Transformation in a Generation
2018 END OF YEAR REPORT
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOUT ACET</td>
<td>1</td>
</tr>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td>3</td>
</tr>
<tr>
<td>ACET WORK PROGRAM: 2018 PROJECT PORTFOLIO</td>
<td>6</td>
</tr>
<tr>
<td>KEY ACTIVITIES/OUTPUTS</td>
<td>11</td>
</tr>
<tr>
<td>STRATEGY AND OPERATIONS</td>
<td>20</td>
</tr>
<tr>
<td>OUTCOMES AND INDICATORS</td>
<td>23</td>
</tr>
<tr>
<td>LESSONS LEARNED</td>
<td>26</td>
</tr>
</tbody>
</table>
ABOUT ACET

The African Center for Economic Transformation (ACET) is a pan-African economic policy institute that provides research, analysis and policy advice that African countries can adopt for the transformation of their economies. Our distinctive mandate is to engage with and influence governments and policy makers to develop and implement country-specific, transformation-oriented policies from our analysis and research. We focus on the how-to of policy reform, drawing on experiences and best practices from within and outside Africa.

OUR VISION
Our vision is an economically transformed Africa within a generation.

OUR MISSION
Our mission is to help government and business deliver economic transformation that improves lives.

OUR OUTCOME
Our long-term outcome is economic transformation and improved human well-being through diversified production, competitive exports, increased productivity and upgraded technology.

In 2018, ACET continued the implementation of its five-year (2015-2020) plan. Our work is supported and measured by the three key outcomes:
EXECUTIVE SUMMARY

ACET’s core focus in 2018 was to advance and deepen our work on Africa’s transformation agenda. We have produced a wide range of new research, developed new engagement products and created new partnerships while strengthening existing ones—all to accelerate transformation across key sectors in African economies.

As a pan-African organization, ACET aims to enhance our geographical reach while maintaining impact on the ground. A key realization is that this approach requires effective and profound partnerships with our key stakeholders, in particular African policy organizations and decision makers. Therefore, in 2018 we worked on extending and deepening our existing partnerships, while also exploring the opportunities for creating new partnership frameworks.

Of particular importance is the significant traction ACET gained through the 2018 African Transformation Forum, which featured both high-level panel discussions and in-depth, sector-specific workshops for the Pan-African Coalition for Transformation (PACT). Furthermore, we achieved impact through continued dissemination of our most recent African Transformation Report, which was distributed widely among our core stakeholders and the general public, as well as through our influential engagement with the G20 Compact with Africa (CwA).

Key Achievements

African Transformation Flagship Projects

A key accomplishment in 2018 was the highly successful second African Transformation Forum (ATF), with the theme, “A Dialogue for Action.” The Forum brought together more than 300 political leaders, policy makers and stakeholders, including the Presidents, Vice-Presidents and Ministers of Finance from Ghana and Rwanda, as well as prominent business leaders, partners and development practitioners. Beyond addressing critical policy issues related to manufacturing, extractives and resource mobilization, the Forum also launched a new approach to partnerships with policy institutes. It concluded with the announcement of the Transformation Leadership Panel, an eminent body to advocate for transformation policy around issues such as climate, demographics, innovation and integration.

In May, we presented the second edition of our flagship publication, African Transformation Report 2017: Agriculture Powering Africa’s Economic Transformation (ATR2), during the UN Economic Commission for Africa’s Conference of African Ministers of Finance, Planning and Economic Development. We also hosted the Ghana Agricultural Transformation Dialogue in partnership with the Alliance for a Green Revolution in Africa (AGRA). The dialogue provided an opportunity for an in-depth assessment of the four priority areas identified in ATR2 for agricultural transformation in Ghana—land tenure, agro-processing, skills and markets.

Pan-African Coalition for Economic Transformation

We have established and launched three PACT Chapters in vital areas for Africa’s economic transformation: (i) Extractives; (ii) Manufacturing and; (iii) Resource Mobilization and Management. The core focus during 2018 for the progress of these Chapters was to complete the country matrices and policy action plans.

• For the Extractives Chapter, ACET organized a virtual meeting to initiate discussions on Chapter objectives and country priorities. Two new member countries, Sierra Leone and Niger, participated in the full-day technical session on Extractives during ATF 2018.

• The Manufacturing Chapter progressed with continued country engagements to develop national policy action plans. A key outcome was the completion of the Ghana Manufacturing Sector Study that was launched in 2017. Furthermore, the Overseas Development Institute (ODI) collaborated with ACET to co-host the Chapter’s technical meeting at ATF 2018.

• Under the Resource Mobilization and Management Chapter, we engaged six countries to prepare a matrix of priority issues and current country strategies to develop an action plan. In addition, member countries held a full-day technical meeting during ATF 2018 to spur action towards meeting Chapter goals and objectives.
In addition to these three Chapters, ACET is in the process of developing two new Chapters: (i) Youth Employment & Skills (YES); and (ii) Agriculture. In 2018, we focused on completing analytical work to underpin the Chapters and conducting consultative meetings to spur interest and refine their design.

- As part of efforts to support the Agriculture Chapter, ACET and AGRA co-hosted the Ghana Agricultural Transformation Dialogue. The dialogue discussed the application of the key ATR2 findings in the Ghanaian context. ACET also completed a research project focused on agripreneurship, the Youth in Innovation, Entrepreneurship, Leadership and Development (YIELD) study. At ATF 2018, ACET organized the first broad consultative workshop for Chapter member countries. In the last year, ACET also co-created a multi-year program with the Open Society Foundation to ensure a stronger voice for smallholder farmers in country policy dialogues.

- Under the YES Chapter, we piloted the Ghana Youth Employment & Skills Platform in April 2018 and held a consultative workshop at ATF 2018. We completed important related studies, such as the Future of Work in Africa, Secondary Level Education on Jobs in Africa and the Ghana Policy Dialogue. During the year, ACET also co-created a multi-year program with the Mastercard Foundation to support the YES Chapter and promote policy dialogue on employment, particularly for girls and women.

**G20 Compact with Africa (CwA)**

ACET has undertaken several distinct projects to support implementation of the G20 CwA. For example, one project aims to strengthen the capacity of Compact countries, in which ACET’s role is to provide technical assistance for CwA implementation support and peer learning. ACET is also conducting biannual peer reviews of CwA self-assessment, an exercise that addresses key issues related to implementation of the CwA. ACET is working to enhance advocacy for the CwA through collaboration with think tank partners, in particular the Think 20 community, as well as through the organization and facilitation of a CwA Advisory Panel. And lastly, ACET is supporting investment promotion activities of some G20 countries.

**Other research**

- For our Financial Inclusion project funded by the International Development Research Centre (IDRC), ACET successfully organized an inception meeting, designed data collection instruments for field work, reviewed the first draft reports and conducted validation workshops in Sierra Leone and Zambia.

- ACET commenced the Beyond Zero Harm Research Project that focuses on local development in mining areas in Ghana, Burkina Faso and Guinea. By the end of 2018, we had finalized the methodology for the project and completed preliminary field visits to all countries. Currently, we are refining data collection tools.

- ACET continued its partnership with the Global Delivery Initiative (GDI) China-Africa Program and completed three studies on China-Africa infrastructure projects in Ghana and Liberia.

- The Emerging Public Leaders of Ghana (EPL Ghana) engaged ACET to provide oversight for the pilot of a civil service development program in Ghana.

- ACET is supporting the University of Geneva in a research project on trade and labor market outcomes in developing countries.

Alongside all these programs, ACET continues its advocacy work with policy makers, the private sector and other stakeholders through validation workshops, policy learning events, presentations at conferences and participation at targeted events and meetings.
Operations and Strategy

ACET has continued to take steps to raise our institutional profile, improve internal processes and work towards financial sustainability.

- In our communications and external relations activities, ACET built an extensive communications plan, leveraging both traditional and new media platforms, into our three-year communications strategy. Throughout the year, we produced 18 blogs and op-eds, five workshop reports, seven event news stories, three published papers and several press releases and speeches for senior ACET leadership, including the President.

- In our administrative and financial operations, we have continued to improve our processes as we move toward financial sustainability. We have also completed installation of the Microsoft Office 365 (smart workplace) software to ensure more effective and efficient work in ACET.

- In our program management activities, we have improved the efficiency and uptake of internal processes by project managers through better use of project templates during the project cycle and we have strengthened our monitoring and evaluation processes. ACET recruited a new Programs Manager in October and two new monitoring and evaluation officers in November.

- The ACET Board of Directors welcomed four new members in 2018, as some incumbent Board members reached the end of their final terms as permitted by the organization’s Constitution. The new members were invited for their demonstrated interest in African economic transformation, their skills and expertise in governance and organizational development and for their experience and ability in fundraising.
ACET WORK PROGRAM: 2018 PROJECT PORTFOLIO

During 2018, ACET undertook a total of 26 different projects. By the end of the year, 19 projects (73%) had been completed and seven (27%) remained on track. The on-track projects are all multi-year projects, for which implementation will be ongoing. 2018 was a year of extensive project design and planning, as 2019 will bring the preparation period of the 2020 African Transformation Report, an updated African Transformation Index (ATI) and planning for African Transformation Forum 2020, as well as several large new projects.

Status of ACET Projects

- **On-track 27%**
- **Complete 73%**
### List of Projects and Key Activities in 2018

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>KEY ACTIVITIES</th>
<th>WORKSTREAM</th>
<th>STATUS</th>
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<tbody>
<tr>
<td><strong>1. African Transformation Flagship Projects</strong></td>
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</table>
| African Transformation Forum (ATF) 2018 | • Organize and implement launch events, dissemination and related communications  
• Prepare PACT Chapters for consultative meetings  
• Develop country matrices and policy action plans for established PACT Chapters  
• Undertake analytical work and consultative meetings for developing Chapters | Research team, Communications | Completed |
| African Transformation Report 2017: Agriculture Powering Africa’s Economic Transformation | • Disseminate findings of study  
• Engage stakeholders  
• Implement social media strategy | Research team, Communications | Completed |
| African Transformation Index (ATI) | • Fundraising  
• Recruit a data scientist  
• Revise and test ATI with current data set | Research team | Completed |
| African Transformation Report 2020 (ATR 3) | • Conceptualize the next ATR, due in 2020  
• Identify issues to be addressed and background studies to be conducted  
• Constitute research team | Research team, Communications | Completed |
| **2. Pan-African Coalition for Transformation** | | | |
| **2.1. Extractives Chapter** | | | |
| Chapter Activities | • Hold a Chapter meeting in Q1  
• Initiate action plans and Chapter partnerships ahead of ATF 2018 | Research team | Completed |
| **Key Research:** Beyond Zero Harm Research Project & Participatory Local Development in Extractive Areas Study in Ghana, Burkina Faso and Guinea | • Complete project methodology  
• Complete preliminary field visits to all countries  
• Revise data collection tools  
• Design case study outline on local governance structure | Research team | On track |
## LIST OF PROJECTS AND KEY ACTIVITIES IN 2018: CONTINUED

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>KEY ACTIVITIES</th>
<th>WORKSTREAM</th>
<th>STATUS</th>
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<tbody>
<tr>
<td><strong>2.2. Manufacturing Chapter</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Chapter Activities</td>
<td>• Consolidate country-level action plans into a Chapter plan ahead of ATF 2018</td>
<td>Research team</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Key Research:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ghana Manufacturing Sector Study</td>
<td>• Review completed study for publication</td>
<td>Research team</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>2.3. Resource Management &amp; Mobilization Chapter</strong></td>
<td></td>
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</tbody>
</table>
| Chapter Activities | • Engage countries through video conferencing  
• Prepare a matrix of priority issues and existing country strategies  
• Complete action plans and commence work | Research team | On track |
| **Key Research:** | | | |
| Youth in Innovation, Entrepreneurship, Leadership and Development (YIELD) | • Organize a workshop for Ghanaian and Tanzanian entrepreneurs in Ghana  
• Design content for the monthly webinar training programs  
• Organize final meeting for the pilot program in Tanzania  
• Design background papers and full report  
• Publish two policy briefs | Research team | Completed |
| **2.5. Youth Employment & Skills** | | | |
| Chapter Activities | • Pilot the Ghana Youth Employment & Skills Platform  
• Undertake consultations with policy makers during ATF 2018 | | Completed |

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The African Center for Economic Transformation: www.acetforafrica.org
## 2.5. Youth Employment & Skills: Continued

**Key Research:**
- Conduct literature review
- Compile case studies in Ghana and Senegal
- Hold stakeholder meetings in Ghana and Senegal
- Submit final draft to Mastercard Foundation for comment
- Initiate stakeholder engagement with 11 country representatives
- Conduct primary data collection from 11 countries
- Present report to AfDB

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<thead>
<tr>
<th>Workstream</th>
<th>Status</th>
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<tbody>
<tr>
<td>Research team</td>
<td>Completed</td>
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**Ghana Policy Dialogue**
- Organize a follow-up dialogue in February 2018

| Engagement team | Completed |

## 3. Compact with Africa (CwA)

**Strengthening CwA Countries’ Capacities**
- Host two peer-to-peer learning events
- Undertake two research analyses on topics relevant to CwA

| Engagement team | On track |

**Biannual Review of CwA Self-assessment**
- Organize two CwA peer reviews in April 2018 and October 2018

| Engagement team | Completed |

**Advocacy for Africa and the CwA**
- Contribute to development of T20 policy briefs
- Participate in T20 fora held in Tokyo and Buenos Aires
- Initiate the establishment of a CwA Advisory Panel

| Engagement team | On track |

## 4. Other research projects

**Financial Inclusion**
- Organize inception meeting
- Design data collection instrument for field work
- Review first draft report
- Hold validation workshops

| Research team | On track |

**Global Delivery Initiative**
- Complete three studies in Ghana and Liberia

| Research team | On track |
### 5. Strategy and Operations

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>KEY ACTIVITIES</th>
<th>WORKSTREAM</th>
<th>STATUS</th>
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</thead>
<tbody>
<tr>
<td>Communications</td>
<td>• Promote and support ATF 2018 and related activities</td>
<td>Communications &amp; External Relations</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Devise and implement communications strategy</td>
<td></td>
<td></td>
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<tr>
<td>Strategic Planning for Future Initiatives</td>
<td>• Conduct extensive consultation, scoping and development of strategic partnerships</td>
<td>Engagement team</td>
<td>On track</td>
</tr>
<tr>
<td></td>
<td>• Begin program planning for the period 2019-2022</td>
<td></td>
<td></td>
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<tr>
<td>Finance, IT and Administration</td>
<td>• Set up “smart” workplace</td>
<td>Operations</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Upgrade IT system</td>
<td></td>
<td></td>
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<tr>
<td>Human Resources</td>
<td>• Conduct interviews for ACET Fellows recruitment</td>
<td>Operations</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Hire three Resident Fellows</td>
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<tr>
<td>Program Management</td>
<td>• Develop and implement new project management structure</td>
<td>Operations</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Integrate new program management tools in project delivery</td>
<td></td>
<td></td>
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<tr>
<td>Monitoring and Evaluation (M&amp;E)</td>
<td>• Implement project monitoring strategies and International Aid Transparency Initiative (IATI) reporting system</td>
<td>Operations</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Enhance monitoring of project costs with ACET Finance Office</td>
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<tr>
<td></td>
<td>• Strengthen M&amp;E processes at project’s close</td>
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KEY ACTIVITIES/OUTPUTS

African Transformation Flagship Projects

Our core programs included the following:

African Transformation Forum 2018

ACET convened African Transformation Forum 2018 (ATF 2018) in Accra, Ghana, on June 20-21, with the theme, “A Dialogue for Action.” ATF 2018 brought together more than 300 political leaders, policy makers and stakeholders from across Africa and the globe, including more than 70 high-level African government officials. It built on the success of the first ATF, which was held in Kigali, Rwanda, in 2016 and concluded with the establishment of the Pan-African Coalition for Transformation (PACT). ATF 2018 offered an opportunity to take stock of PACT progress in the two years since. It also served as a call to action to move from the learning stage to implementation for the three PACT Chapters that were launched in Phase I: Manufacturing; Extractives; and Resource Mobilization and Management. In addition, ATF 2018 enabled country participants to make progress on setting up two phase II Chapters: Agriculture and Youth Employment & Skills (YES).

The Forum brought together leading experts and practitioners who shared perspectives on how to accelerate job growth, boost investment and implement transformational policies. It featured participants at the highest political and institutional levels in Africa, including the Ghana President, H.E. Nana Akufo-Addo, Rwanda President, H.E. Paul Kagame, Ghana Vice-President, H.E. Mahamudu Bawumia, Côte d’Ivoire Vice-President, H.E. Daniel Kablan Duncan, Ghana Minister of Finance, Hon. Ken Ofori-Atta, Rwanda Minister of Finance and Economic Planning, Hon. Uzziel Ndagijimana and UN Economic Commission for Africa (UNECA) Executive Secretary, Vera Songwe. The Forum also hosted several prominent business leaders, including Mastercard Foundation President and CEO, Reeta Roy, Dangote Group Chairman and CEO, Aliko Dangote, McKinsey & Company Senior Vice-President, Ben Dabrah and Executive Vice President of Unilever Ghana and Nigeria, Yaw Nsarkoh.

In keeping with the central objective of ATF 2018 — a dialogue for action — day one featured five concurrent working sessions on the five PACT Chapters. The established Chapters focused on country action plans for implementation, while the two Phase II Chapters focused on analytical and preparatory work and Chapter design. Each working session was attended by high-level representatives from government ministries of participating countries as well as other stakeholders such as technical partners, donor partners, the private sector and civil society. Ministers or high-level government officials who participated in the discussions presented reports on action plans and other proposals generated from these working sessions to the plenary sessions on the second day of the Forum.

Forum highlights include:

- A frank panel discussion on leadership and transformation between Presidents Akufo-Addo and Kagame, Vice-President Duncan and business leaders Aliko Dangote, Yaw Nsarkoh and Ben Dabrah.
- A moderated discussion on key issues facing countries pursuing a transformation agenda between Ken Ofori-Atta and Vera Songwe.
- The inaugural African Transformation Forum Distinguished Lecture delivered by Reeta Roy on the topic of youth and jobs in Africa.

Key Forum outcomes include:

- Launch of the Agriculture and YES PACT Chapters
- Identification of next-level transformation issues that will guide and inform ACET’s work over the next decade, including youth and jobs, climate, innovation and regional integration.
- Agreement to create an online portal for continuous engagement between current PACT Chapters.
- Establishment of the African Transformation Leadership Panel (TLP) to be chaired by former Liberian President Ellen Johnson Sirleaf
- Establishment of a new partnership approach between ACET and policy institutes across Africa.

A key objective in 2018 was to expand the dissemination of the second African Transformation Report (ATR2), which was launched in October 2017. Beyond the customary presentations at selected conferences and meetings, the communications plan was extended to both traditional and new media platforms with social media campaigns and Op-Eds. We also continued to disseminate the findings of ATR2 and engage stakeholders throughout the PACT Agriculture Chapter consultation phase, along with targeted advocacy events and conference presentations to drive our recommendations forward.

Key events and presentations include the following:

- **ATR2 was presented at the UNECA Conference of African Ministers of Finance, Planning and Economic Development in Addis Ababa as a side event on May 10. UNECA Executive Secretary, Vera Songwe and ACET President, K.Y. Amoako, co-chaired and shared key findings of the report with policy makers, policy analysts and other stakeholders.** The event focused on advancing inclusive structural transformation through the development and implementation of agricultural modernization and agro-processing policies that link smallholders to input and output markets. Attendees included officials from Ministries of Finance, Economic Planning and Industry, Agriculture; regional and national planners; and farmers’ organizations from the various countries present.

- **On May 30, ACET hosted the Ghana Agricultural Transformation Dialogue in partnership with the Alliance for a Green Revolution in Africa (AGRA). The Dialogue brought together stakeholders in agriculture and agribusiness — including policy makers, private sector, civil society, academia, development partners and youth in agriculture networks — to discuss four areas identified by ATR2 as key priorities in transforming agriculture in Ghana: land tenure, agro-processing, skills and markets.** This event was the pilot of a multi-country partnership with AGRA to bring the findings of ATR2 to the local context to better inform policy making.

- **ATR2 was highlighted at ATF 2018, where it served as the basis for discussion for the Day 1 working sessions of the PACT Agriculture Chapter.** The report was then presented in a plenary session on Day 2 and discussed by a panel of experts including a vice-president from AGRA, the Tony Blair Institute for Global Change, Executive Director for Africa and Uganda’s Minister of Agriculture, with a focus on the next steps agreed in the previous day’s PACT Agriculture Chapter meeting.

- **ACET continued to highlight important content from ATR2 on social media, blogs and the ACET website, including: innovative market approaches for improved economic empowerment; addressing the challenge of youth employment in Africa; and “agripreneurship” in Africa.** As part of our new social media strategy, ACET hosted a Twitter chat on “Enabling Agripreneurship Through Forward-looking Policy.” Additionally, the ACET Communications Team moderated a Twitter chat by agricConnect on the steps needed to transform agriculture in Africa.

- **During 2018, ACET also commenced the planning and conceptualization of the forthcoming African Transformation Report 2020.** We have set up a research team and identified four core thematic focus areas: i) climate change; ii) technology and innovation; iii) regional integration; and iv) demographics.

### African Transformation Index

The first African Transformation Index (ATI) was launched in 2014 to widespread acclaim alongside the inaugural African Transformation Report. Since then, ACET has solicited and received constructive feedback from stakeholders that will inform the re-evaluation, re-design and upgrade of the next ATI. Following consultations with the World Bank and other partners in 2017, ACET identified a number of areas for revision. In 2018, we secured the necessary funding to start the initiation phase for the next iteration of the Index.

In the first quarter of 2019, the ATI project will begin with an extensive review of the literature on index construction, with a focus on economic indicators. The aim of this review is not only to determine what ACET is doing differently but also what it contributes to the literature. The review will provide information to guide the development of a comprehensive list of variables to be used in the updated ATI. Two external stakeholder meetings will be convened to help distil the comprehensive list into a final shortlist. Subsequently, ACET will collect data on the selected variables, to be followed by the technical analysis and drafting of the ATI report, which will be reviewed internally and externally. A draft report will be produced at each stage of the review process. The last stage in the process will be the launch of the next ATI, planned for the second quarter of 2020.
Pan-African Coalition for Transformation

ACET began operationalizing the Pan-African Coalition for Transformation (PACT) in 2017 as a platform for peer learning where countries can exchange information on best practices and test solutions to policy challenges in five thematic areas. As countries learn and implement, they will convene at the African Transformation Forum every two years to share their experiences and provide progress reports.

The first half of the year was dedicated to preparing PACT Chapters for ATF 2018. For the developed (Phase I) Chapters, the focus was on completing country matrices and policy action plans. Meanwhile, the developing (Phase II) Chapters focused on completing the analytical work underpinning the Chapters and conducting consultative meetings to generate interest and refine Chapter design.

Developed (Phase I) Chapters

Extractives Chapter

The main activities for 2018 included a Chapter meeting in the first quarter, a virtual meeting to initiate discussions on Chapter objectives and country priorities and the development of country action plans and partnerships ahead of ATF 2018. The ACET team worked extensively with South Africa, Nigeria, Niger, Burkina Faso, Ethiopia, Ghana and Sierra Leone and we continue to reach out to other countries to expand the Chapter.

At ATF 2018, nine countries participated in the working session, where participants shared knowledge on core areas considered pivotal to unlocking extractives in Africa. These included the constraints that limit the ability of home-grown companies to participate actively in the value chain and how these constraints can be lifted. Working session participants were drawn from governments, private sector, donor partners and civil society and included the Chief Director from the Department of Energy in South Africa; a Senior Mineral Sector Governance Advisor from UNECA’s African Minerals Development Centre; Ethiopia’s State Minister in charge of mines, petroleum and natural gas; Ghana’s CEO of the Chamber of Mines; an oil and gas expert from Trinidad and Tobago; and experts from Tullow Oil. The Extractives Chapter will continue to refine its objectives and country action plans in the coming year.

Extractives: Key Research

Beyond Zero Harm Research Project & Participatory Local Development in Extractive Areas Study in Ghana, Burkina Faso and Guinea:

In February 2018, ACET established a partnership with the World University Services of Canada’s West Africa Governance and Economic Sustainability in Extractive Areas (WAGES) project to pilot the Beyond Zero Harm (BZH) framework in Burkina Faso, Ghana and Guinea. This framework is a multi-stakeholder initiative developed by representatives of the Canadian mining industry, academia and civil society organizations and aims to test a set of universally recognized indicators to measure changes in social and economic well-being in mining communities. The project ends in October 2021.

Manufacturing Chapter

Champion Country: Ethiopia

The Chapter’s goal is to assist African countries in formulating policy frameworks that boost manufacturing output, exports and employment. The focus in 2018 was on developing action plans at the country level based on Chapter objectives agreed at a meeting in Accra in December 2017. The objectives are: (i) getting the basics right (such as improving infrastructure, investment climate and skills); (ii) mounting an export push in support of country export strategies and regional value chain development; and (iii) establishing policy coherence and coordination. ACET continued to engage countries as they developed individual plans in response to the above objectives, with the aim of harmonizing the individual plans into an overall Chapter action plan for implementation. For example, Uganda and Ethiopia, through our continued engagement with senior officials, submitted preliminary inputs. ACET continues to engage other Chapter members to develop plans that reflect their country strategies.

At the ATF 2018 technical meeting — co-hosted by the Overseas Development Institute, the Chapter’s technical partner — multiple stakeholders shared their experiences in manufacturing. Participating countries included Ethiopia, Ghana, Nigeria, Rwanda and Tanzania, with the Ethiopian Ambassador to Ghana chairing as the champion country representative. For next steps, Chapter members will finalize their national policy action plans and ACET will continue to engage countries, separately and collectively, towards implementation of the plans. The planned online PACT portal is expected to be the main tool to facilitate future collaboration.
Manufacturing: Key Research

Ghana Manufacturing Sector Study: In late 2017, ACET commissioned a study on Ghana’s manufacturing sector to provide in-depth analysis of the landscape as well as practical, actionable and prioritized recommendations for developing the sector in line with current government priorities. The study is now complete and undergoing review for publication.

Resource Management & Mobilization (RMM) Chapter

Champion Country: Rwanda

The Chapter’s goal is to explore domestic resource mobilization challenges and opportunities. In the first half of 2018, ACET engaged six countries — Burkina Faso, Ghana, Rwanda, Uganda, Tanzania and Zambia — through video conferences to prepare a matrix of priority issues and existing country strategies to develop a Chapter action plan. We have worked with some countries, such as Uganda, to get inputs on priorities and are still working with others to finalize policy matrices.

At the ATF 2018 technical meeting, countries focused on developing Chapter goals while sharing knowledge on ways to leverage technology to boost domestic resource mobilization and efficiency. The Rwandan Finance Minister participated in the working session and presented the discussion outcomes to the Forum plenary the following day. Other participants included the International Monetary Fund (IMF) Assistant Director of Africa, the IMF Resident Representative, a former OECD Director of Development Cooperation and the CEO of Development Gateway. As a meeting outcome, the Chapter agreed to focus on the G20 Compact with Africa work program as the content was both relevant and timely. (The CwA work program is discussed further in the Special Engagements section.)

RMM: Key Research

The Chapter is focused on the coordination of the CwA peer learning program. The Chapter program originally covered domestic resource mobilization but expanded over time to include blended finance and the fiscal risks of public-private partnership frameworks. There is a strong overlap between CwA member countries and members of the RMM Chapter. ACET has been invited through Ghana’s Ministry of Finance to conduct a study on “Ghana Beyond Aid,” a prominent item on the current government’s agenda.

Developing (Phase II) Chapters

Agriculture Chapter

Champion Country: Kenya

After the successful release of the African Transformation Report 2017: Agriculture Powering Africa’s Economic Transformation (ATR2) in October 2017, ACET sought to engage as many countries as possible for the Chapter through our launch events. The Ghana Agricultural Transformation Dialogue, which ACET hosted with AGRA in May 2018, was a well-received event that greatly helped to advance the ACET/AGRA partnership in support of the Agriculture Chapter.

All countries that engaged in ATR2 and other related studies were invited to ATF 2018 to participate in the Chapter’s first broad consultative meeting. Participants included Ghana’s Minister of Agriculture and policy makers from several other African countries, as well as non-state actors such as AGRA, the Bill and Melinda Gates Foundation and the Tony Blair Institute for Global Change. Even though Chapter progress generally has been slow, our initial strategy was for ACET and AGRA to partner and create local platforms in up to five countries that would adapt central ATR2 topics — land tenure, agro-processing, skills and markets — to the local context to better support policy makers in country.

Agriculture: Key Research

Youth in Innovation, Entrepreneurship, Leadership and Development (YIELD): This project started in July 2017 and is in partnership with Michigan State University in the United States, through the Alliance for African Partnership (AAP) research awards. The objective is to document new learning about success factors and challenges facing youth-led agricultural enterprises in Ghana and Tanzania. Entrepreneurs in those countries came together for the first of two sessions in February 2018 at the YIELD training workshop in Accra, which highlighted youth agribusiness success stories. The workshop also identified knowledge gaps and built the capacity of youth-led agri-entrepreneurs to scale up their operations. ACET has also designed content for a monthly webinar training program. In September 2018, participants from Ghana and Tanzania convened for the final meeting of the pilot program.

ACET is developing a project which will focus on smallholder voices in policy dialogue in Ghana and Kenya. The project methodology will include research projects as well as the establishment of national dialogue platforms linked to the PACT Agriculture Chapter platform.
Youth Employment & Skills (YES) Chapter

This Chapter explores mechanisms through which youth unemployment can be drastically reduced by enhancing skills development in readiness for jobs of the future. This Chapter’s focus is both timely and crucial for Africa, especially in the light of the unfolding Fourth Industrial Revolution (4IR) and its implications for the nature and future of jobs. The Chapter will draw on a number of studies, including a recent ACET study of unemployed youth in Ghana that was completed in 2017. The Chapter piloted the Ghana Youth Employment & Skills Platform in April 2018, which brought together key stakeholders in Ghana to validate the study findings.

During the Chapter working sessions at ATF 2018, there was broad and intensive discussion among policy makers from Kenya, Uganda, Ghana, Côte d’Ivoire, Gambia and Cameroon. Other participants and stakeholders in the youth employment and skills development space included the Mastercard Foundation, German International Cooperation (GIZ), World Bank, Tony Blair Institute for Global Change, Ashesi University and Kosmos Energy. By the end of the working session, the YES Chapter had reached consensus on four critical areas:

- The need for a comprehensive database on labor market projections, entrepreneurs and skills gaps;
- Increased peer learning, tailored to each country’s vision, to help facilitate interaction between policy makers, academia and the private sector and to help monitor progress;
- Deliberate policy action in African countries (such as the 2003 Maputo declaration, in which governments agreed to a 10 percent national budget allocation for agriculture), spearheaded by the PACT YES Chapter, to increase the policy focus on technical and vocational institutions across sub-Saharan Africa, including an increase in funding;
- A collective shift in mindset toward more technical and vocational training across the entire education ecosystem—including teachers, parents, policy makers and the private sector—accompanied by innovative approaches to policy design.

ACET will continue to engage countries to support YES Chapter objectives and to begin the process of formulating country-level action plans.

YES: Key Research

- **Skills and Jobs for the Future in Africa:** This study for the Mastercard Foundation placed emphasis on secondary-level education. It included a literature review, case studies in Ghana and Senegal and meetings with country stakeholders.

- **The Future of Work in Africa:** As part of a mid-term review of its Jobs for Youth in Africa (JfYA) strategy, the African Development Bank (AfDB) commissioned ACET to undertake a study to assess the challenges and opportunities for African countries in advance of 4IR. The study identified and evaluated the likely impact of 4IR on future job creation and skills development and proposed areas for intervention and financing.

- **Ghana Policy Dialogue:** Following previous work in 2016, ACET and INCLUDE organized a follow-up dialogue in February 2018 on how the Ghana government will translate employment policies into jobs, to address the country’s youth unemployment and skills challenges.

G20 Compact with Africa

In 2018, ACET deepened the work started the previous year with the G20 Compact with Africa (CwA).

In April, we hosted a second peer learning meeting in Accra in partnership with the Government of Ghana and the IMF. In attendance were ministers or other senior government officials from Benin, Côte d’Ivoire, Egypt, Ethiopia, Ghana, Guinea, Rwanda, Senegal, Togo and Tunisia. Representatives from the World Bank, the IMF, Germany and several other development partners also attended, along with civil society organizations in Africa and the private sector. The discussions covered a number of issues, such as how to remove the institutional and political constraints in revenue mobilization, improve tax compliance and alleviate base erosion and profit shifting by multinational companies. Participants also shared common domestic resource mobilization challenges and proposed short- and medium-term, growth-friendly, revenue-enhancing solutions. Also in April, during the World Bank/IMF Annual Meetings, ACET collaborated with OECD and CwA partners to facilitate a peer learning engagement on domestic resource mobilization as part of the African Advisory Group meetings. Ten CwA countries participated.
In preparation for CwA peer learning events in 2019, ACET is undertaking new research on blended finance approaches from MDBs/DFIs that attempt to "crowd in" local private finance and factor in the local dimensions of investment. Specific attention is being paid to approaches that seek to make developmental impact beyond a specific project and which target innovation, capital market development, policy framework design, institutional strengthening and demonstration effects. The analysis will focus on CwA countries with at least two in West Africa, two in East Africa and one in North Africa.

In October, ACET organized the Germany-Ghana Investor Forum, with participants from a wide range of private sector representatives, as well as German Chancellor, Angela Merkel, Ghana President, Nana Akufo-Addo and World Bank President, Jim Yong Kim. Using video conferencing, the event was held simultaneously in Berlin and in Accra, with brief opening remarks by Chancellor Merkel and President Akufo-Addo. The Forum featured core sessions on agriculture, the automobile industry and financial technology. Given the success of the event and the positive feedback from participants, the German government requested ACET’s support for a second forum, scheduled for February 2019.

**Bi-Annual Peer Review of the CwA**

At the request of the G20 Africa Advisory Group, ACET undertook an independent peer review of the CwA in April 2018. This review examined the self-assessments of CwA countries and G20 countries and was presented as part of the joint Monitoring Report of the International Organizations. ACET then undertook a second peer review, developed in collaboration with the International Finance Corporation and AfDB, which was presented in October at the event “Trends in FDI and Cross-border Investments in Compact with Africa Countries: Interim Monitoring Report – 2018 Annual Meetings.”

In 2019, ACET will continue to provide peer reviews to the Africa Advisory Group, in collaboration with the IMF, World Bank and AfDB. These will be delivered in April and October 2019.

**Advocacy for Africa and the CwA**

In addition to its role in the G20 Africa Advisory Group, ACET is a member of the Think 20 (T20) Africa Standing Group (ASG) Governance Board, which is chaired by the Deutsches Institut für Entwicklungspolitik (DIE). In this role, ACET is leading or contributing to the drafting of policy briefs for G20 Ministers of Finance. ACET also co-chaired the T20 CwA working group with the Brookings Institution in Washington, DC, in 2018.

ACET was actively involved in the T20 Forum held in Buenos Aires in September 2018. This event received widespread coverage and provided excellent opportunities for ACET to conduct advocacy for the CwA. ACET engagement included the submission of a CwA policy note (prepared jointly by ACET and Brookings), which was included in the T20 communiqué package for the Argentinian presidency of the G20. The policy note was titled “Mobilizing Private Investment and the Compact with Africa: A Preliminary Assessment and Steps Ahead.” ACET also moderated and facilitated a high-level panel discussion, “Ensuring Progress of the G20 Compact with Africa.” Panelists included:

- Kojo Asante, Director of Advocacy and Policy Engagement, Center for Democratic Development—Ghana (Accra)
- Elizabeth Sidiropoulos, Chief Executive, South African Institute of International Affairs (Johannesburg)
- Uri Dadush, Senior Fellow, OCP Policy Center (Morocco); non-resident scholar, Bruegel think tank (Washington)
- Naoyuki Yoshino, Dean & CEO of the Asian Development Bank Institute (Tokyo)

ACET also participated in the G20/T20 meeting held in December 3-6 in Tokyo. As the first meeting of the G20 under the Japanese presidency, the primary purpose was to define the priorities and areas of focus for the next year. ACET featured prominently as one of three think tanks from Africa represented and presented a draft CwA policy note (co-produced by ACET and the AfDB) that offered six areas for potential policy recommendations to the G20 leaders. A nearly half-day discussion followed the presentation. All six recommendations were largely endorsed, with comments incorporated into the next draft. The policy note has since been refined and will be included in the package of policy notes for the T20 Summit in May 2019. ACET is expected to participate in the summit as co-chair of the CwA working group and as a member of the T20 Africa Standing Committee.

Lastly, towards the end of 2018, ACET commenced work on establishing a CwA Advisory Panel as noted above. Future work of the panel will likely include high-level advocacy linked to the German Reform Partnership program that focuses on six CwA countries engaging with African leaders on ways to improve the effectiveness of the CwA and providing advice and technical assistance.
KEY ACTIVITIES 2018
OTHER RESEARCH

While most research and analysis takes place within the context of PACT Chapters, ACET undertakes special projects in line with our core mission and goals. Examples include:

- **Financial Inclusion.** Promoting Women and Youth Financial Inclusion for Entrepreneurship and Job Creation is a three-country study covering Guinea, Sierra Leone and Zambia. We began the project in late 2017 and expect to complete it by the third quarter of 2019. Work progressed steadily in 2018 with a meeting in March to review the inception reports prepared for the three study countries. We also completed the design of data collection instruments for field work. The first drafts of all reports have been received and reviewed. Validation workshops were held in Sierra Leone and Zambia, with Guinea scheduled for 2019. This work is sponsored by Canada’s International Development Research Centre (IDRC).

- **Global Delivery Initiative (GDI).** This initiative brings development practitioners together to share delivery know-how and operational knowledge. It is an initiative of the World Bank, GIZ, Korea, Japan and other development partners. For the past few years, it has created a common set of methodologies for capturing and using delivery know-how and a common taxonomy for identifying and analyzing delivery challenges. In 2017, ACET partnered with the GDI China-Africa Program to document and share development experiences in selected African countries. By the end of 2018, we completed three studies that are awaiting final clearance for publication. The next phase will include discussions on three case studies for 2019. The GDI China-Africa Program is funded by the China-World Bank Group Partnership Facility.

- **Emerging Public Leaders of Ghana (EPL Ghana).** The Global Development Incubator (GDI) Group based in Washington, DC, engaged ACET to provide oversight for the pilot of EPL Ghana, a civil service development program. It is modeled after the President’s Young Professionals Program (PYPP) in Liberia, which places promising recent graduates on an accelerated career path in civil service. In the first half of 2018, ACET partnered with the Sponsors of Education Opportunity Africa and EPL Ghana to recruit a class of 21 EPL fellows and partnered with the Office of the Head of Civil Service to place them in appropriate roles. Pilot class participants began their two-year placements in 10 ministries in September. Although the project was not due for completion until February 2019, the contract was terminated in August 2018 due to EPL Ghana’s decision to integrate the oversights into their own centralized activities.

## Strategic Planning for Future Initiatives

We spent considerable time in the fourth quarter of 2018 refining the ACET business model and preparing for strategic initiatives in the future. This work included extensive consultation, scoping, development of strategic partnerships and program planning for the period 2019-2022. Some examples include:

- **The 2020 African Transformation Report.** The third edition of ACET’s flagship report will highlight certain global megatrends and key leadership issues affecting the future of economic transformation in Africa, focusing on four areas in particular: climate change, demographics (especially youth and jobs), innovation and regional integration and interconnectedness. Unlike previous editions, this report will be less of an in-depth policy document and more of an advocacy document aimed at engaging political leaders and encouraging direct policy action.

- **Transformation Leadership Panel (TLP):** The TLP, which is in the formation stage, will consist of a dozen or more eminent figures in the field of African development and transformation, brought together to help catalyze action on transformation strategies at the highest political levels. The TLP will advise on and advocate for transformative economic policies in Africa by helping shape the 2020 African Transformation Report and amplifying its key messages and recommendations. Similarly, the TLP will play an important advocacy role to promote progressive and transformative policy reforms across the continent. Former Liberian President, Ellen Johnson Sirleaf, will chair.

- **Partnerships for African Policy Engagement.** Based on experience and lessons learned, ACET is scoping its systematic engagement with other African policy organizations to extend our policy engagement model. By establishing the Partnerships for African Policy Engagement with institutes in specific African countries, ACET will collaborate with its partners — and local policy experts — to help drive economic transformation on an even larger scale in Africa.
In support of ACET’s extensive work programs, the five Operational teams – Communications, Finance and Administration, Human Resources, Program Management and Resource Mobilization embarked on complementary strategic projects in 2018. Additionally, changes were made in the governance structure with new Board members.

Communications

Primary areas of focus in 2018 included content curation and delivery to target audiences, audience and stakeholder expansion and engagement, brand recognition and knowledge exchange through peer learning (via knowledge platforms and online environments). Specific examples are described below.

- To maximize the impact of ATR2, ACET built an extensive communications plan into its three-year communications strategy, which leveraged both traditional and new media platforms. To lay the groundwork for enhanced dissemination activities, we signed an agreement with Meltwater, a data analytics and global media monitoring firm, to help ensure comprehensive pick-up of our media outputs while giving us access to a wide network of media influencers. We engaged a London-based communications consultancy firm, Di:ga Communications, to strengthen our international media presence and to prepare materials for two major events: the October 2017 ATR2 launch in Washington, DC and ATF 2018 in June in Accra.

Following the ATR2 launch, we created a new web page called “Who Said What” to encourage interactivity on ACET’s website. During launch activities, a total of 159 ATR-related articles were picked up. We also produced six blogs and op-eds, four press releases and two newspaper reports. Additional communications materials produced included a flyer (which was translated into French), a poster, three pop-up banners and 11 social media cards. We live-streamed the ATR2 Washington launch on our website and Facebook page and also broadcast four live interviews on Facebook immediately afterwards. The Addis Ababa launch event was live-streamed by UNECA. The report’s launch attracted attention from major global media, including BBC Focus on Africa, Radio France Internationale, the Guardian and Daily Mail (UK), Business Day (South Africa), Jeune Afrique, Devex international media platform and news website Quartz Africa.

- In recognition of the impact of the 2017 ATR, ACET won the 2018 Prospect Magazine Award for Best Global Economic Think Tank. The distinguished panel of judges commended ACET for its “truly exceptional work on the challenge of knitting together agricultural and industrial strategy.”

- We doubled our Twitter followers from 8,308 in December 2017 to 16,744 by June 2018. Our Facebook audience more than doubled, from 20,176 in December 2017 to 44,245 by June 2018. Similarly, the number of LinkedIn followers increased from 376 to 794 over the same period.

- ACET further enhanced its digital footprint by introducing a new quarterly online magazine, African Transformation Today. Two issues were completed in March and August, which were timed to capture follow-up coverage of the ATR2 launch and ATF 2018.

Finance and Administration

We continued to ensure that we have the appropriate technology to support more effective and efficient work with the completion of a “smart” workplace setup. This required an upgrade of our IT system and will require ongoing change management and staff training to embed new ways of working.

Human Resources

We adjusted our Human Resources model to address new needs related to PACT. Our strategy now is to maintain a small core team with transferrable expertise supported by an extensive ACET Fellows Program that both complements and enhances our core. Thus, in 2017, we identified and recruited four Distinguished Fellows, five Senior Fellows and nine Experts who may be called upon to support our work. With assistance from the World Bank’s Think Africa Trust Fund, ACET also has recruited three resident Transformation Fellows. One of the Fellows started work in December 2018; the other two joined in January 2019.
Program Management

Our main objective in 2018 was to ensure that the Program Management Office became an effective facilitator and coordinator of the people and processes required to deliver projects on time and on budget. Focus areas included:

- Improving the efficiency and uptake of internal processes by project managers once projects are initiated (better use of project templates during the project cycle);
- Developing internal processes to implement the IATI reporting framework at ACET;
- Working with Finance to improve internal communications and monitoring of project costs;
- Strengthening Monitoring & Evaluation processes at projects close.

Unfortunately, these efforts moved at a slower than desired pace due to the exit of the Program Manager in January and the M&E Analyst in July. The pace is picking up since we hired a new Program Manager, who joined on October 1.

Resource Mobilization

ACET’s new Resource Mobilization Strategy team has focused on reviewing, revising and operationalizing a new plan that calls for a mix of instruments and approaches to ensure our financial sustainability. These include: a focus on cultivating core grant donor relationships; cost recovery from programs and projects; establishing an endowment fund to create the African Economic Transformation Partnership Trust Fund; and crowd-funding development initiatives generated by African citizens. We anticipate this new strategy will reduce significantly ACET’s dependence on donors for core funding after 2022.

During 2018, ACET developed a relatively strong pipeline of funding. For example, a three-year, large-scale program has been agreed in principle with Norway to support SMEs and export processing zones through the World Bank trust fund and a four-year program has been agreed with the Mastercard Foundation to focus on developing the YES PACT Chapter, strengthening ACET’s institutional partnerships and providing overall support for our flagship products.

Governance

ACET welcomed four new members to its Board of Directors in 2018, as some incumbent members reached the end of their final terms as permitted by the organization’s Constitution. The new members were selected for their demonstrated interest in African economic transformation, their skills and expertise in governance and organizational development and for their experience and ability in fundraising.
OUTCOMES AND INDICATORS

Our indicators are under review and are being refreshed to better capture the ways in which ACET works. The new indicators are expected by the end of the first quarter of 2019.

OUTCOME 1: Increased understanding of African economic transformation issues

Our continuing aspiration is to be the unparalleled leader in economic transformation, defining and enriching the narrative of transformation on the continent through our research and engagement with a wide range of stakeholders. Our high-quality reports were referenced 19 times during the year by varying audiences, including the Overseas Development Institute, UNU-MERIT, Berlin Institute, Netherlands Ministry of Foreign Affairs and Franklin Templeton Investment among others. ATR2 also had 2,147 total downloads during the year.

We received almost four dozen invitations to speak at events and fora around the world, honoring 19 of those invitations. A few key events in which ACET participated were the T20 Conference in Addis Ababa; LSE Africa Summit in London; FORD Foundation Forum in Lagos; Africa Innovation Summit in Kigali; Africa Agriculture Status Report in Nairobi; Imagining Future Africa Workshop in Paris; T20 Forum in Buenos Aires; IMF Conference on Economic Diversity in Dakar; OECD PF4SD Conference in Paris; and Event on German African Policy by German Institute of Global and Area Studies (GIGA) in Hamburg.

### Outcome 1: Increased understanding of African economic transformation issues

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline 2014</th>
<th>2015 Actual</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) References/citations of ACET reports and analysis in national policy documents and international debate on African transformation <em>(per year)</em></td>
<td>8</td>
<td>20</td>
<td>20</td>
<td>19</td>
<td>19</td>
<td>50</td>
</tr>
<tr>
<td>b) Invitations honored to share content more widely at non-ACET sponsored events/fora <em>(per year)</em></td>
<td>6</td>
<td>37</td>
<td>30</td>
<td>19</td>
<td>19</td>
<td>35</td>
</tr>
</tbody>
</table>
OUTCOME 2: Strengthened economic transformation strategies, plans and investments

ACET continues to support governments with analytical insights to influence transformation strategies for sustainable and inclusive development. Analytical findings in 2018 were presented primarily through country engagements at policy learning events, PACT and the African Transformation Forum. As noted above, some of our indicators are under review, so as to improve measurability. For instance, measuring Indicator A (see Table 3 below) has been a challenge, as countries now have national transformation agendas that cannot be fully reviewed against African Transformation Report criteria.

Indicator B reflects our continued support to the Ghana government as we refine our model to engage other countries. During the year, we continually assisted all interested countries to craft an action plan that reflects their strategic priorities. As described above, at ATF 2018 we held five parallel PACT Chapter meetings with at least six countries participating in each meeting. Three of those Chapters have created actions plans for further discussion.

Indicators C and D reflect our work with the Ghana government as we continue to seek opportunities to facilitate private sector collaboration as an output of PACT activities. In 2018, our primary support in this area was to Ghana’s Ministry of Trade and Industry, as part of its push to increase manufacturing through the development of Special Economic Zones. ACET facilitated discussions with two stakeholders: the Made-In-Africa Initiative enhancing Chinese investments into the African manufacturing sector and the Norwegian government. As an outcome of these discussions, ACET is currently negotiating a new project that will focus on sustainable export processing zones and support for local SMEs to boost local content.

Outcome 2: Strengthened economic transformation strategies, plans and investments

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline 2014</th>
<th>2015 Actual</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Number of countries with strategies and plans with transformation drivers and pathways as defined in the ATR (cumulative)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>b) Governments that engage ACET to help them incorporate transformation principles in strategies and action plans (cumulative)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>c) Proportion of countries ACET supported where the private sector was an integral part of the project planning process</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>Not measured</td>
<td>Not measured</td>
<td>100%</td>
</tr>
<tr>
<td>d) Number of private sector-government relationships brokered by ACET (cumulative)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>
As part of our organizational mandate, ACET seeks to help countries build their capacity to develop and implement policies. This agenda will be driven by country engagement through PACT. The values for Indicator A reflect previous engagement with Ghana, Liberia and Sierra Leone.

Even though we did not conduct a general annual survey in 2018, we undertook a Satisfaction Survey with Ghana’s Ministry of Finance and Economic Planning. The results indicated that the Ministry found ACET’s ATF 2018 to have had a clear objective which addressed issues of relevance for the Ministry’s operations, as well as for Ghana’s economic transformation. The survey also showed that ATF 2018 was seen as well executed and met the expectations of the Ministry.

With regard to ACET’s Advisory Services, the Ministry felt strongly that our services enhanced its institutional capacity development. Additionally, respondents said that our services provided new and innovative insights for their knowledge building and application.

### Outcome 3: Strengthened policies and institutional capacity of governments

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline 2014</th>
<th>2015 Actual</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) In an annual Satisfaction Survey, the number of governments supported that express greater confidence that their institutional capacity is improving or has improved <strong>(cumulative)</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>b) Proportion of countries that ranked ACET services as “good” or “excellent” in Satisfaction Survey <strong>(annually)</strong></td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>75%</td>
<td>n/a</td>
<td>80%</td>
</tr>
</tbody>
</table>
LESSONS LEARNED

- We consistently work to enhance our impact at the country level. A key lesson learned is the need for strong and viable partnerships, based on shared ownership and trust. Therefore, ACET will further refine our partnership model and increase our efforts to develop and foster sustainable partnerships. Particular attention will be devoted to partnership with other policy institutes, research organizations and think tanks.

- These partnerships will also support ACET’s ambition to strengthen and develop our project implementation capacity. As a relatively small organization with a pan-African reach, ACET lacks the required resources to become a strong implementing agency. We therefore rely on implementing partners and will make significant efforts to strengthen our project-based relationships with regional and continental implementers.

- As the development financing landscape continues to change significantly, ACET has prioritized long-term financial sustainability. In this light, we have remodeled our financial frameworks and adopted a robust program approach.

- We initially scheduled the second African Transformation Forum for March 2017. However, a delay in launching ATR2 as well as delays in securing full funding for the event presented logistical challenges. In the conflict between delivering the ATF at a later date with the highest standards, or delivering the ATF by the original proposed date with little funding and minimum results to show for PACT activities, we chose the former. The conclusion is that the decision to delay was decidedly the better move as it avoided any potential damage to our reputation.

- Progress with PACT is slow and requires constant engagement with countries. Though there seems to be a strong preference for in-person meetings, both the coordination and financial costs make that option impractical for the level and frequency of contact we would want countries to have with ACET and each other. Therefore, in order to maximize impact, ACET will prioritize the development of the YES and Agriculture Chapters in 2019, as resources and partner engagement are most pronounced in these work streams.