



UNIVERSITY OF NAIROBI ENTERPRISES
AND SERVICES
(UNES LTD)

Executive Education Program

Dates: 21st -26th November 2016

Venue: Safari Park Hotel, Nairobi Kenya



New Institutional & Policy Economy Templates to Aid Africa's Movement from Third World to First World within a Generation.

1.0 Preamble

You are cordially invited to this very exciting Executive Education program that aims to answer your myriad questions on issues of Africa Economic Development.

Are you a policymaker in the economic development sphere in your country, either at the national or subnational level? Or, maybe, you're responsible for overseeing implementation of economic development policies or strategies at either level. Do you at times feel frustrated, even despondent, because progress seems all too slow, despite your best efforts? Development problems seem resistant to all remedies so far employed: poverty remains widespread, endemic, and deepening; youth unemployment although already at dizzying heights seems set to continue its evil climb; urban infrastructure overburdened has all but caved in, with grime rapidly extending its frontiers, claiming in its inexorable march much of the urban landscape.

Your subnational governments, which should be at the coal-face of service delivery and development, are in strait-jackets, from a funding point of view, or even downright dysfunctional, lacking the requisite infrastructure, expertise, incentives, or policy space and power. Nationally, the economy is yet to be transformed into a modern, high performance economy, locked in informal low-tech economic activities or *trade* and in non-lucrative links of global value chains.

Is the situation hopeless? It doesn't have to be. Are we losing the development race? Not necessarily; we sure can win it, depending, however, on what we do from now on. Are the orthodox tools we've so far employed ineffective? Most probably, yes. Maybe they need to be reviewed and contextualized, as the design and application of many of them fail to take account of local context. And, most probably, some of them need to be jettisoned or stood on their head.

Are there 'secrets' to development for unlocking the development gridlock on the continent? Of course! But, it doesn't help if the 'secrets' remain so to you. Does it? The University of Nairobi, where African leaders learn, is there to ensure that the answers to these questions aren't groundless, and that 'secrets' to African development no longer remain so to you, our leaders.

With this new Executive Education Program on Economic Development, the University of Nairobi, through UNES, where great African minds churn out effectual innovative solutions to Africa's problems, is affirming this stance and mission. The new course on "To Move African Economies from the Third to the First World within a Generation" is just what you need to begin working on turning around the undesirable situation. It's designed specifically for you.

This Course is aimed at uncovering development secrets, producing new knowledge and converting it into an *immediately* applicable insight for your benefit and use. Its goal? To inject much needed fillip into Africa's development race and help it gather pace, by equipping you, the helmsmen, with innovative tools, including new methodologies and policy initiatives, to perform with grace. Arguably the first of its kind, the Course aims squarely at this goal – and hits the bull's eye! It's thus trenchant, daring, even irreverent to policy orthodoxy, but thoroughly objective, and firmly grounded in African reality. It's bold and refreshingly different, offering innovative solutions.

True, the course makes clear that although the African national economic policy environment has been improving for more than a decade now, there's still much that can be done to create more policy and implementation space for the subnational sphere of government, thus empowering it to deliver on its current or expanded economic development mandate. A subnational government trapped, as it were, in a sort of *camisole de force* is in no one's interest, not least that of the national government. Accordingly, the course outlines the benefits to the national economy of empowering the subnational sphere. In the same breath, it shows that the current environment notwithstanding, leaders of subnational governments – the natural actuating engine rooms for meso-action-led economic growth and development – do *already* have *some* elbow room, some latitude, to play a catalytic role in the economic development of their jurisdictions. The course shows how. In a nutshell, it blazes the trail by presenting a New Institutional & Policy Economy Templates for Catch-Up Development in Africa.

The Course, which would be organized as workshop, is therefore designed to enable legislators and top-level government functionaries at both the national and subnational levels appreciate the increasingly crucial role of the subnational sphere in economic development and, therefore, the need to assist them understand what new institutions, methodologies of engagement, mechanisms, and policy -- as well as program -- instruments they can develop and deploy to orchestrate and sustain an innovation and entrepreneurship-led economic development at subnational levels.

2.0 Introduction

Despite policy efforts made since political independence, African economies have largely remained peripheral players in the global economy. Although some improvements have occurred, Africa's economic development problem still seems, for the most part, intractable. In most parts of the developed world, regions and subnational areas, supported actively their authorities, have proven to be veritable engines driving economic development and rapid economic transformation through innovation. Sadly, in Africa, subnational spheres of government aren't sufficiently empowered to play a similar role, nor do many of them even see it as their role to drive economic development within their regions or jurisdictional areas.

The course, aptly themed "To Move Africa from the Third to the First World within a Generation", shows how Africa can change the current situation for the better, underscoring the role of the subnational government in this regard. And, very importantly, it's designed to show why Africa has no choice but to begin innovating now, and how it could go about it, with, of course, the national and subnational governments working in concert.

Packaged in chunks to be 'taken in and digested' in only five days, the course is broken into five sub-themes that all take their cue from the course theme. Accordingly, the sub-themes are meant to create awareness, understanding and insight, and propose 'what to do and how to do them' regarding issues of: development imperatives of innovation and entrepreneurship; parenting following incubation; building an enabling socio-political economy for leapfrogging the African economy; support for the informal trade sector; and institution building to ramp up economic growth and hasten the pace of economic development.

3.0 Thematic Areas

This Executive Course will cover the following sub-themes:

1. Africa's Development Imperatives: Innovate Now or Stagnate Forever.
2. Beyond Incubation: From Incubation to Parenting.
3. Innovating the Socio-Political Economy Superstructure: A Necessity for Leapfrogging from Third to First World.
4. Formalizing the Informal Trade Sector as a Strategy to Jump-Start Mass Supply of Crucial Entrepreneurial Resources.
5. Making it Happen (or walking the Talk): How to Create the Required Innovative Institutions, Enterprises, and Mechanisms to Drive the Push.

Just to give a sense of the richness of the course content, sub-theme no 1 above (Africa's Development Imperatives: Innovate Now or Stagnate Forever) presents and emphasizes the following elements as necessary

planks of a catch-up development strategy (Other sub-themes, each, also, propose about half a dozen innovative initiatives – all necessary elements of the catch-up strategy):

1. Adaptive research, commercialization, production, packaging, and trading, after having identified areas and opportunities for profitable application. The course will explore possibility of purchasing of relevant technologies via licensing and joint ventures for enterprises specifically set up for their exploitation.
2. Reverse Engineering and/or Modification of Intellectual Property Laws (following India's example in the pharmaceutical industry) wherever it is impossible to buy technology profitably or at all.
3. Reinventing Import Substitution Development Strategy: This is a great idea owing to availability of a ready market. But first, it'd be necessary to re-engineer and/or reconfigure the value chain to significantly bring down the cost of production below world market price. The authorities should never raise protectionist tariff walls or tighten import restrictions.
4. Export Promotion: This is also a great idea especially with the opportunity presented by AGOA and growing US discomfort in the face of the rise of China. But a necessary condition is that there must be no net subsidy to the export sector.
5. Import Substitution and Export Promotion: both are actually mutually reinforcing, provided the necessary conditions are met; synergistically, both would drive up growth rate exponentially.
6. Importation of high quality strategic entrepreneurial talent to further drive catch-up.

4.0 Training objectives and key outcomes

At the end of the course/workshop, participants will be able to:

1. Understand how decentralization and a good measure of fiscal autonomy or federalism, as well as other mechanisms and policy incentives, can empower subnational or local governments to create wealth, and how to design and deploy such mechanisms and policy incentives.
2. The course will give participants an opportunity to understand that:
 - a. African economies have no choice but to innovate *now* or stagnate forever, and how to institutionally organize or reorganize for orchestrating and sustaining innovation.
 - b. Without Parenting after Incubation, most 'adolescent' enterprises die with their innovative ideas.
 - c. The necessity of innovating the socio-political economy superstructure, and how this could be done, for leapfrogging from third world to first world.
 - d. Why formalizing the informal trade sector can be an effective strategy to jump-start mass supply of crucial entrepreneurial resources, and the best way to go about doing the *formalizing*.
3. Appreciate the feasibility of a project to catapult Africa from the third world to the first within a generation, and understand how such a project could be implemented successfully.

5.0 Program delivery approach and methodology

The course/workshop will be presented by experts in the design of intergovernmental fiscal arrangements, local and regional economic development, and design and management of industrial innovation systems, mechanisms, and instruments. The course presentation will feature the following:

1. Introduction of the subject matter, and a contextual framework permitting an analysis of the international experience. This would be followed by a keynote address by a resource person of immense stature, preferably a very high profile, successful African entrepreneur. After the keynote address, would come a setting of the scene session, during which a presentation would be made showing how the different elements of the course hang together. Midway, say on Wednesday (the course starts on a Monday), there'd be a 'linking' session at which a summary of what contents have been covered so far would be presented, and a short talk given to indicate how these tie in with the contents yet to be delivered. At the very end, a wrap-up and conclusion session would be held; at that session, a summary of the main conclusions and lessons learned throughout the entirety of the course would be presented.
2. Case studies that encourage reflection by participants, thereby permitting them to gain insight and to apply it.
3. Related to a use of the case-study method, will be an intensive use of questions mostly derived from the case studies to 'tease out' possible solutions from the course participants, which are then critiqued to produce the 'reasoned solutions' mentioned below.

4. An ‘application of insight gained session’ during which participant’s present reasoned solutions to practical problems arising from the subject matter area, organized in breakaway groups.
5. There will be a study tour organized for all the delegates to enjoy nature and acquaint themselves with Kenya’s tourism sector, as well as appreciate the sector’s enormous tourism potential and the tremendous investment opportunities it represents to both domestic and international investors. This will be an opportunity to socialize, interact, and network with all delegates. Don’t miss out this opportunity.

6.0 Materials

All notes and case studies will be provided to participants for further private study. The materials will be sourced from Africa Journals, Books, as well as selected modules of similar programs of key universities, subject to permission being granted. All sources will be duly acknowledged.

7.0 Who should Apply

This executive education program/ workshop is aimed at participants from all over sub-Saharan Africa. It’s intended for Civil Servants, Legislators who serve in Parliament’s economic, decentralization/ devolution, governance, Science & Technology, and finance portfolio committees, as well as for County Governors and Chairmen of Devolved Functions, as well as their economic advisors. It’s also aimed at Cabinet Secretaries (Permanent Secretaries), CEOs of parastatals, Senior officials in the Ministries of Economic Development, Education, and Science & Technology, Economic Think Tanks, and NGOs.

8.0 Application Fees

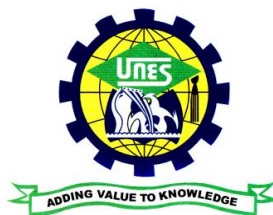
This Executive Education program will cost **USD 3,500** inclusive of accommodation and Study tour costs. You are expected to meet your travel and visa application fees. The venue is **Safari Park Hotel, Nairobi Kenya**.

9.0 How and When to Apply:

You are encouraged to download application forms from the University of Nairobi Enterprises and Services (UNES Limited) website on www.unes.co.ke . Duly filled application forms and registration fees from interested participants will be sent to unesconsultancy@uonbi.ac.ke . For any Inquiry reach us on e-mail: unesconsultancy@uonbi.ac.ke or via Telephone +254717300006/+254 020 4913908/21/22. The Workshop will be held in Nairobi Kenya from November

10.0 When to Apply:

The deadline for receiving all applications is **October 15th 2016**. Admissions will be on first come first served basis. Payments will be made directly to UNES Consultancy Bank account. You will be expected to send your deposit slip or transmittal note to UNES for receipting once you have deposited. Do not hesitate to contact us in case of any questions on the contact details below:



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