hailin, Representative in Ethiopia, Sinohydro</li> <li>3. Dai Zhikang – Chairman of Board of Directors, Zen Dai Group</li> <li>4. Yara – To be confirmed</li> <li>5. Ermyas Amelga, CEO, Access Capital/Access Real Estate, Zemen Bank</li> <li>6. Meaza Ashenafi, Enat Bank</li> </ol>
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## ***Session 2***

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### **Shaping basic capacity for enterprise development: Human resources, institutions and regulations in China and Africa**

Enterprise development has been a major avenue for China to promote the capacities of its human resources and institutions, via learning-by-doing processes and pragmatic adaptation. Rural enterprise development, SEZs and clusters and, finally, opening up to FDI have all contributed to the creation of capacities that did not exist at the outset of the reform and growth process at the end of the 1970s. The capacity building has included human development, institutional capacity development and as well, technology innovation. Rural enterprise development programmes, such as the “Spark Program”, greatly encouraged rural enterprises which developed into a competent sector. The institutional capacity for managing SEZs and clusters accumulated over time

There is now a great opportunity for China to share its experiences and lessons in this capacity creation with Africa. It is also important to share how China’s engagement in Africa can accelerate local value creation, transfer of technology, capacity building and sustainable development in Africa as its investment role in Africa increases.

#### **Day Two of the program shall facilitate discussion on:**

- What are the key experiences and lessons from China for developing a strong human and institutional capacity to promote enterprise development? What can Africa learn from the process?
- How can the expanding numbers of young people entering the labour force in Africa be appropriately skilled to match the needs of an expanding enterprise based-economy in both rural and urban areas?
- What technological catch-up processes and knowledge platforms are emerging in Africa and how can development assistance providers help?
- How to enhance the understanding of both domestic and foreign enterprises in Africa on the importance of corporate social responsibility, supporting labour and environmental standards and anti-corruption efforts. How can the image of Chinese firms be improved in these areas?

- How can Africa make the most of new green growth opportunities? How can development assistance help?

### ***Day 2: Developing Basic Capacities: People, Institutions and Regulations***

09:00-09:10	<b>Reflections on Day 1 and Objectives for Day 2</b> <b>Moderator</b> : Fantu Cheru, Research Director, Nordic Africa Institute
09:10-10:10	<b>Keynote Presentations</b> 1. Effective Measures to Build Capacity for Enterprise Development: The Chinese experience <b>Speaker</b> : Chen Xiaohong, Director, Enterprise Research Institute, Development Research Centre of the State Council 2. Major Constraints and Opportunities in Africa to Develop a Strong Capacity for Enterprise Development <b>Speaker</b> : Djamel Chrib, Office of Economic Affairs, African Union Commission 3. Chinese Enterprises in African Development: Business models and development impact <b>Speaker</b> : Jing Gu, Research Fellow, Institute for Development Studies 4. OECD Enterprises in African Development <b>Speaker</b> : Andrea Goldstein, Senior Economist, OECD
10:30-10:50	<b>Discussions</b> <b>Commentators</b> : <ul style="list-style-type: none"> <li>• Sunil Sinha, Managing Director, Nathan EME</li> <li>• Feedback from the Global Development Learning Network Consultation: Edward Brown, Director, ACET</li> </ul>
10:50-12:00	<b>Open Discussion</b>

### ***Parallel Workshops***

13:30- 13:40	<b>Introduction (in plenary)</b> Li Anshan, Institute of Afro-Asian Studies, Peking University
13:40-15:30	<b>Workshop 1: Human Resources Development for Enterprises Development and Technology Transfer</b> <b>Moderator</b> : Emmanuel Nnadozie, UNECA <b>Rapporteur</b> : Mao Xiaojing, CAITEC, MOFCOM
13:45-14:15	<b>Presentations</b> 1. China's "Attracting Intellectual Resources from Abroad" Programme <b>Speaker</b> : Yu Xin, Assistant Research Fellow, Chinese Academy of Personnel Science 2. Challenges of Africa Human Resources Development <b>Speaker</b> : William Lyakurwa, African Economic Research Consortium 3. Transfer and Knowledge Platforms in Africa <b>Speaker</b> : Aida Opoku-Mensah, Director of ICT, Science and Technology Division, UN Economic Commission for Africa
14:15-15:30	<b>Open Discussion</b>

13:45-15:30	<p><b>Workshop 2: Sustainable Corporate Practices</b>  <b>Moderator:</b> Tori Tveit, Confederation of Norwegian Enterprise  <b>Rapporteur:</b> Okey Onyejekwe, Centre for Sustainable Governance</p>
13:45-14:25	<p><b>Presentations</b></p> <ol style="list-style-type: none"> <li>1. Labour Force Transitions and Issues in African Development  <b>Speakers:</b> ILO – to be confirmed</li> <li>2. Improving Working Conditions in Supply Chains: Lessons and experience  <b>Speaker:</b> Zhou Weidong, China Country Director, Business for Social Responsibility</li> <li>3. Sustainable Corporate Practices of Chinese Companies in Africa: Policy and experience  <b>Speaker:</b> Yu Wu, Deputy Director General, China Enterprises Confederation</li> <li>4. Social Dialogue in Uganda  <b>Speaker:</b> Martin Kasekende, Chairman, Federation of Uganda Employers</li> </ol>
14:25-15:30	<p><b>Open Discussion</b></p>
13:45-15:30	<p><b>Workshop 3: Environmental Policies and Regulations</b>  <b>Moderator:</b> Roger Cornforth, DAC Delegate for New Zealand and DAC Vice-Chair  <b>Rapporteur:</b> Peter Craig-McQuaide, European Commission</p>
13:45-14:15	<p><b>Presentations</b></p> <ol style="list-style-type: none"> <li>1. Environmental Consequences and Regulations in China’s Enterprise Development  <b>Speaker:</b> Liu Mingquan, Director, Centre for Human and Economic Development Studies, Peking University</li> <li>2. Environmental Issues and FDI in Africa  <b>Speaker:</b> Serge Bounda, Head of the UNEP</li> <li>3. Green Growth: Challenges and Opportunities for African Enterprise Development  <b>Speaker:</b> UNECA – to be confirmed</li> </ol>
14:15-15:30	<p><b>Open Discussion</b></p>
15:50-17:15	<p><b>Workshop Summary (Plenary)</b>  <b>Moderator:</b> Fantu Cheru, Research Director, Nordic Africa Institute</p>
15:50-16:20	<p><b>Report from each parallel workshop</b></p> <p><b>Workshop 1: Human Resources Development for Enterprises Development and Technology Transfer</b>  <b>Rapporteur:</b> Mao Xiaojing, CAITEC</p> <p><b>Workshop 2: Sustainable Corporate Practices</b>  <b>Rapporteur:</b> Okey Onyejekwe, Centre for Sustainable Governance</p> <p><b>Workshop 3: Environmental Policies and Regulations</b>  <b>Rapporteur:</b> Peter Craig-McQuaide, European Commission</p>
16:20-17:00	<p><b>Open Discussion</b></p>

	<p><b>Closing Ceremony</b>  <b>Moderator:</b> Fantu Cheru, Research Director, Nordic Africa Institute</p>
17:20-18:30	<p><b>Summary of the Event</b>  Richard Carey, Co-Chair, China-DAC Study Group  Li Xiaoyun, Director, China-DAC Study Group</p>
	<p><b>Closing Remarks</b>  Xu Hui, Director General, IPRCC  Maxwell Mkwezalamba, African Union Commission  Ato Newai Gebreab, Chief Economic Advisor to the Prime Minister of Ethiopia  Jon Lomoy, Director for Development Co-operation, OECD</p>





## Annex 2 – Participants list

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# **Enterprise Development and Economic transformation: Creating the Enabling Environment**

**How it happened in China, helping it  
happen in Africa**

For further information on the China-DAC Study Group and its activities,  
see: [www.iprcc.org](http://www.iprcc.org) or [www.oecd.org/dac/cdsq](http://www.oecd.org/dac/cdsq)