AUDA - NEPAD
AFRICAN UNION DEVELOPMENT AGENCY

AFRICAN UNION DEVELOPMENT AGENCY - NEPAD

Annual Report
2019

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Acronyms

AfCFTA	African Continental Free Trade Area
AFR100	African Forest Landscape Restoration Initiative
AIGM	African Infrastructure Guarantee Mechanism
AMA	African Medicines Agency
AMRH	Africa Medicines Regulatory Harmonization
AMQF	African Medicines Quality Forum
ATVET	Agriculture Technical Vocational Education and Training
ASTII	African Science and Technology Innovation Indicators
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency
AU 3S	AU Smart Safety Surveillance Programme
CAADP	Comprehensive Africa Agriculture Development Programme
CAP-F	Country Agribusiness Partnership Frameworks
COMESA	Common Market for East and Central Africa
CRFs	Country Results Frameworks
CSOs	Civil Society Organisations
EAC	East African Community
ECCAS	Economic Commission for Central Africa States
ECOWAS	Economic Commission for West Africa States
ERP	Enterprise Resource Planning
HSGOC	Heads of State and Government Orientation Committee
ICT	Information, Communication and Technology
IGAD	Inter-Governmental Authority on Development
IoT	Internet of Things
M&E	Monitoring and Evaluation
NAIPs	National Agricultural Investment Plans
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
PIDA	Programme for Infrastructure Development in Africa
PIDA-PAP	PIDA Priority Action Plan
PIDA-CAP	PIDA Capacity Building Project
RECs	Regional Economic Communities
SAATM	Single African Air Transport Market
SADC	Southern Africa Development Community
SIFA	Skills Initiative for Africa
STEM	Science, Technology, Engineering and Mathematics
TB	Tuberculosis
TVET	Technical Vocational Education and Training
UMA	Arab Maghreb Union

Foreword

A historic decision was taken at the 31st Assembly of the African Union in Nouakchott, Mauritania, in 2018, when African Heads of State and Government adopted the transformation of the NEPAD Planning and Coordination Agency (NPCA) into the African Union Development Agency-NEPAD. The creation of AUDA-NEPAD unleashed considerable new energy across the continent to fast-track the implementation of Agenda 2063 – the continent's blueprint and master plan for transforming Africa into the global powerhouse of the future.

The transformation of the NEPAD Agency into AUDA-NEPAD is part of the global reforms of the AU designed to improve the Union's impact and operational efficiency. The current reforms are an affirmation by Member States of their commitment to establish an African-owned instrument to champion and deliver on the development priorities of the AU.

One year on, AUDA-NEPAD has a clearly defined mandate and legal identity; and is now the first ever development agency of the AU.

The new mandate is clear: it gives AUDA-NEPAD a wider role in terms of providing knowledge-based advisory support to AU Member States and regional bodies with regards to the development of strategies and capacity development. It also positions AUDA-NEPAD as the implementing arm of the AU.

We have sharpened our focus by responding to current trends and development priorities of the continent through the development of thematic priority areas; namely: (1) Human Capital and Institutions Development; (2) Technology, Innovation and Digitisation; (3) Industrialisation; (4) Economic Integration; (5) Environmental Sustainability; and (6) Knowledge Management.

These thematic priority areas aim to put the continent on a development pathway to deliver tangible change to people's livelihoods in areas such as food security, economic opportunities and decent incomes, education, health, access to clean energy and water among others, as well as addressing inequalities.

AUDA-NEPAD will act as a catalyst for Africa's integration and play a fundamental role in the operationalisation of Agenda 2063 flagship projects, such as the AU Continental Free Trade Area (CFTA). The support provided by AUDA-NEPAD will demand unconventional development pathways that will focus on intra-African experience-sharing and leveraging partnerships to find solutions that work within countries' social and economic context.

The year 2019 has proven to not only be an exceptionally exciting year for AUDA-NEPAD, but also an exponentially successful one by delivering tangible results at continental, regional and national levels.

We are enthusiastic about the transformation, which will make it possible to deploy our programmes even more effectively in the service of our continent's development. I am delighted to highlight some of the key achievements made in 2019 and look forward to an even more productive year in 2020.

Dr. Ibrahim A. Mayaki
Chief Executive Officer of the AUDA-NEPAD

THE FOUNDING FATHERS OF THE O.A.U.

Algeria
Ben Bella

Benin
Hubert Maga

Burkina Faso
Maurice Yameogo

Burundi
Mwami Mwambusta IV

Cameroon
Ahamadou Ahidjo

Central African Rep.
David Dacko

Chad
Francois Tombalbaye

Congo
Fulbert Youlou

Egypt
Gamal Abdel Nasser

Ethiopia
Haile Selassi I

Gabon
Leon M'Ba

Ghana
Kwame Nkrumah

Guinea
Sékou Touré

Côte d'Ivoire
Houphouet Boigny

Liberia
William Tubman

Libya
King Idris I

Madagascar
Philibert Tsiranana

Mali
Modibo Keita

Mauritania
Mokhtar ould Daddah

Morocco
King Hassan II

Niger
Hamani Diori

Nigeria
Nnamdi Azikiwe

Nigeria
Abubakar Balewa

Rwanda
Groire Kayibanda

Senegal
Leopold Sedar Senghor

Sierra Leone
Milton Margai

Somalia
Abdella Osman

Sudan
Ibrahim Abboud

Tanzania
Julius Nyerere

Togo
Sylvanus Olympio

Tunisia
Habib Bourguiba

Uganda
Milton Obote

Rationale

At the 31st Ordinary Session of the Assembly of African Union Heads of State and Government in Nouakchott, Mauritania, in July 2018, a decision was officially adopted to transform the NEPAD Planning and Coordination Agency (NPCA) into the African Union Development Agency-NEPAD. The establishment of AUDA-NEPAD is part of the overall institutional reforms of the AU.

The reform process was triggered by the objective to improve the execution of African Union (AU) decisions as well as enhance the performance of its organs. The outcomes report on the institutional reforms was presented to the Summit in January 2017 and proposed a number of recommendations. The report articulated major strategic issues that the AU needed to address to deliver on the promises of the founding fathers. Five mutually inclusive strategies were recommended by the report. These included: i) Focus on selected continental priorities; ii) Realign AU institutions to implement selected priorities; iii) Manage the AU effectively and efficiently at all levels; iv) Finance the AU sustainably by African

states; and v) Connecting with Africans. The reform of the NEPAD Agency into AUDA-NEPAD was a key outcome in order to champion and fast-track the implementation of AU decisions and development programmes.

The decision gives AUDA-NEPAD a revised mandate and expanded functions, as well as more accountability to strengthen links between Member States and the Agency. It also clarifies collaborative synergies and complementarities between AUDA-NEPAD and the African Union Commission (AUC) and Regional Economic Communities (RECs). Furthermore, the decision gives AUDA-NEPAD pro-active responsibilities to implement programme interventions at national, regional and continental levels in pursuit of Agenda 2063 goals and targets. The main objective of the reform is thereby to ensure improved performance of the AU systems in delivering on development programmes and transformative initiatives that will accelerate the attainment of the first ten-year implementation plan of Agenda 2063.

AUDA-NEPAD Vision, Mission and Mandate

As part of the transformation, a new vision, mission and mandate as well as core functions for AUDA-NEPAD have been developed.

Vision
Harness knowledge to deliver the Africa we want

Mission
To provide a platform to foster the development of the continent through effective and integrated planning, coordination, and implementation of Agenda 2063 with Member States, Regional Economic Communities and Pan-African Institutions by leveraging partnerships and technical cooperation

Mandate
The new mandate gives AUDA-NEPAD a wider role in terms of providing knowledge-based advisory services to support Member States in driving their national development priorities. The Agency will also play a critical role in disseminating best practices and catalyse Member States' development efforts through leveraging regional and global partnerships. The AUDA-NEPAD mandate is to:

Provide knowledge-based advisory services and technical assistance to African Union Member States and Regional Economic Communities to strengthen their capacity

Act as the continent's technical interface on policy development recommendation and implementation with partners and stakeholders

Coordinate and execute priority regional and continental projects enshrined in Agenda 2063 with the aim of accelerating regional integration so as to achieve "The Africa we want"

Undertake the full range of resource mobilisation

The Eleven Core Functions

More specifically, the new core functions of AUDA-NEPAD, as displayed below, were approved by Member States to aid the Agency with the execution of its new mandate.

Coordinate between AU Specialised Agencies, Organs and other institutions to create an enabling and supportive environment for the achievement of the goals and priorities of Agenda 2063

Incubate innovative programmes in various fields, including technology, research and development, knowledge management, and data analytics

Foster the cooperation in Africa with private sector

Provide technical and implementation support to RECs and Member States in the development and execution of priority projects and programmes

Coordinate and facilitate partnerships with stakeholders and African academia

Assist Member States and RECs to strengthen capacity in key areas such as food and nutrition, energy, water, infrastructure, information and communication technology and digital economy, natural resource governance, climate change and institutional and human capital development and innovation

Coordinate, facilitate and promote cooperation with Africa's strategic partners and stakeholders for effective resource mobilisation

Provide advisory support in the setting up and application of norms and standards in thematic priorities of the AU to accelerate regional integration

Undertake, apply and disseminate research on policy development support for Member States

Monitor and assess Africa's development trends and progress with the view to achieve key continental and global goals for the purpose of technical reporting

Provide technical backstopping to the AU in implementing policy recommendations at the continental, regional and national level

The AUDA-NEPAD Value Chain

The AUDA-NEPAD core functions feed directly into the Agency's value chain. There are six main progress points within the AUDA-NEPAD value chain. These are:

Strategy & planning	Multi sector policy framework	Facilitate project development	Mobilise resources	Coordinate / support implementation	Monitor & evaluate
• Understand regional and sectoral needs • Develop strategy and plan-based regional and national priorities	• Determine policy frameworks and key priorities • Develop high level proposal to meet requirements • Approve proposal concepts	• Feasibilities and business case development • Facilitate the development of processes and plans	• Interact with stakeholders to mobilise resources for AUDA-NEPAD programmes and projects	• Monitor progress on implementation • Provide standardised methodologies	• Produce reports • Evaluate impact

Research and knowledge management

Promotion and stakeholder management

Communication

Human Resources and finance

Strategy planning

Thematic Priority Areas

Agenda 2063 identifies key focus areas and flagship programmes which can boost Africa's economic growth and deliver both on qualitative and quantitative transformational outcomes for Africa's people. Among these are the drive for ongoing structural transformation, renewed economic growth and social progress, and the need for people-centred development, regional integration, environmental sustainability and leveraging the Fourth Industrial Revolution. AUDA-NEPAD responds to the continental transformation agenda with the following new thematic priority areas:
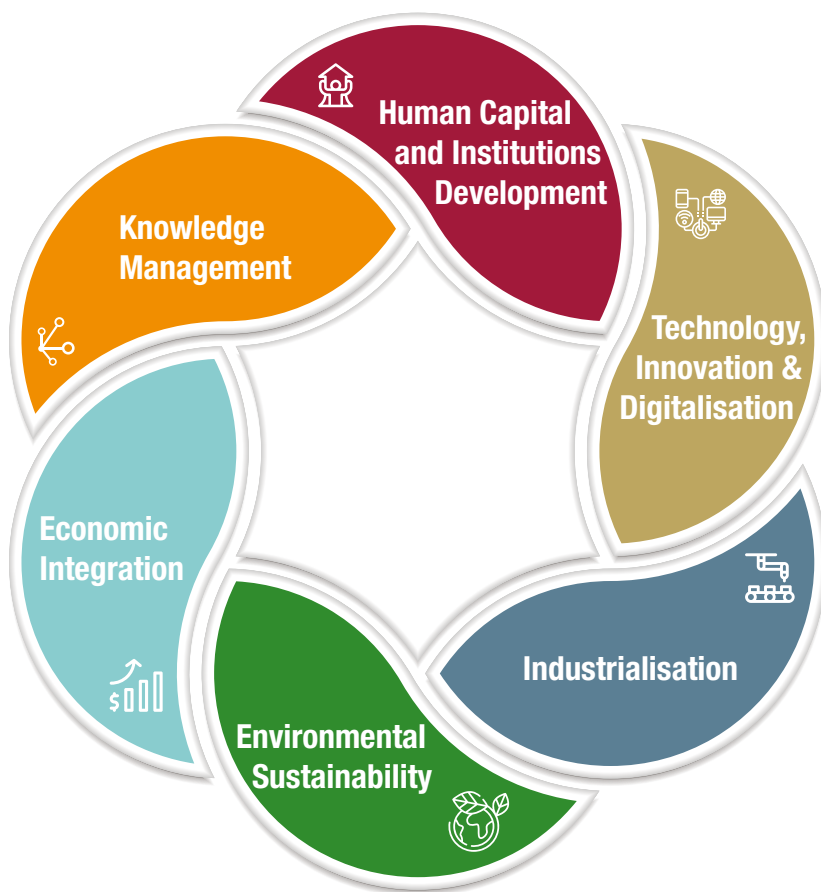
Economic Integration

Under economic integration, AUDA-NEPAD will focus on four key areas of interventions, namely markets, industrialisation, infrastructure development and the establishment of centres of excellence. In the area of trade and markets, the interventions will facilitate the operationalisation of the African Continental Free Trade Area (AfCFTA) and ratification of the Single African Air Transport Market (SAATM). A premium will be placed on capacity

building to facilitate trade, implementation of Africa's commodity strategy, reforming and strengthening of supply chains and logistics as well as the enhancement of One Stop Border Posts. With respect to infrastructure development, interventions will be geared at implementing ongoing projects under the Programme for Infrastructure Development (PIDA). Private sector engagement in infrastructure development and financing will be stepped up considerably. In support of economic integration, AUDA-NEPAD will work on strengthening existing centres of excellence in trade and regional integration and help establish new centres across the continent. Knowledge-based advisory services will be provided to Member States and regional bodies as part of AUDA-NEPAD deliverables under this strategic priority.

Industrialisation

On industrialisation, a premium will be placed on the operationalisation of the Plan of Action for Accelerated Industrial Development for Africa (AIDA). The development, enhancement and implementation of norms, standards and quality assurance in manufacturing will be supported. In promoting integration of the continent's economies, AUDA-NEPAD expects that industrialisation will significantly fast-track the diversification of exports towards reducing reliance on rents from the extractive industries; grow SMEs; and enable African countries to break into new markets on the continent. AfCFTA will stimulate demand for intra-African food imports and improve export sophistication across the continent by enabling more countries to integrate regional and global value chains, and consequently increase the quality of exports.

Environmental Sustainability

AUDA-NEPAD's interventions will target four priority areas. These are: 1) Agriculture Transformation; 2) Environment and Climate Change; 3) Renewable Energy; and 4)

Food Security. Interventions are aimed at accelerating the implementation of AU priority strategies such as (1) the Comprehensive Africa Agriculture Development Programme (CAADP), (2) the Environmental Action Plan and (3) Multilateral Environmental Agreements amongst others. The projects will provide increased capacity to countries and regional bodies to fast-track implementation of national and regional strategies. On agricultural transformation, interventions will focus on enhancing production and productivity of small-scale farmers to graduate into commercial farmers. Environment and climate change will place a premium on improved governance of natural resources, sustainable land and water management, as well as climate resilience, conservation of biodiversity, and the blue economy. Furthermore, the programme will facilitate access to climate finance initiatives and support the development of ecotourism. Interventions under food security will focus on supporting small-scale farmers in the Sahel region in the fight against desertification and enhancing productivity. Renewable energy will place a premium on supporting the deployment of micro-grids to communities.

Human Capital and Institutions Development

Focus will be placed on four key areas of interventions, namely: 1) Building and strengthening effectiveness and capacity to deliver; 2) Facilitating entrepreneurship development and employment; 3) Promoting occupational health, social security and wellbeing; and 4) Establishing and strengthening national, regional and continental centres of excellence in human and institutional capacity development. To this end, interventions will be aimed at strengthening capacity of Member States and RECs for the implementation of the African Continental Free Trade Area (AfCFTA); upgrade education, training and specialised skills development institutions, and help reform curricula in support of the development of skills for the modern economy. Other interventions will facilitate implementation of entrepreneurship and employment initiatives, including the attainment of "Decent Work for the Transformation of the Informal Economy between 2018-2022" and the implementation of the Strategy for the Harmonisation of Statistics in Africa (SHaSA).

Science, Technology and Digitisation

Interventions under this strategic priority will be directed at six key competency areas, namely: 1) Existing and emerging technologies; 2) Artificial intelligence, machine learning and big data management; 3) Research and breakthrough discoveries;

4) Science, technology, engineering and math (STEM) education, training and science culture; 5) Centres of excellence in science, technology and innovation; and 6) Science and technology foresight, governance, regulation and ethics. Priority will be given to the implementation of a capacity building programme for enhanced science, technology innovation skills and knowledge support within national innovation systems, ICT, cloud technology, AI and machine learning, big data management, and the Fourth Industrial Revolution technologies (AI, ML, IoT, Robotics, Augmented reality, etc). To this end, AUDA-NEPAD will facilitate the establishment of digital skills development and innovation hubs at country and regional level, strengthen institutions for STEM education, enable skills transfer, and ensure the development of a common African position on intellectual property rights.

Knowledge Management

AUDA-NEPAD will strengthen its role as a knowledge broker, catalyst and convener by driving excellence in knowledge management, research and innovation. AUDA-NEPAD's newly created Centres of Excellence will serve as knowledge for development hubs to harness resources, research and best practice, and to scale up capacity towards delivering on national development priorities and Agenda 2063. Furthermore, AUDA-NEPAD will strengthen systematic processes of harnessing knowledge – including identifying best practices and lessons learnt in the implementation of Agenda 2063. AUDA-NEPAD will also undertake Programme Evaluations and Impact Assessments to determine what works, when, where and how. The assessments will highlight best practices and point out areas for improvement in programming and execution, as well as in the context of global, continental and national development frameworks.

Delivery Model

The AU, RECs and Member States have the primary responsibility for implementing development policies, strategies and programmes to integrate the continent and positively impact the livelihoods and wellbeing of all Africans. Appropriate policies, strategies and instruments must therefore be in place to ensure equitable access by all Africans to development opportunities to achieve the Africa we want.

Through the thematic priority areas, AUDA-NEPAD will:
• Leverage the demonstrated strengths of AUDA-NEPAD with an enhanced operating model and clear mandate to sharpen its delivery capacity in full alignment with continental and national priorities
• Ensure continental policies and decisions are implemented at continental, regional and national spheres with a sound results-based approach
• Play a catalytic role to support capacity development of Member States and Regional Economic Communities
• Mobilise resources for accelerated and expanded implementation of development programmes across the continent to achieve Agenda 2063
• Ensure horizontal linkages between Regional Economic Communities, and vertical linkages between continental, regional and national levels

The Agency's new business and operating model is thus based on flexibility, autonomy and efficiency to develop a clearer division of labour with the AUC, RECs and Pan-African institutions.

IMPLEMENTING ARM OF THE AFRICAN UNION AT THREE LEVELS

Continental
facilitating, coordinating, expert support, knowledge management reseach

Regional
harmonisation, deployment of technical and financial support, knowledge advisory

Country
technical and financial support, strengthen national capacities in implementation of national development plans
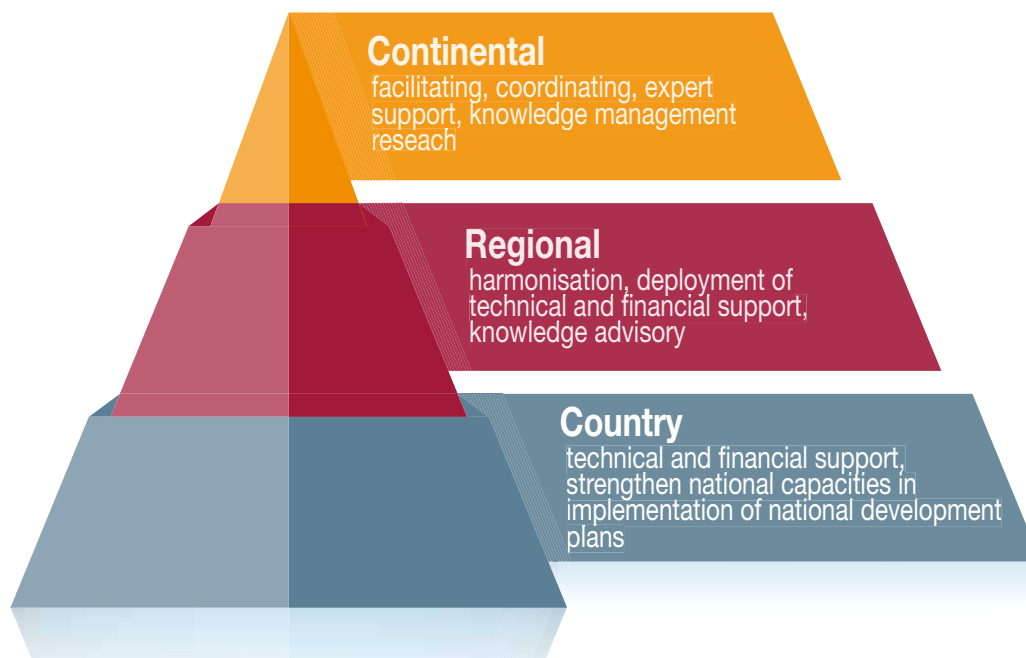
AUDA-NEPAD as the implementing arm of the AU – implementing at continental, regional and national levels

AUDA-NEPAD is also in a unique position to strengthen linkages between key thematic sectors such as agriculture and infrastructure with cross-cutting enablers that include gender and youth development. In contrast to sectoral approaches, an integrated and multi-sectoral delivery approach will be deployed – based on tested development taxonomies and responsive to the needs and priorities of Member States. Furthermore, premium will be placed on inclusive and participatory partnerships. The services deployed by AUDA-NEPAD will range from technical and knowledge advisory support to brokering financing and leveraging partnerships as well as enabling continuous learning and accountability.
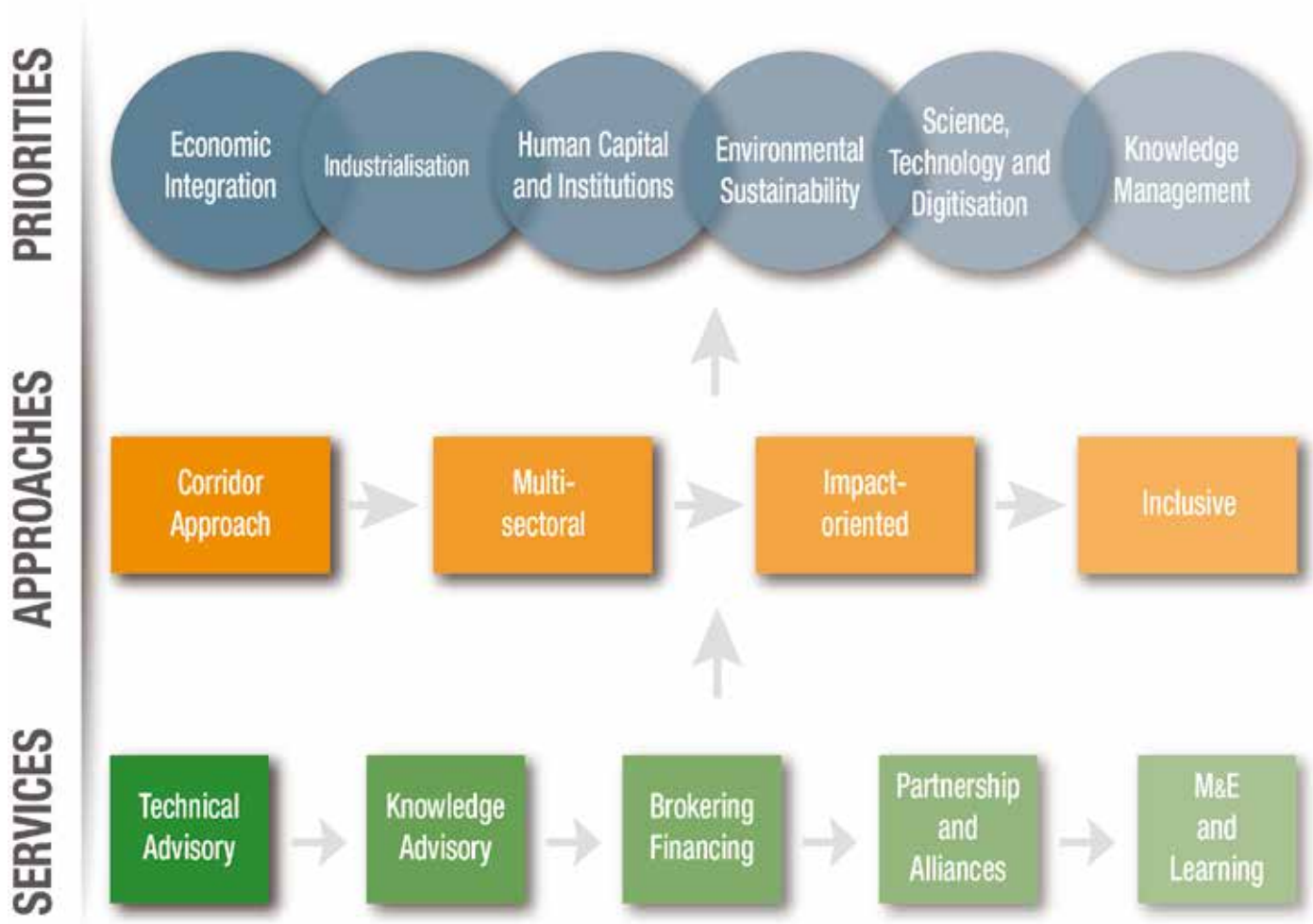
AUDA-NEPAD Delivery Model

The African Union Landscape

As the development agency of the AU, AUDA-NEPAD is uniquely positioned within a complex landscape of AU structures, national governments and development players to become the premier knowledge institution for sustainable development and transformation on the continent. The Agency will strengthen its role as **a knowledge broker, catalyst and convener** within the AU system.

AUDA-NEPAD, as the implementing arm of AU, will provide knowledge-based advisory services and technical assistance to Member States and RECs. More specifically, the Agency is expected to coordinate between AU specialised agencies, organs and other institutions to create an enabling and supportive environment for the achievement of the goals and priorities of Agenda 2063.
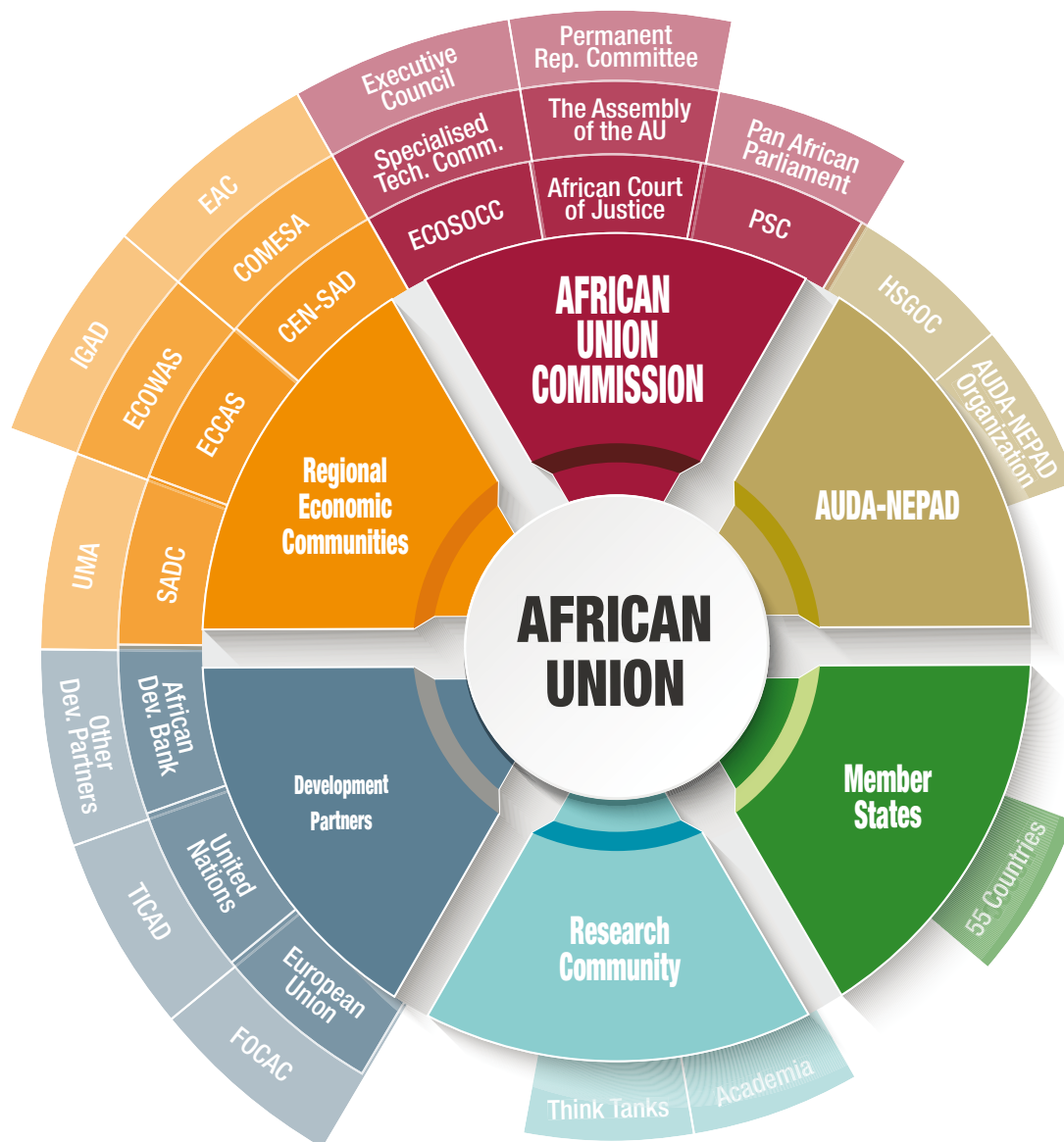
Governance

As part of the institutional transformation, mechanisms have been created for implementing the new AUDA-NEPAD mandate, building on existing structures. These include, amongst others, the establishment of new management committees such as Internal Budget, Knowledge Management and Communication, Programme and Risk Management, Publications, Investment, Grants and Subdelegation. These committees will be complemented by various panels such as procurement and recruitment as well as directorate and division level quality assurance task teams. The AUDA-NEPAD Steering Committee and

Heads of State and Government Orientation Committee will continue to oversee the organisations' contribution to continental level development results and provide strategic direction to AUDA-NEPAD Senior Management. The terms of reference and functions of the above committees and oversight bodies have been revised in line with the requirements of the new statute, mandate, value chain and core functions. Some of the new panels with external representation of experts include the evaluation advisory panel. The main governance bodies are depicted as follows:

AFRICAN UNION ASSEMBLY

- Highest decision-making body
- AUDA-NEPAD to report to Assembly annually

Strategic Governance

HSGOC

- Key accountability body
- Chair makes recommendtions to Assembly

AUDA-NEPAD Steering Committee

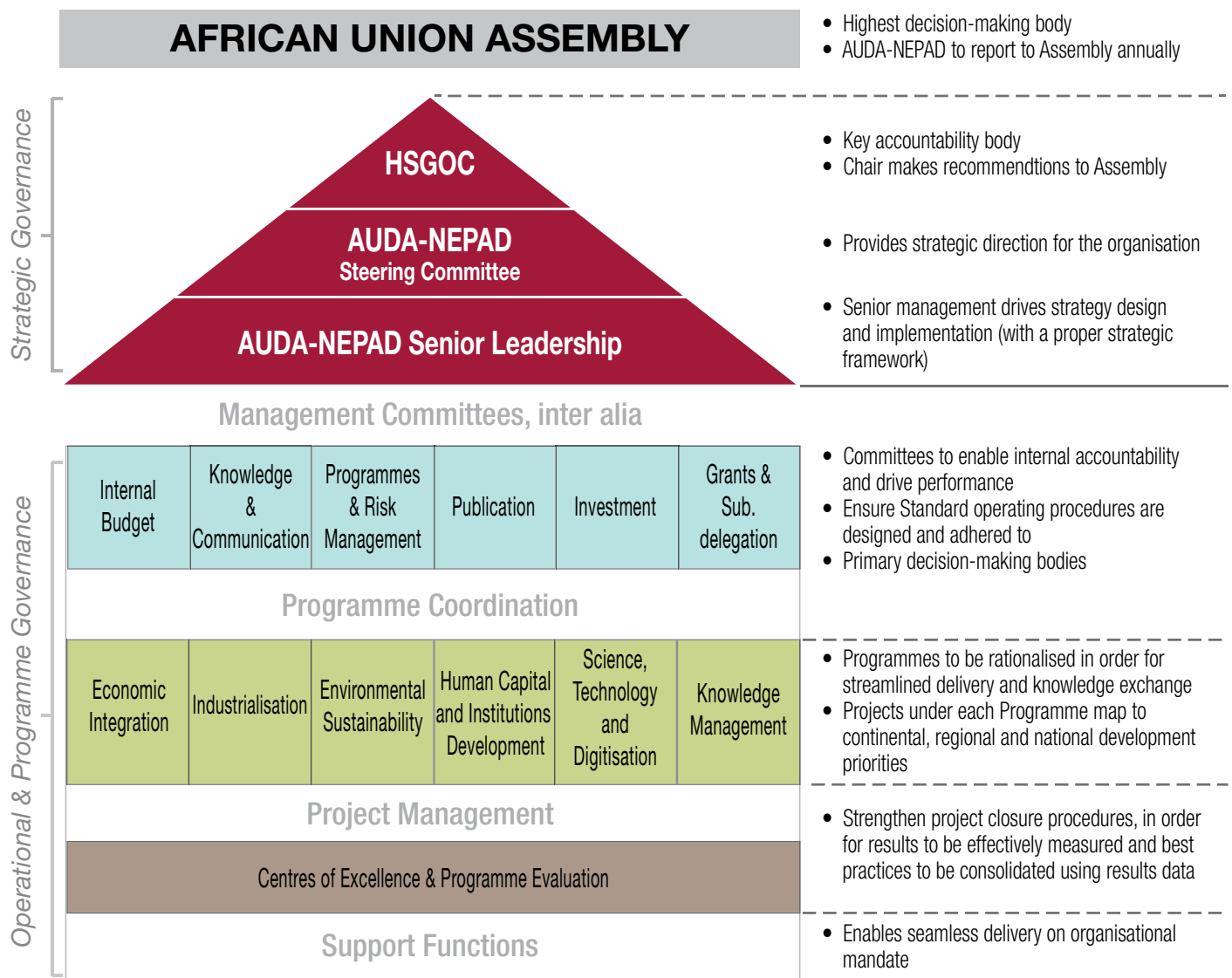- Provides strategic direction for the organisation

AUDA-NEPAD Senior Leadership

- Senior management drives strategy design and implementation (with a proper strategic framework)

Management Committees, inter alia

Operational & Programme Governance

Internal Budget	Knowledge & Communication	Programmes & Risk Management	Publication	Investment	Grants & Sub. delegation

- Committees to enable internal accountability and drive performance
- Ensure Standard operating procedures are designed and adhered to
- Primary decision-making bodies

Programme Coordination

Economic Integration	Industrialisation	Environmental Sustainability	Human Capital and Institutions Development	Science, Technology and Digitisation	Knowledge Management

- Programmes to be rationalised in order for streamlined delivery and knowledge exchange
- Projects under each Programme map to continental, regional and national development priorities

Project Management

Centres of Excellence & Programme Evaluation

- Strengthen project closure procedures, in order for results to be effectively measured and best practices to be consolidated using results data

Support Functions

- Enables seamless delivery on organisational mandate

Progress made on the Transition

Internal mechanisms and processes have been implemented to position AUDA-NEPAD for effective and efficient implementation of the expanded mandate. This was preceded by the development of the Statute and Rules of Procedure which were presented to the Specialised Technical Committee (STC) on Justice and Legal Affairs, as well as the presentation of the Draft Structure to the Permanent Representatives Committee (PRC) Subcommittee on the Structure. The AU Assembly of July 2018 in Nouakchott approved the establishment of AUDA-NEPAD as the technical executive agency and development anchor of the continent with its distinct identity defined by its own statute, to deliver on the development priorities articulated by the AU in its Agenda 2063. In Niamey, Niger, July 2019, the Executive Council of the AU adopted the Statute, Rules of Procedure and Structure of AUDA-NEPAD. These decisions marked the completion of the processes of transforming NPCA to AUDA-NEPAD. At organisational level, efforts are ongoing to operationalise the new organisation through recalibrating the programmatic and operational functions and filling staff positions in the new structure.

January 2017
The report on the proposed recommendations for the institutional reform of the African Union, titled "The imperative to strengthen our Union" recommended that the NEPAD Agency becomes the African Union's Development Agency-NEPAD.

July 2018
Adoption of Decision Assembly/AU/Dec.691 (XXXI) that established the creation of AUDA-NEPAD.

November 2018
Adoption of Decision Ext/Assembly/AU/Dec.1 (XI) that established the mandate of AUDA-NEPAD as follows:

- Coordinate and Execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063
- Strengthen capacity of African Union Member States and regional bodies
- Advance knowledge-based advisory support
- Undertake the full range of resource mobilisation
- Serve as the continent's technical interface with all Africa's development stakeholders and development partners

January 2019
Creation of internal organisational mechanisms to manage the transformation.

2-6 May 2019
Meeting of the Specialised Technical Committee on Justice and Legal Affairs on the statute

May 2019
PRC Subcommittee Meeting on the structure

4-5 July 2019
35th Ordinary Session of the
Executive Council in Niamey, Niger

July 2019
AUDA-NEPAD thematic priority areas are defined.
(1) Human Capital and Institutions Development,
(2) Technology, Innovation and Digitisation,
(3) Industrialisation,
(4) Economic Integration,
(5) Environmental Sustainability and
(6) Knowledge Management

Five centres of excellence are approved.
(1) Rural Resources and Food Systems;
(2) Science and Technology and Innovation Hub;
(3) Human Capital and Institutions Development;
(4) Supply Chain and Logistics; and
(5) Climate Resilience

Three centres of excellence are established.
• Centre of Excellence Human Capital and
  Institutions Development established in
  Nairobi, Kenya
• Centre of Excellence Climate Resilience
  established in Cairo, Egypt
• Centre of Excellence Rural Resources and Food
  Systems established in Dakar, Senegal

Programmatic delivery and operations recalibrated
based on new mandate and structure

New management committees and new
mechanisms for organisational quality assurance
established

December 2019
End of the first phase of the
transformation process

The draft AUDA-NEPAD Strategic Plan 2020-2023
developed

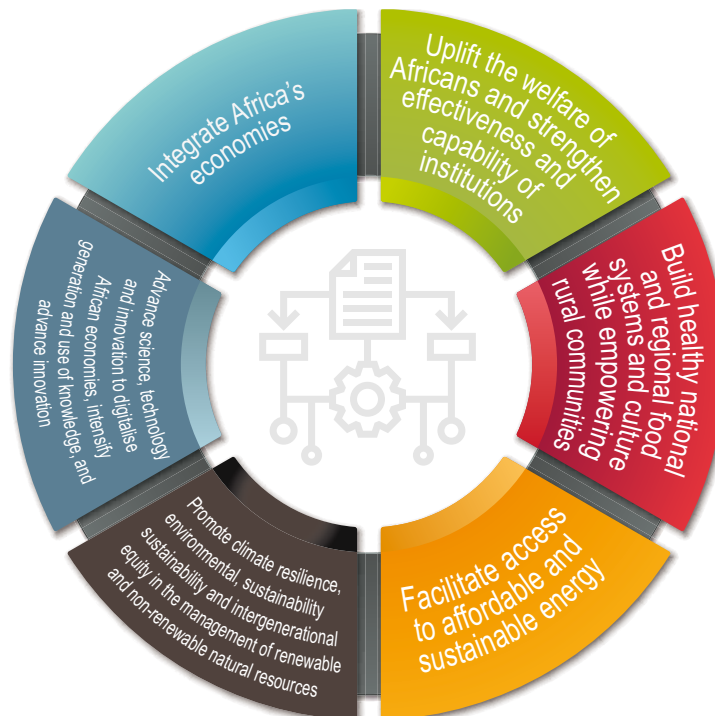Rebranding of AUDA-NEPAD commenced
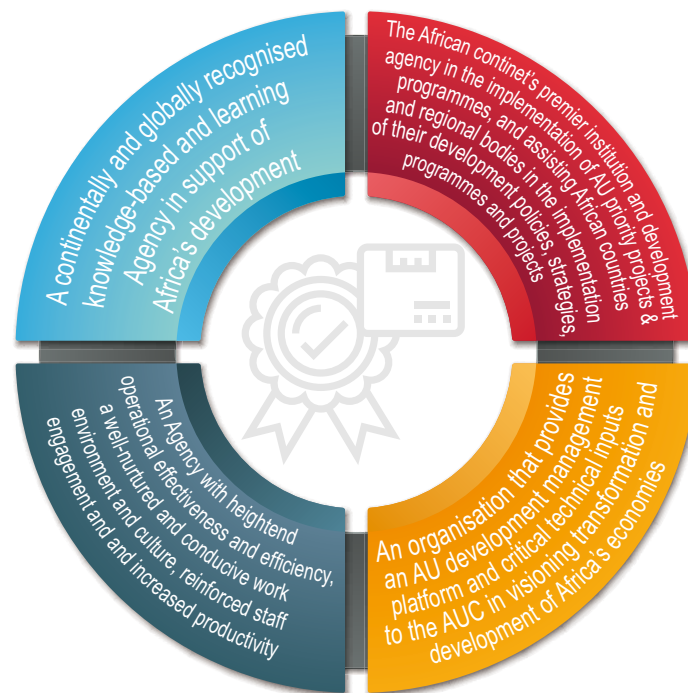
2 Strategy and Innovation

Context

Efforts were deployed in 2019 to operationalise AUDA-NEPAD through the development of the first Strategic Plan 2020–2023. The strategy aims to respond to current mega trends globally and within the African continent towards achieving Agenda 2063. Some of these (emerging) trends are a growing youthful population, vast mineral resource endowments, significant improvements in governance and business environments, a growing middle class, private sector investment growth, and progress in accessing and adapting to the Fourth Industrial Revolution. Implementation of national and regional development strategies are responding to development opportunities and yielding measurable development results. Encouraging results are also emerging from ongoing implementation of Agenda 2063 through the first ten-year implementation plan (2014–2023). Awareness and domestication of Agenda 2063 is progressing. Implementation of flagship projects is progressing; for example, African Continental Free Trade Agreement came into force in May 2019, and the AU reforms led to the creation of AUDA-NEPAD. It is against this background that the AUDA-NEPAD Strategic Plan 2020-2023 aims to accelerate the emergence of an integrated Africa, improve development results and enhance quality of life for all Africans. The purpose is to deliver innovative solutions and assistance to African countries and regional bodies to effectively respond to development needs at country and regional levels. The strategic plan looks at two pillars. Firstly, the plan focuses on the implementation of priority projects of the first-ten-year-implementation plan of Agenda 2063 and supporting Member States and regional bodies in the domestication of priority projects and programmes. Secondly, the strategic plan addresses institutional reforms to be implemented within AUDA-NEPAD by 2023, in order to execute the organisation's new mandate, functions and structure as approved by the AU Assembly. The new strategic objectives are as follows:

Strategic objective I: Programmatic Interventions

AUDA-NEPAD will undertake interventions through intersectoral programmes and projects, partnerships, and financial and technical resources, as well as knowledge-based advisory services to:

Strategic objective II: Achievement of Organisational Excellence

A continentally and globally recognised knowledge-based and learning Agency in support of Africa's development

The African continet's premier institution and development agency in the implementation of AU priority projects & programmes, and assisting African countries and regional bodies in the implementation of their development policies, strategies, programmes and projects

An Agency with heightend operational effectiveness and efficiency, a well-nurtured and conducive work environment and culture, reinforced staff engagement and and increased productivity

An organisation that provides an AU development management platform and critical technical inputs to the AUC in visioning transformation and development of Africa's economies

To deliver on these objectives, the following strategic priorities have been created:

- Economic Integration

- Human and Institutional Development

- Food Systems and Empowerment of Rural Communities

- Sustainable Energy

- Climate Resilience, Environment and Natural Resources Management

- Science, Technology and Innovation

- Institutional Enhancement

AUDA-NEPAD's new business model will be implemented through a combination of systems, processes, procedures, knowledge-based practices, instruments, partnerships and financing with the aim of effectively delivering on Agenda 2063. Fundamental to this model will be intersectoral programming of interventions.

The model will continue to evolve and improve as the Agency builds on experiences in the implementation of this plan. The outputs will consist of Agenda 2063 flagship projects, as well as country and regional priority projects and programmes; guidelines and tools; and strengthened institutions. Furthermore, AUDA-NEPAD will develop norms and standards, governance, regulatory and reporting frameworks in partnership with Member States and regional bodies. A key output will be the mobilisation of resources and sharing of knowledge and best practices.

3

Key Highlights
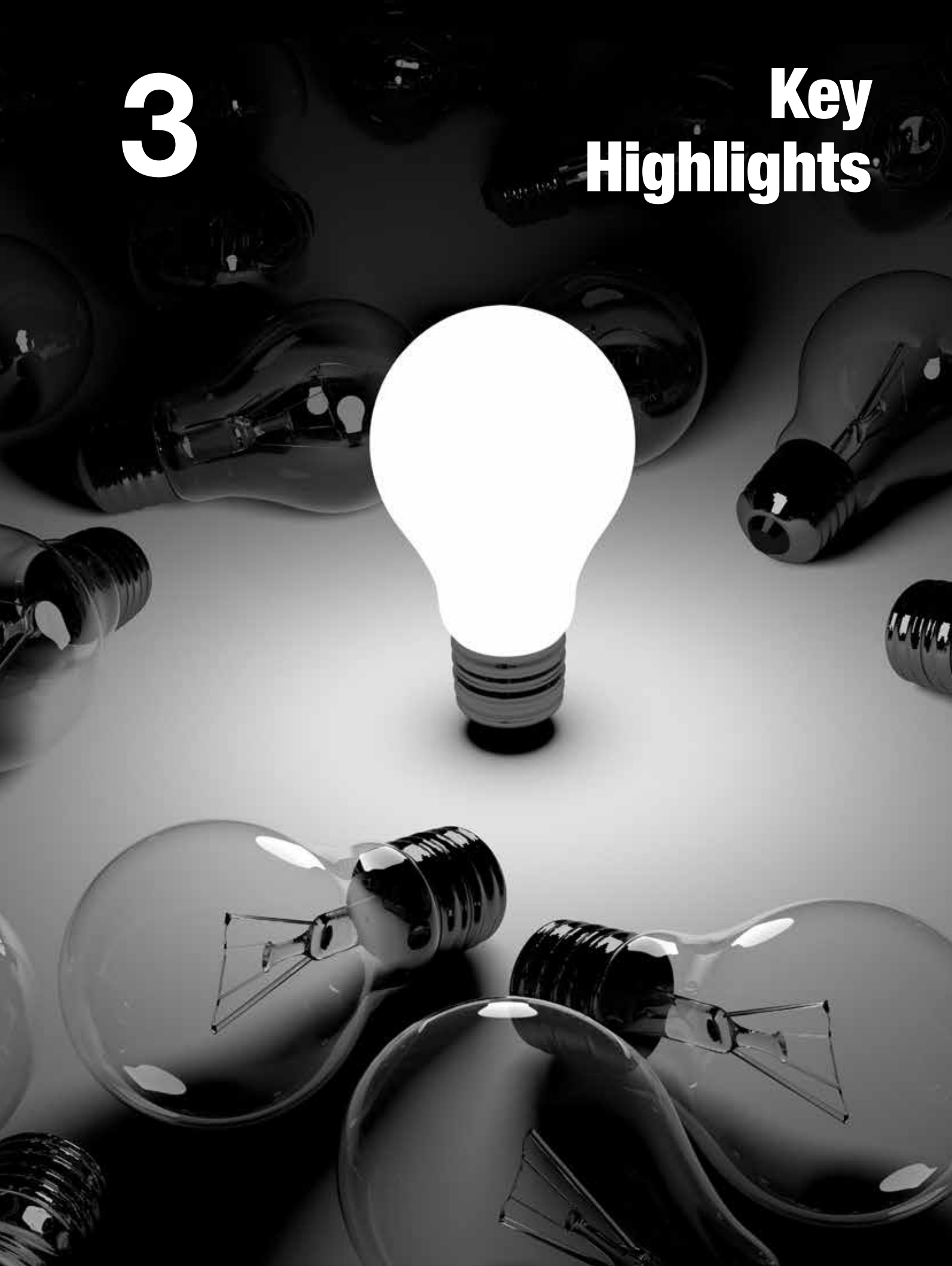
This report presents some of the key achievements realised by AUDA-NEPAD from January to December 2019. The report is framed around the agency's thematic priority areas, namely:

a) Human Capital and Institutions Development;
b) Environmental Sustainability;
c) Economic Integration;
d) Industrialisation; and
e) Knowledge Management

While transforming from NEPAD to AUDA-NEPAD, these priority areas served as rallying points for inter-project and inter-programme collaboration. In most cases, multiple projects and programmes contributed to the achievement of these results.

Key Highlights: Environmental Sustainability

6 Climate Change Responses ●

2 Post-Harvest Management and Resilience Building ●

3 Sustainable Land Management ●

3 CAADP Biennial Review ●

12 Agriculture System Improvement ●

12 Renewable Energy ●

📍 Common Market for Eastern and Southern Africa

📍 Economic Community of Central African States

Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Côte d'Ivoire, DRC, Egypt, Eswatini, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mozambique, Namibia, Nigeria, Niger, Republic of Congo, Rwanda, Senegal, Sierra Leone, Sudan, South Africa, Togo, Tanzania, Uganda, Zambia and Zimbabwe

Climate Change Responses

Strengthening capacities to adapt to the adverse effects of climate change

- Technical and financial support was provided to the African Ministerial Conference on the Environment (AMCEN) in convening the 17th Ordinary Session of AMCEN, which was held in Durban, South Africa.
- Technical advisory support was also provided to the African Group in developing a common narrative and position in line with Africa speaking with "one voice".

- As the secretariat for the Africa Environment Partnership Platform (AEPP), a geospatial portal was developed to provide comprehensive information on the status of Africa's environmental resources in support of enhancing decision-making and governance of natural resources.
- The Gender Climate and Agriculture nexus project was implemented in five initial countries (Rwanda, Cameroon, Malawi, Niger and Ethiopia), which resulted in the mainstreaming of climate-smart agriculture practices and the development of CSA infrastructure.

Post-Harvest Management and Resilience Building

- Uganda and Niger received technical and financial support to develop resilient and inclusive infrastructure projects on reducing post-harvest loss and building resilience to mitigate and adapt to climate shocks.

Sustainable Land Management

Nature-based solutions for development and implementation of the African Forest Landscape Restoration Initiative

- 26 Countries pledged to restore 125 million hectares to reduce land degradation and desertification; create sustainable jobs; and improve food security and resilient communities. (Benin , Burundi, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of CongoDEMOCRATIC REPUBLIC OF CONGO, Ethiopia, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mozambique, Nigeria, Niger, Republic of Congo, Rwanda, Senegal, Sudan, South Africa, Eswatini, Togo, Tanzania and Uganda.)

CAADP Biennial Review

Holding governments accountable on agriculture and nutrition commitments

- The second CAADP Biennial Review Report on the Implementation of the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods was prepared. The review publicly assesses the progress made at national level and holds African leaders accountable to fulfil the commitments they made in Malabo in 2014. As part of these efforts, a set of indicators for the new biennial review cycle was validated and ongoing technical support was provided at the regional and country level geared towards strengthening countries' capacities in data collection and data management.

Agriculture System Improvement

Enhancing the development and implementation of National Agriculture and Investment Plans (NAIPS) to fast-track modernisation and productivity of Agriculture

- Enabled seven countries (Angola, Botswana, Eswatini, Lesotho, Namibia, Zambia and Zimbabwe) to undertake a country scoping analysis and held country-level stakeholders dialogues to develop and implement NAIPs.
- COMESA was technically supported to undertake a review of its Regional Agriculture Investment Plan (RAIP).
- ECCAS received technical support to accelerate the domestication process of the Malabo Commitments; a roadmap for developing the RAIP was agreed upon.
- Togo benefited from similar technical support – specifically in reviewing its NAIP, which enabled the country to apply for funding from the Global Agriculture & Food Security Programme.
- Kenya, Cameroon, Tanzania, and Zambia received technical support in reviewing and drafting their respective NAIPs.
- Implementation support of NAIPs was provided to Angola, Botswana, Eswatini and Namibia.

Renewable Energy

To increase deployment of renewable energy technologies, especially mini-grid solutions to accelerate universal energy access while increasing productive capacity, resilience building and human wellbeing

- High-impact micro-grid projects in 11 countries were identified where energy accessibility is the lowest. (Sierra Leone, Burkina Faso, Chad, Niger, Eswatini, Uganda, Eritrea, Burundi, Mozambique, Malawi and Democratic Repulic of Congo.)
- feasibility study was undertaken to assess the value of agricultural waste and biomass as feed stock for fuel, feed and food supplementation in the Sahel region. The assessment will be completed in 2020.

Key Highlights: Economic Integration

13 Corridor investment plans for Programme for Infrastructure Development (PIDA)

2 Kalundu port - Uvira - Luberizi road section

22 Job creation toolkit for infrastructure projects

3 High Speed Train

5 Multimodal Transport connectivity for Economic Development

29 Policy and Regulatory framework for PIDA projects

5% Agenda for an African Infrastructure Guarantee Scheme

PIDA Priority Projects

8 MoveAfrica

5 Virtual PIDA Information Centre

12 Presidential Infrastructure Champion Initiative (PICI)

Common Market for Eastern and Southern Africa

Economic Community of West African States

Economic Community of Central African States

Southern African Development Community

East African Community

Arab Maghreb Union

Intergovernmental Authority on Development

Algeria, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo Republic, Côte d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Gabon, Ghana, Guinea, Guinea Bissau, Guinea Conakry, Kenya, Lesotho, Liberia, Libya, Malawi, Mauritania, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, South Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe

Corridor investment plans for Programme for Infrastructure Development (PIDA)

- A corridor development investment plan (CDIP) and marketing plan were drafted to develop and implement selected PIDA priority projects in Transport, Energy, Transboundary Water, and Telecommunication and IT (Burundi, Kenya, Rwanda, South Sudan, Uganda and United Republic of Tanzania, Côte d'Ivoire, Gambia, Guinea Bissau, Guinea Conakry, Liberia, Senegal and Sierra Leone).

- Project profiles for all PIDA priority projects along the Praia-Dakar-Abidjan Corridor were developed.

Kalundu port - Uvira - Luberizi road section

- A feasibility study and environmental impact assessment study were undertaken for widening and rehabilitating the Kalundu port Uvira-Luberizi road section. (Burundi and Democratic Republic of Congo.)

Job creation toolkit for infrastructure projects

- The PIDA job creation toolkit was launched. The toolkit estimates, amongst others, direct, indirect and induced jobs in job years during the preparation, construction and O&M phase. (Benin, Burundi, Cameroon, Congo, Côte d'Ivoire, Ethiopia, Gabon, Ghana, Guinea,

Kenya, Liberia, Mozambique, Niger, Rwanda, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Malawi, Uganda and Zambia.)

High-speed train

Detailed scoping study (prefeasibility) completed

- The African Integrated High-Speed Railway Network scoping detailed study was completed and validated. The next phase is to develop a feasibility study that will complement the PIDA II effort based on improving and existing lines from meter to standard gauge as well as their technical parameters/characteristics. (Algeria, Morocco and Tunisia.)

Multimodal transport connectivity for economic development

- Preparations of the feasibility study on the trans-Maghreb highway commenced.
- (Algeria, Libya, Mauritania, Morocco and Tunisia; RECs : UMA.)

Policy and regulatory frameworks for PIDA projects

- 21 countries were trained on water governance and international law with regards to trans-boundary waters in Africa. (Benin, Botswana, Burkina Faso, Cameroon, Central African Republic, Congo, Egypt, Gabon, Ghana, Lesotho, Malawi, Mauritania, Nigeria, Uganda, Rwanda, Senegal, South Africa, Sudan, Tanzania, Togo and Zimbabwe.)
- The status of cyber security was assessed in 13 countries. (Benin, Chad, Congo, Democratic Republic of Congo, Guinea, Kenya, Mauritania, Morocco, Senegal, Tunisia, Malawi, Uganda and Zambia.)

5% Agenda for an African Infrastructure Guarantee Scheme

- The African Infrastructure Guarantee Mechanism (AIGM) was showcased with 17 pension funds. The conference recommended that AUDA-NEPAD works with development partners having similar initiatives - such as the African Development Bank and its co-guarantee platform with an emphasis on the infrastructure window.

PIDA priority projects

- To expedite implementation of PIDA-priority action projects, a sub delegation approach was adopted. Financing agreements were signed with viable institutions. The institutions, among which is the Central Corridor Transit Transport Facilitation Agency, will implement a number of priority action projects in their respective geographical corridors. Furthermore, and building on the collaboration with the International Labour Organization, a "Good Practice" guidebook for promoting inclusivity – with specific focus on mainstreaming youth and gender issues in infrastructure development will soon be ready for use.

MoveAfrica

Addressing challenges pertaining to trans-boundary trade and logistical challenges

- Focus was placed on creating synergies between RECs in the roll-out of the Traffic Light System (TLS), which is a benchmarking tool to measure performance of joint and one-stop border posts. To-date, the TLS has been rolled out in select countries in SADC (Botswana), COMESA (Kenya, Rwanda), EAC (Kenya, Rwanda, and Tanzania) and ECOWAS (Benin, Ghana, Nigeria and Togo).
- The TLS in ECOWAS is being implemented at the Noepe-Akanu and Seme-Krake joint border posts along the Abidjan-Lagos Corridor, while in EAC the Rusumo, Kagitumba/Mirama Hills

and Busia one-stop border posts along the Northern Corridor are using the benchmarking tool.

- To date, MoveAfrica has been able to work with pilot countries on emerging corrective actions; on the North-South Corridor, the actions embody harmonised processes for authorised economic operators, while on the Abidjan Lagos Corridor the focus is on interconnectivity.
- Work is underway to extend the TLS to other regions including UMA and ECCAS.

Virtual PIDA information centre

- Data collection on PIDA commenced in five countries (Algeria, Libya, Mauritania, Morocco and Tunisia) in the UMA region. Furthermore, regional and national-level strategies were defined to improve data collection processes. Support was provided in strengthening capacity of UMA to monitor infrastructure development in the region.

Presidential Infrastructure Champion Initiative (PICI)

- To-date, 12 African Heads of State and Government from Algeria, Benin, Congo, Egypt, Côte d'Ivoire, Kenya, Namibia, Nigeria, Rwanda, Senegal, South Africa and Sudan are championing cross-border infrastructure projects. Membership is increasing over time, reflecting the unequivocal commitment of African leaders to significantly upscale infrastructure across the continent.

Key Highlights: Human Capital and Institutions Development

5 Gender Fund ●

18 Vocational and Entrepreneurship Skills Training and Youth and Women Employment ●

11 Skills Initiative for Africa (SIFA) ●

7 Enhanced Use of Country Results Frameworks (CRFs) ●

15 Home Grown School Feeding ●

12 Initiative for Food and Nutrition Security in Africa (IFNA) ●

4 Food Safety and Quality Management ●

12 Inclusion of indigenous food in Africa's nutritious food basket ●

28 Strengthening Africa Medical Health Regulation ●

16 Eradication of TB ●

Set-up of 100,000 SMEs Initiative ●

5 Science, Technology, Engineering and Mathematics (STEM) ●
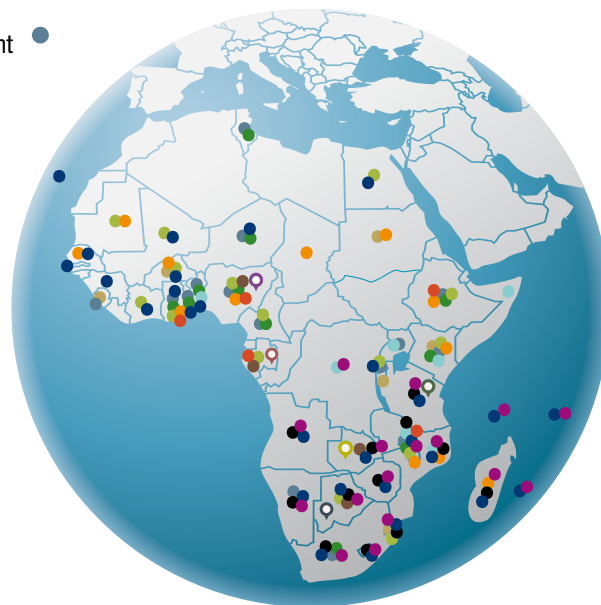
Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Comoros, Chad, Côte d'Ivoire, Dem. Rep. of Congo, Egypt, Eswatini, Ethiopia,, Gabon, The Gambia, Ghana, Guinea, Lesotho, Kenya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Saharawi Republic, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

⦿ Common Market for Eastern and Southern Africa

⦿ Economic Community of West African States

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⦿ East African Community

Gender

Empowerment of African women
- ECOWAS and COMESA: Modernised business incubators for women in six countries (Burkina Faso, Kenya, Sudan, Eswatini, Burundi, and Sierra Leone.)

Vocational and Entrepreneurship

Training for women and youth employment
- Supported the integration and alignment of technical and vocational education and training (TVET) into national qualification frameworks in 15 countries. (Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Rwanda, Sierra Leone, South Africa, Togo, Tunisia and Uganda.)
- Strengthened capacities of 12 CAADP ATVET countries. (Benin, Burkina Faso, Cameroon, Ghana, Kenya, Malawi, Namibia, Niger, Togo, Tunisia, Rwanda and Uganda.)
- The ATVET project was launched in Sierra Leone and Tunisia.
- A toolkit on "Private Sector Engagement in ATVET" was developed (Benin, Burkina Faso, Cameroon, Ghana, Kenya, Malawi, Namibia, Niger, Togo, Tunisia, Rwanda, Sierra Leone, South Africa and Uganda).
- ATVET for Women is in full operation in six countries (Benin, Burkina Faso, Ghana, Kenya, Malawi and Togo).
- An index on women's empowerment in agriculture was developed to determine the impact of ATVET interventions, which was piloted and administered in Benin and Malawi.

Skills Initiative for Africa (SIFA)

Empowerment and skills development for youth
- The SIFA Programme is operating in seven countries (Cameroon, Ethiopia, Ghana, Kenya, Togo, South Africa and Tunisia.)
- A financing facility was launched in five phaseone countries. (Kenya, South Africa, Tunisia, Cameroon and Nigeria.)
- National action plans for rural youth employment and entrepreneurship were developed and validated in Benin, Cameroon, Malawi and Niger.

Enhanced Use of Country Results Framework (CRFs)

Support for strengthened domestic resource mobilisation and effective public finance management.
- Undertook assessments of national development finance flows and taxes towards the development of integrated financing strategies and plans. (Benin, Democratic Republic of Congo, Kenya, Malawi, Mozambique, Somalia and Uganda.)

Home Grown School Feeding

Fight against malnutrition in schools through community-driven nutrition driven food supply
- 15 countries are implementing the Home-Grown School Feeding Programme. (Kenya, Mali, Côte d'Ivoire, Botswana, Ghana, Burkina Faso, Malawi, Rwanda, Cameroon, Kenya, Mauritania, Nigeria, Egypt, Ethiopia and Eswatini.)
- Developed a continental Home-Grown School Feeding Handbook.
- Implemented and trained three countries on the use of School Meal Planners (SMP) to ensure nutritious and healthy school meals. (Ghana, Nigeria and Botswana.)
- Ghana – more than 3,000 school-feeding implementers were trained.
- Nigeria – the SMP tool was rolled out nationwide

in all 36 states and 180 policy makers and nutritionist were trained. The Nigeria school-feeding programme has created a market for farmers and impacts more than 200,000 small-holder farmers nationwide.
- Botswana – capacity was strengthened to support the development of a school feeding policy to enhance the school feeding procurement and supply chain for agricultural produce which impacts more than 5,300 farmers.
- Developed implementation guidelines and a monitoring tool for the home-grown school feeding programme.

Initiative for Food and Nutrition Security in Africa (IFNA)

To strengthen maternal and child feeding.
- 12 participating countries (Chad, Mauritania, Sudan, Malawi, Senegal, Burkina Faso, Ghana, Nigeria, Ethiopia, Kenya, Mozambique and Madagascar) of which eight countries (Senegal, Burkina Faso, Ghana, Nigeria, Ethiopia, Kenya, Mozambique and Madagascar) have finalised and validated national nutrition action plans.
- The IFNA high-level side event at TICAD 7 (Tokyo International Conference in African Development) resulted in the adoption of the IFNA Yokohama Declaration.
- Collaborative nutrition actions were agreed upon with Madagascar and Ethiopia.

Food Safety and Quality Management

Strengthening institutional capacities for the development and implementation of effective food safety control systems
- To integrate nutrition and food safety in the CAADP national agriculture invest plans (NAIPs), initial technical support was provided to four countries from four ECOWAS, COMESA, SADC and ECCAS. (Nigeria (ECOWAS), Zambia (COMESA), Botswana (SADC), Gabon (ECCAS))

- Guidelines for cross-border harmonisation of food safety standards and regulations were developed for Botswana, Nigeria, Gabon and Zambia.

Inclusion of indigenous food in Africa's nutritious food basket

- A knowledge compendium of integrated best practices and approaches for inclusion of indigenous food in Africa's nutritious food basket was developed from 12 countries. (Angola, Botswana, Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia and Zimbabwe.)

Strengthening Africa Medical Health Regulation

Domestication of AU Model Law on Medical Products to improve access to safe and high-quality medicines.

- 28 countries are at different stages towards domesticating the AU Model Law on Medical Products. (Angola, Benin, Botswana, Burkina Faso, Cape Verde, Comoros, Côte d'Ivoire, Egypt, Eswatini, The Gambia, Ghana, Guinea, Lesotho, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Rwanda, Senegal, Seychelles, South Africa, Tanzania, Togo, Zambia and Zimbabwe.)14 Member States are implementing the Model Law.
- A survey on the status of implementation of the AU model law on medical products regulation was completed.
- Capacities of legal experts and regulators from SADC and ECOWAS member States were strengthened.
- Joint reviews of medical products dossiers and inspection of manufacturing sites resulted in a reduction of approval timelines in the EAC and SADC regions from two to four years to about seven to nine months.
- 160 medical products were successfully registered through a collaborative medicine's registration process between Southern African

countries including Namibia, Zambia and Zimbabwe, named ZAZIBONA.
- The Treaty for the Africa Medicines Agency (AMA) was endorsed at AU summit level and is ready for signatures by AU Member States. Three countries have already signed the treaty (Rwanda, Algeria and Sahrawi Republic).
- The AMRH monitoring and evaluation framework was finalised – a key milestone towards the smooth transitioning of AMRH into AMA.
- A continent-wide AU Smart Safety Surveillance Programme (AU 3S) to ensure access to safe medical products is under development.

Eradication of TB

And prevention of occupational lung diseases in vulnerable population
- Cross-border disease surveillance zones (e.g. on cholera, foot and mouth disease, leptospirosis and rabies suspected outbreak) were established to support surveillance along the shared borders of Lesotho, Malawi, Mozambique, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe.
- Regional occupational health and safety inspection guidelines were drafted to support harmonisation of inspection activities in the mines and non-mining industries. Lesotho, Mozambique and Malawi have used these to update their national guidelines.
- Following implementation of TB control interventions, there has been an over 200% increase in notification of TB among miners including cross-border referrals and enhanced cross-border screening. This is contributing significantly to finding and treating missing TB (and Drug resistant TB) cases in the region.
- Data was collected in four countries on the potential role and value addition of the private sector in controlling TB. (Malawi, Lesotho, Mozambique and Zambia.)
- A baseline study on mine health regulation and occupational health and safety service in Southern Africa was finalised.
- A centre of excellence on occupational health

and safety was established as an e-platform for learning and knowledge sharing.

- A total of 11 occupational health service centres providing TB screening and diagnosis services, HIV testing; silicosis screening and diagnosis; and links of ex-mine workers to compensation funds are now operational in Lesotho (2), Eswatini (2), Mozambique (2), Tanzania (1), Botswana (1), Namibia (1), Zambia (1) and Zimbabwe (1).
- The performance of laboratories in Zambia was improved through a peer regional assessment and laboratory certification audit.

Set-up of 100,000 SMEs Initiative

Aimed at creating opportunities for 1 million youth by 2021 in the Continent.

- A pilot training took place in Togo with over 30 countries represented. Capacities were built on formal business skills for African youth owned enterprises.
- Trainees left with an outline of business plans and were equipped with the tools to increase the success of their business in applying for financing.
- Recommendations for policy recommendation were derived to lobby high level political leaders on reforms necessary to improve the ease of doing business in youth owned enterprises.

Science, Technology, Engineering and Mathematics (STEM)

Outcome of the AU High Level panel on Emerging Technologies (APET)

- STEM Education was launched and needs assessments were undertaken in five countries. (Ethiopia, Ghana, Nigeria, Malawi and Gabon.)
- Capacity was also strengthened for pre-service, in-service and education practitioners in STEM pedagogy and teaching methodologies.

Key Highlights: Industrialisation

33 Elaborating scope and baseline ●

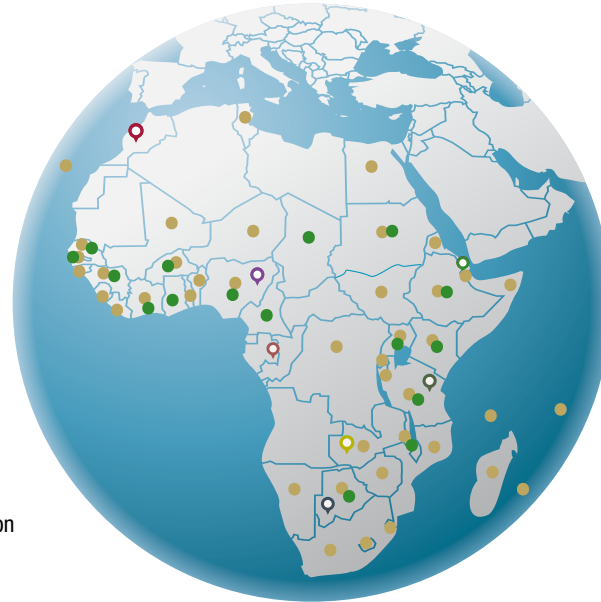African Continental Free Trade Area Agreement ●

16 Launch of integrated Irrigation and Agri-Industry Initiative ●

Technology prospecting ●

Africa Blue Economy ●

Fostering Africa's own development narrative ●

⦿ Common Market for Eastern and Southern Africa

⦿ Economic Community of West African States

⦿ Economic Community of Central African States

⦿ Southern African Development Community

⦿ East African Community

⦿ Arab Maghreb Union

⦿ Intergovernmental Authority on Development

Equatorial Guinea, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Chad, Comoros, Côte d'Ivoire, Dem. Rep. Congo, Djibouti, Egypt, Eritrea, Eswatini, Ethiopia, The Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Malawi, Madagascar, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

Elaborating Scope and Baseline

A detailed appraisal of national and regional industrialisation policies and plans

- 33 national and four regional industrialisation policies /plans in COMESA, SADC, EAC and ECOWAS were appraised. The report will be launched in 2020. (Angola, Benin, Botswana, Burkina Faso, Burundi, Cabo Verde, Comoros, Côte d'Ivoire, Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Eswatini, Ghana, Guinea, Guinea Bissau, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Senegal, Seychelles, Sierra Leone, South Africa, Tanzania, The Gambia, Togo, Zambia and Zimbabwe.)

African Continental Free Trade Area Agreement

Conditions for success

- A detailed analytical study was launched in 2019 to determine factors that could foster or hinder the successful implementation of the AfCFTA. The study report will be launched in 2020.

Launch of Integrated Irrigation and Agri-Industry Initiative

Aimed at bringing under irrigation an additional 5 million hectares of arable land between 2020–2030

- 16 countries (Equatorial Guinea, Burkina Faso, Cameroon, The Gambia, Senegal, Ethiopia, Kenya, Zambia, Tanzania, Nigeria, Ghana, Sudan, Chad, Malawi, Uganda and Côte d'Ivoire) will be supported to operationalise programmes at field level. The initiative aims to foster public-private collaboration along the agriculture and food systems value chain.

Technology Prospecting

Harnessing emerging technologies for the continent's socio-economic development
- The first round of ten priority technologies were identified;
- these are gene drive/gene editing, micro-grids, drones, precision agriculture, water purification, 3-D printing, next-generation medicines and batteries, synthetic biology and artificial intelligence.
- So far three reports on emerging technologies have been produced by AUDA-NEPAD, namely Gene Drives for Malaria Control and Elimination in Africa; Drones on the Horizon: Transforming Africa's Agriculture; and Micro-grids: Empowering Communities and Enabling Transformation in Africa.
- Efforts are underway to release reports on the following technologies: Artificial Intelligence; Next Generation Batteries; and Blockchain Technologies.

Africa Blue Economy

Leveraging the potential of Africa's oceans, seas, lakes and rivers
- Technical backstopping was provided to the African Union Blue Economy Strategy; an AUC-driven programme which was endorsed in October 2019.
- Inclusive consultations were held on the finalisation of the AUDA-NEPAD programme on the Blue Economy in line with the continental strategy. Implementation of the programme is expected to commence in early 2020 under Member States and European Commission funding.

Fostering Africa's Own Development Narrative

Generating new knowledge based on Africa's own empirical data
- The AUDA-NEPAD Index on Agenda 2063 reporting was launched in 2019. The second study defines possible trans-national complementarities to drive national economic growth with a view to fostering regional integration.
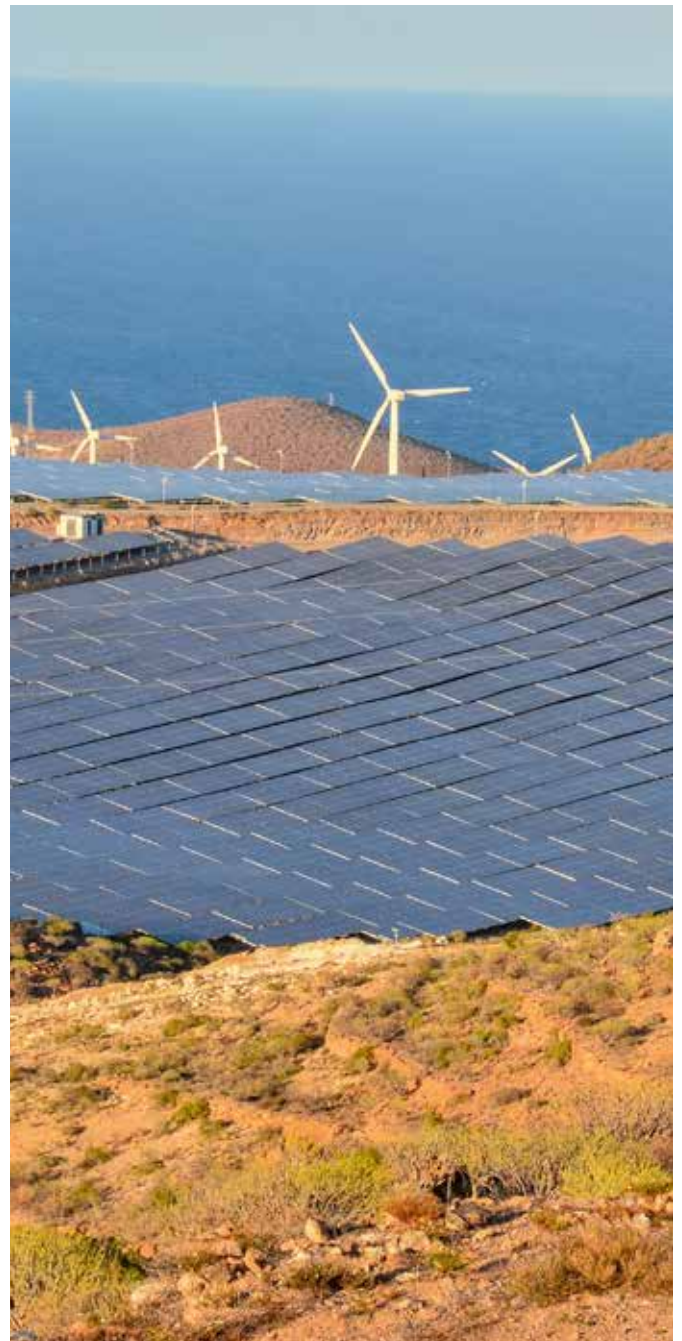
Key Highlights: Knowledge Management, Programme Evaluation and Centres of Excellence

3 Centres of Excellence ●

17 African Biosafety Network of Expertise (Centre of Excellence on Rural Resources and Food Systems) ●

13 Grow Africa (Centre of Excellence on Rural Resources and Food Systems) ●

3 African Science, Technology and Innovation Indicators Initiative (Centre of Excellence on Science and Technology and Innovation Hub) ●

15 Integrated Vector Management (Centre of Excellence on Science and Technology and Innovation Hub) ●

Alliance for Accelerating Excellence in Science in Africa (Centre of Excellence on Science and Technology and Innovation Hub) ●

Agenda 2063 ●

Agenda 2063 Portal ●

Quality Assurance mechanism ●

Set-up of AfriDevWiki ●

Knowledge production and dissemination ●

Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cabo Verde, Cameroon, Central African Republic, Chad, Congo, Dem. Rep. Congo, Comoros, Côte d'Ivoire, Djibouti, Egypt, Eswatini, Ethiopia, Equatorial Guinea, Gabon, The Gambia, Ghana, Guinea Bissau, Guinea Conakry, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

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📍 Arab Maghreb Union

📍 Intergovernmental Authority on Development

Five Centres of Excellence approved by Heads of State and Government

On Rural Resources and Food Systems; Science and Technology and Innovation Hub; Human Capital and Institutions Development; Supply Chain and Logistics; and Climate Resilience

- One Centre of Excellence on Rural Resources and Food Systems was established. in Dakar, Senegal..

African Biosafety Network of Expertise

Establishment and strengthening of biosafety and security systems in 17 countries (Nigeria, Ghana, Kenya, Uganda, Malawi, Togo, Swaziland, Zambia, Ethiopia, Tanzania Sudan, Burkina Faso, Egypt, Mozambique and Cameroon)

- Nigeria: Plans are underway to develop the Centre National d'Etudes Strategiques et de Securite initiative into a full biosecurity capacity centre that will provide requisite support in the region.
- Ghana: Technical support was provided to the National Biosafety Authority to prepare regulations for implementing the biosafety law.
- Ethiopia: Technical support was provided to operationalise the Institutional Biosafety Committees in the country.

- Eswatini: A study tour to Bt cotton farms to sensitise members of parliament was undertaken.
- Mozambique: Capacity strengthening seminar for members of the National Biosafety Committee were undertaken.
- Kenya: Capacities of stakeholders in the cotton industry were strengthened.
- Rwanda: In response to a request from the Government of Rwanda, technical input was provided towards finalising the biosafety policy document, the draft biosafety law and a number of biosafety regulations.
- ECOWAS: Supported Member States towards the development of harmonised biosafety regulations for the region; draft regional biosafety regulations were developed and validated by national experts drawn from 13 Member States.

Grow Africa
Boosting private sector participation in Africa's agricultural transformation

- Support was provided towards the establishment of country agribusiness partnership frameworks (CAP-F) in 11 countries (Benin, Ghana, Kenya, Malawi, Mozambique, Nigeria, Sierra Leone, Senegal, Seychelles, Uganda and Zimbabwe.)
- In four countries (Benin, Malawi, Senegal and Uganda) – CAP-Fs were operationalised and potential investors for the agricultural sector were identified.
- Madagascar stocktaking: Rice emerged as a priority value chain for investment.
- Sierra Leone stocktaking: Rice and fisheries emerged as priority value chains for investment mobilisation under CAP-F.
- Zimbabwe stocktaking: Prioritised value chains include sugar, rice, poultry, oilseeds, horticulture, wheat, maize, beef, dairy and piggery.
- In Kenya operationalisation of CAP-F is currently under discussion with the Ministry of Agriculture. Prioritised value chains in the country are potatoes, cassava and dairy.
- A CAP-F stocktaking validation was launched

in Nigeria, which saw the CAP-F embedded within the Nigeria NAIP.
- Seychelles supported the establishment of an Integrated Agriculture-Aquaculture Hub. The aquaculture sector is one of the priority areas of the Seychelles NAIP.
- Companies from Grow Africa's Investment Pipeline signed Term Sheets with governments: Nigeria, Uganda, Eswatini, Côte d'Ivoire and Malawi. This led to a connection with value chain partners (producers, processors, policy makers and supply chain financiers). The investments range from dairy, horticulture and cocoa to macadamia, and will create an estimated 3,000 jobs and integrate over 1,000 farmers into commercial value chains over the next five years.

African Science, Technology and Innovation Indicators Initiative (ASTII)
- 43 African countries were trained on data collection to produce core R&D and Innovation indicators (2007 to 2019).
- 29 African countries submitted either R&D or innovation data throughout the last three African Innovation Outlook reports.
- The third African Innovation Outlook report findings were presented to AU Member States and REC, mainly Directors Generals and High officials involved in the STI sessions of the Specialised Technical Committee on Education, Science, Technology and Innovation (STC-EST).
- Eswatini: A methodology for assessing the impact of innovations was developed which identified drivers of innovation in the various sub-sectors of the Eswatini economy.
- Mozambique: High-level qualitative data was collected on the status of the economic sub-sector innovation (public and private).

Integrated Vector Management

Curbing vector-borne diseases such as malaria and dengue fever

- Established the West Africa Integrated Vector Management platform comprising of ECOWAS heads of national biosafety agencies, national ethics committees and national medicines regulatory agencies.
- Developed harmonised guidelines and other regulatory tools for regional collaboration among Member States in West Africa to regulate vector control.
- The efforts resulted in assisted- and joint-evaluations of vector control tools. (Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo)

Alliance for Accelerating Excellence in Science in Africa (AESA)

Championing research leadership, scientific excellence and innovation on the continent

- Developed the draft African Union Health Research and Innovation Strategy (HRISA) ready for consideration by African ministers of health.
- USD120,000,000 have been invested in 38 projects in 29 African countries by Grand Challenges (GC) partners from 2010 to present.
- 1,400 Masters, PhD trainees with 50% females were recruited through the Developing Excellence in Leadership, Training and Science and the Human Heredity and Health in Africa programmes.
- 100 Senior lecturer positions and post-doctoral fellowships were supported with £4.85 million for early-stage African researchers to study the impact of climate change through Climate Impact Research Capacity and Leadership Enhancement (CIRCLE).
- Six postdoctoral programmes were funded supporting African researchers across all five RECs including the African Postdoctoral Training Initiative (APTI), Future Leaders–African Independent Research Fellowship (FLAIR) and Climate Research for Development (CR4D).

Agenda 2063 Knowledge Portal

Tracking continental development agenda

- Revamping of the AUDA-NEPAD knowledge portal was prioritised as well as the development of a continent-wide knowledge repository on the implementation of Agenda 2063.

Quality assurance mechanism

- An organisation-wide quality assurance mechanism for AUDA-NEPAD was established.

Set-up of AfriDevWiki

- Progress was made in the set-up of an AfriDev Wikipedia to help collect and organise knowledge on African development issues and make it readily available in the format of an encyclopedia. The Wiki shall be launched in 2020.

Knowledge production and dissemination

- A number of AUDA-NEPAD best practices and knowledge products were developed and disseminated

Preparation of the First Report on the Implementation of Agenda 2063

The First Ten-Year Implementation Plan of Agenda 2063, spanning from 2014 to 2023, outlines a set of goals, priority areas and targets that the continent aims to achieve at national, regional and continental levels. As the development agency of the African Union, AUDA-NEPAD is committed to providing platforms to foster the development of the continent through effective and integrated planning, coordination, and implementation of Agenda 2063 with Member States, Regional Economic Communities and Pan-African Institutions, by leveraging partnerships and technical cooperation. The Specialised Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration at its Ministerial Meeting in March 2019 recommended that AUC and AUDA-NEPAD take the lead in coordinating the preparation and submission to policy organs of biennial performance continental reports on Agenda 2063.

Accordingly, AUDA-NEPAD and AUC developed an evidence-based methodology to guide AU Member States and Regional Economic Communities to prepare empirical progress reports on the implementation of Agenda 2063. The methodology embodies a set of tools and templates for data entry, analysis and standardised reporting based on the goals and targets stipulated in the Agenda 2063 First Ten-Year Implementation Plan. Furthermore, a dashboard on the performance against the goals, strategic priority areas enhances ease of assessment of progress made, as a basis for review, dialogue and decision-making among stakeholders.

Subsequently, AUC and AUDA-NEPAD provided technical support to 41 AU Member States and Regional Economic Communities to prepare progress reports on Agenda 2063. It is in this regard that the maiden continental-level report was compiled from reports received from 31 African Union Member States, covering 56% of the continent, and six Regional Economic Communities. The maiden report presents an assessment of the performance and progress made against the targets stipulated in the First Ten- Year Implementation Plan. The assessment, pitched at national, regional and continental level, takes into consideration that the continental plan has so-far been implemented over six years.

41 Capacity strengthened of Members States in reporting on the first Agenda 2063 Country Progress Report ●

31 Countries reported on Agenda 2063 progress so far ●

6 Regional Economic Communities were presented

📍 Common Market for Eastern and Southern Africa

📍 Economic Community of Central African States

📍 Southern African Development Community

📍 East African Community

📍 Arab Maghreb Union

📍 Intergovernmental Authority for Development
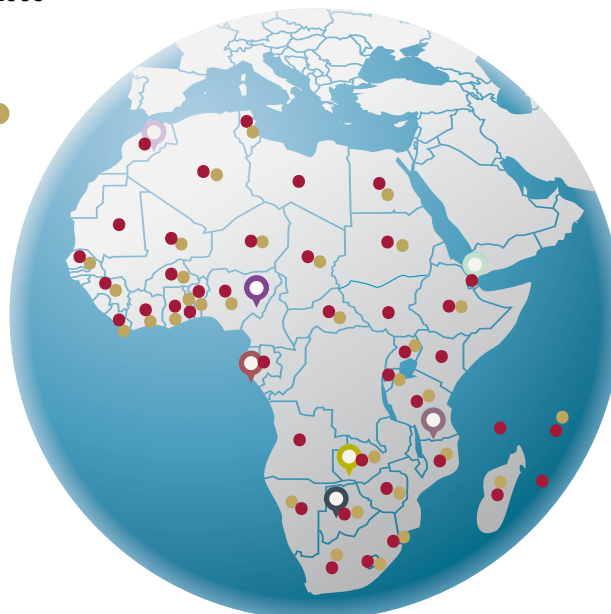
Algeria, Angola, Benin, Botswana, Burkina Faso, Chad, Central Africa Republic, Comoros, Côte d'Ivoire, Djibouti, Egypt, Eswatini, Ethiopia, Gabon, Ghana, Guinea, Kenya, Lesotho, Liberia, Libya, Madagascar, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe

Algeria, Benin, Botswana, Burkina Faso, Chad, Central Africa Republic, Côte d'Ivoire, Egypt, Eswatini, Ethiopia, Ghana, Guinea, Lesotho, Liberia, Madagascar, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Africa, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe

Highlights of Africa's Performance on Implementing Agenda 2063

The continent registered varied progress on the implementation of Agenda 2063, with notable performance against the 2019 targets. It is against the foregoing that a set of recommendations are made, including the imperative for AUDA-NEPAD and the AUC to support Member States and RECs to use the AU methodology to report on the implementation of the Sustainable Development Goals and Agenda 2063. Furthermore, AUDA-NEPAD is urged to support the development and deployment of new tools, continue providing knowledge-based advisory services to Member States in pursuit of their national development priorities, and as well as play a critical role in promoting knowledge exchange and disseminating best practices.

CONTINENTAL PERFORMANCE - BY AGENDA 2063 GOALS

54% Goal 1	25% Goal 2	43% Goal 3	13% Goal 4	1% Goal 5
17% Goal 6	28% Goal 7	12% Goal 8	93% Goal 9	28% Goal 10
26% Goal 11	5% Goal 12	24% Goal 13	44% Goal 14	80% Goal 15
14% Goal 16	38% Goal 17	38% Goal 18	48% Goal 19	17% Goal 20
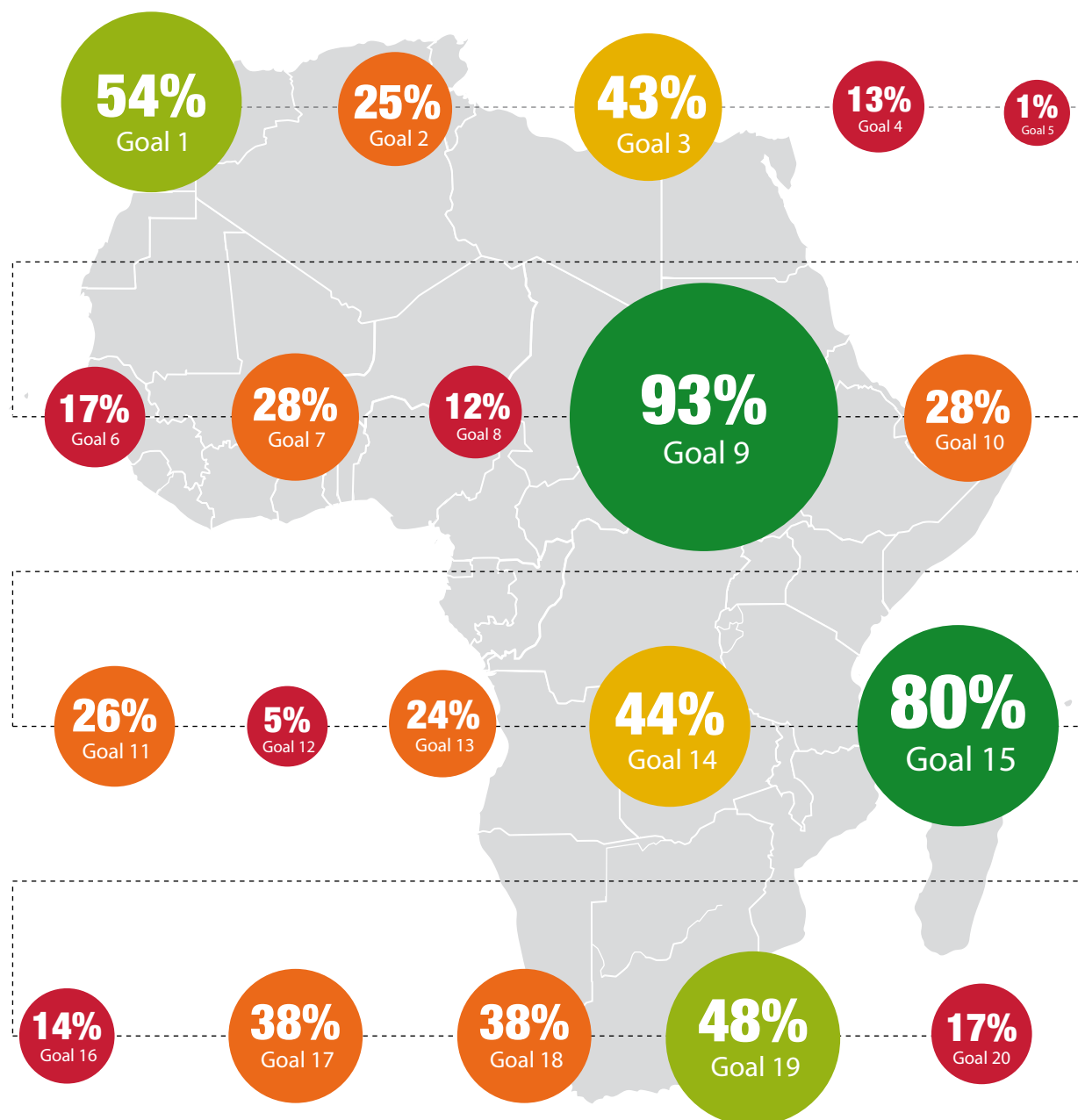
4 Centres of Excellence, Knowledge Management and Programme Evaluation

1. A Prosperous Africa, based on Inclusive Growth and Sustainable Development

2. An Integrated Continent, Politically United, based on the Ideals of Pan Africanism and the Vision of Africa's Renaissance

3. An Africa of Good Governance, Democracy, Respect for Human rights, Justice and Rule of Law

4. A Peaceful and Secure Africa

5. Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics

6. An Africa whose Development is people-driven, espcially relying on Potential offered by its Women & Youth & well cared for Children

7. An Africa as a Strong United Influential Global Player and Partner

AUDA-NEPAD has strengthened its role as a knowledge broker, catalyst and convener by creating five Centres of Excellence as well as a new knowledge management and evaluation function. The services offered by the new Knowledge Management and Programme Evaluation Directorate will be delivered as a mutually reinforcing and collective solution portfolio. The services are aligned to the strategic direction of AUDA-NEPAD and will be built around national development frameworks towards attaining the targets and goals of Agenda 2063.
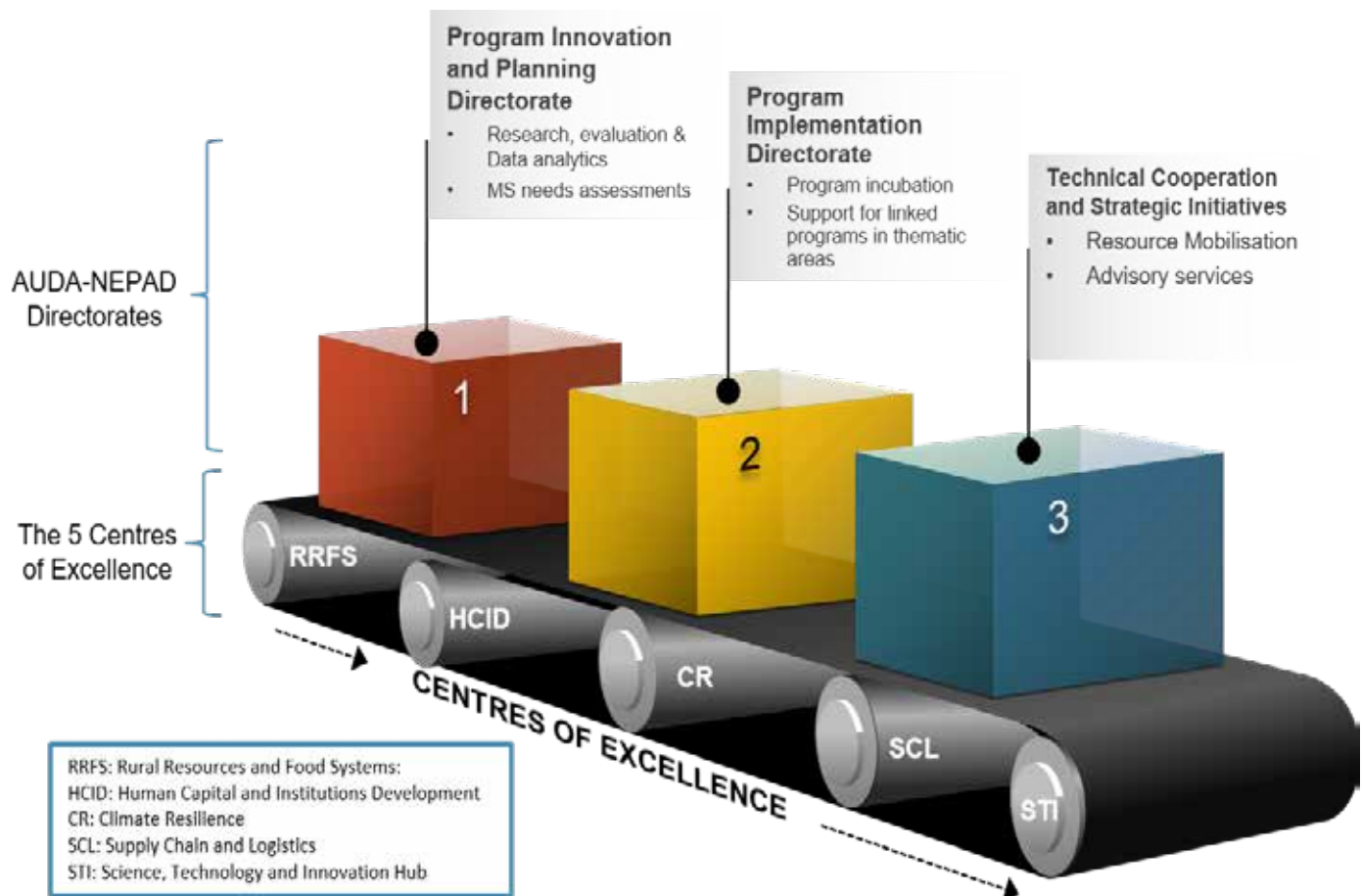
Centres of Excellence

The need for development, poverty eradication and reverse dependency calls for action. The processes, structures and mechanisms are still a challenge and new relevant concepts and approaches are being sought by Africa to address its development challenges and seize the opportunities to accelerate its transformation. It is for these reasons that African Heads of State and Government endorsed in 2019 the establishment of five Centres of Excellence (CoEs) in the five sub-regions namely: Eastern, Western, Central, Northern and Southern Africa. Each of the centres will specialise in different inter-connecting themes and will reflect the diversity and knowledge capacity building needs of the continent.

The five CoEs will focus on:
1. Rural Resources and Food Systems
2. Science and Technology and Innovation Hub
3. Human Capital and Institutions Development
4. Supply Chain and Logistics
5. Climate Resilience

Furthermore, the CoEs are intended to make a major

contribution to Africa's growth and development by playing a catalytic role in knowledge management and supporting programme delivery at national and regional levels.

Their core functions will focus on:

1. Establishing a knowledge-driven link to Member States to better understand their national priorities and align these with strategies on Agenda 2063.

2. Strengthening of effective delivery mechanisms for AUDA-NEPAD to implement AU continental programmes through projects on the ground.

3. Creating knowledge nodes and platforms for research.

4. Harnessing the partnership ecosystem to bring in expertise and best practices for implementation.

5. Disseminating knowledge such as best practices and proof of concepts.

Rural Resources and Food Systems will provide access to a highly developed pool of knowledge (promoting knowledge sharing and transfer) in food systems and rural resources; factoring in actors in Land systems, Energy, Water and Trade.

Climate Resilience will anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate change and environmental sustainability.

Science and Technology and Innovation Hub will partner with academia, civil society organisations, the private sector, governments and development partners to strengthen human and institutional capacity required to drive the implementation of Agenda 2063.

Human Capital and Institutions Development aims to become a leader in data analytics, innovation and technology towards supporting innovative programme incubation on the continent within the dynamics of the 4th industrial revolution; and beyond.

More specifically, the CoEs will respond to national development priorities as well as continental

frameworks such as the Comprehensive African Agricultural Development Programme (CAADP) and Science Technology Innovation Strategy for Africa (STISA).

The hubs will deepen insights into critical trends of relevance to the implementation of Agenda 2063 and national and regional development plans. Their locus at country level will enable them to have regular updates of Member States' development needs, which in turn will inform programming, design, planning and implementation of AUDA-NEPAD programmes.
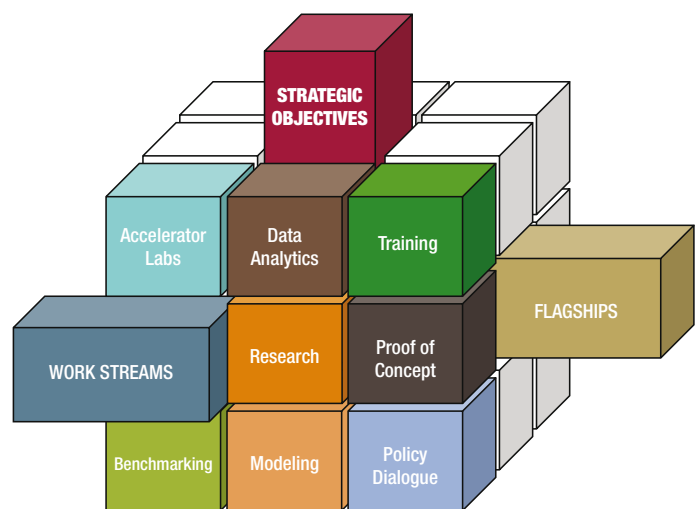
Knowledge Management

Guided by the AUDA-NEPAD vision to "Harness Knowledge to Achieve the Africa We Want", a key focus of the newly created Knowledge Management function is to respond to business demands and anticipate emerging trends by leveraging the collective knowledge and know-how of AUDA-NEPAD in a coherent and cost-effective manner.

Knowledge Management aims to:

1. Improve the impact of its work at country level by accessing and availing its global knowledge.

2. Foster human development.

3. Develop capacity to contribute to the achievement of Agenda 2063, National and Regional Development Plans.

4. Cooperate with other development agencies and practitioners to serve clients and partners with results-oriented and proven development solutions.

Strategic Goals

Leverage the agency's knowledge and intellectual assets

Strengthen internal and external collaboration by enabling the rapid and easy development of groups and thematic spaces around emerging topics and needs

Support development effectiveness efforts within the African Union reforms agenda

Enable effective analysis and reporting of AUDA-NEPAD's knowledge-based services

2   **4**   **6**   **8**

1   **3**   **5**   **7**   **9**

Enable rapid business responses and service delivery to Member States, regional programmes and development partners

Expand the ability of members of AUDA-NEPAD's communities of practice to find experts, share insights and innovative solutions and apply the agency's knowledge

Decrease cost, duplication, fragmentation and loss of knowledge initiatives

Improve the learning continuum and policy coherence while improving the types, distribution and quality of content

Improve internal communication and knowledge sharing
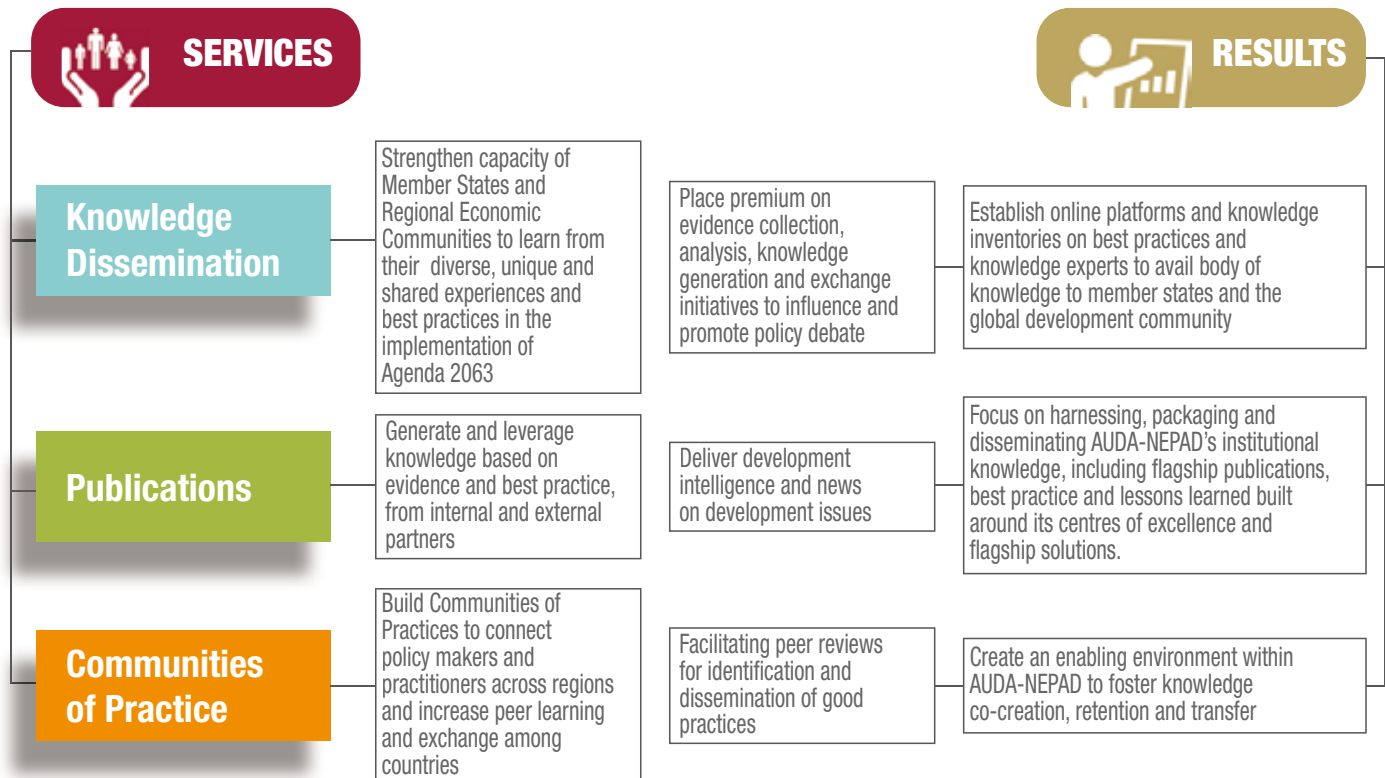
AUDA-NEPAD Knowledge Capital

The demand for increased access to and effective application and transfer of knowledge calls for a cohesive strategy that espouses creative approaches to harnessing knowledge within the Agency and external resources and ensuring that it is widely accessible to the development community on the continent. The Knowledge Management function will draw upon and disseminate knowledge based on both evidence and practice in the implementation of Agenda 2063, national and regional development plans and promote the sharing of African-tested solutions as a public good. AUDA-NEPAD will provide knowledge services that will respond to the demands from Member States for knowledge and expertise relevant to the attainment of Agenda 2063. Internally, the Knowledge Management will focus on enhancing the capacity of AUDA-NEPAD to become a knowledge-sharing institution which builds on and continuously learns from knowledge gained from development solutions. The activities implemented will aim to support AUDA-NEPAD to become more effective in systematically capturing, generating, sharing knowledge and taking solutions to scale at national, regional and continental level.

Knowledge Services and Results

AUDA-NEPAD Knowledge Management will improve the Agency's capacity to harness, generate, use and share its collective know-how, experience and evidence to strengthen operational effectiveness and influence policy design. Premium will be placed on accelerating the generation of AUDA-NEPAD flagship publications and knowledge products – delivered through communities of practice, policy dialogue and the agency's partnership eco-system. The knowledge shared by practitioners and policy experts on regional-level actions will be indispensable in informing global discussion, providing policy guidance and contributing to efforts to speed up implementation of AUDA-NEPAD's goals.

| SERVICES		RESULTS	
Knowledge Dissemination	Strengthen capacity of Member States and Regional Economic Communities to learn from their diverse, unique and shared experiences and best practices in the implementation of Agenda 2063	Place premium on evidence collection, analysis, knowledge generation and exchange initiatives to influence and promote policy debate	Establish online platforms and knowledge inventories on best practices and knowledge experts to avail body of knowledge to member states and the global development community
Publications	Generate and leverage knowledge based on evidence and best practice, from internal and external partners	Deliver development intelligence and news on development issues	Focus on harnessing, packaging and disseminating AUDA-NEPAD's institutional knowledge, including flagship publications, best practice and lessons learned built around its centres of excellence and flagship solutions.
Communities of Practice	Build Communities of Practices to connect policy makers and practitioners across regions and increase peer learning and exchange among countries	Facilitating peer reviews for identification and dissemination of good practices	Create an enabling environment within AUDA-NEPAD to foster knowledge co-creation, retention and transfer

Workstreams

For AUDA-NEPAD to become a knowledge-driven institution, it is imperative to re-position knowledge as a strategic asset in its strategy and programming implementation. The interconnected workstreams under the Knowledge Management function will be delivered in three broad areas, namely: (1) Knowledge Creation; (2) Knowledge Dissemination; and (3) Communities of Practice – delivered through research, policy dialogues and the agency's knowledge partnership eco-system. Emphasis will also be placed on building an enabling institutional environment for evidence-based learning and knowledge-sharing.

Communities of Practice

During the period under review, a strategy for Communities of Practice was developed. CoPs will become a cornerstone of AUDA-NEPAD to connect countries, regions, policymakers, practitioners, researchers, think tanks, business and other relevant stakeholders for learning and sharing of development know-how. Through the development of innovative approaches, lessons learned and policy recommendations, it is envisaged that the CoPs will be one of the main tools for AUDA-NEPAD to co-create and peer review its knowledge products – delivered in collaboration with countries, regional economic communities and partners.
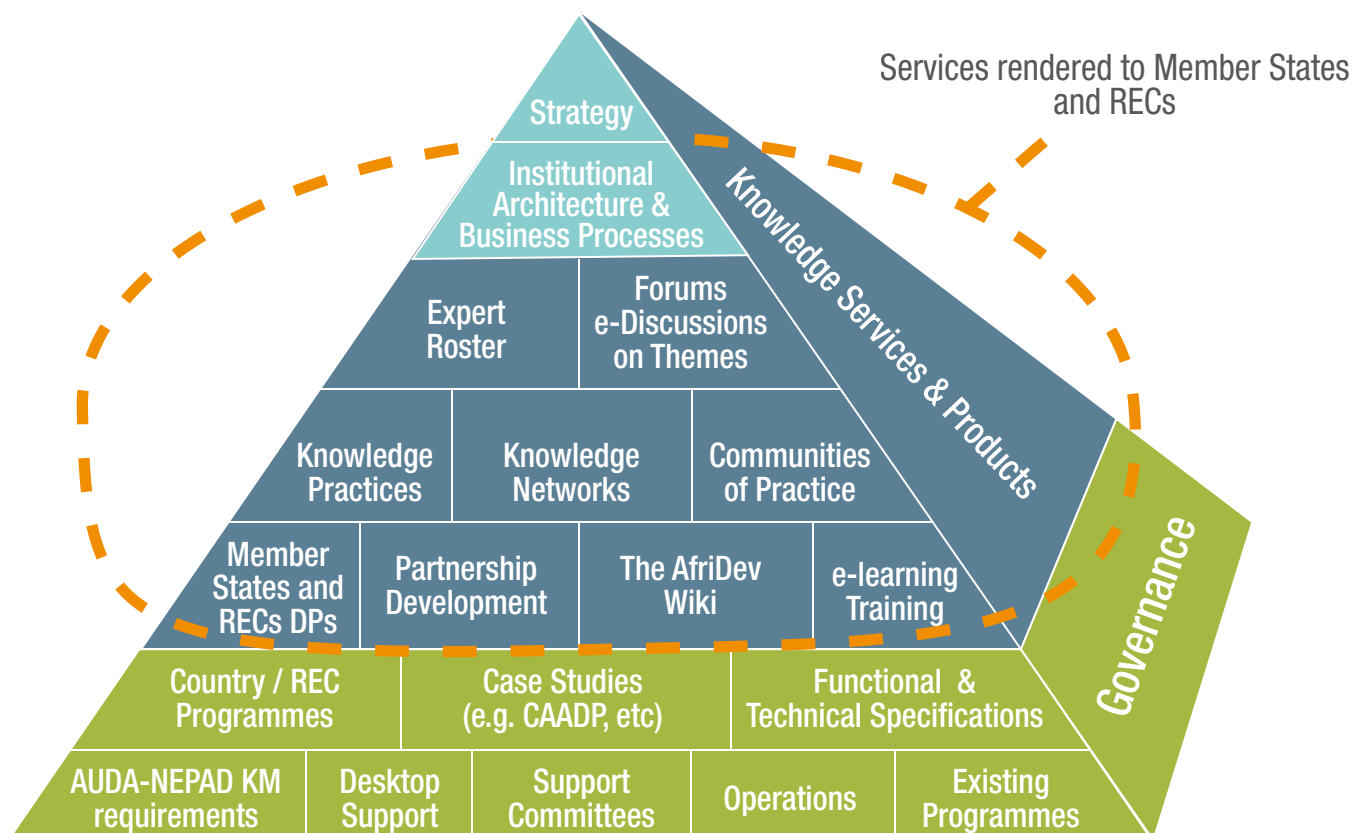
Programme Evaluation

The establishment of a dedicated programme evaluation function in AUDA-NEPAD, with delineation of monitoring and evaluating, was a major milestone to enhance the overall organisations' effectiveness to address complex development challenges and enhance its credibility in the development arena. The primary focus of Programme Evaluation is to conduct high quality, timely and credible evaluations of programmes, strategies and thematic areas within the organisation, as well as working closely with AU organs and other development partners to evaluate Member States, regional bodies and continental development frameworks, policies, strategies and programmes. Furthermore, Programme Evaluation will conduct and manage independent and objective appraisals, assessments and evaluations of AUDA–NEPAD programmes and will generate useful lessons and best practices to strengthen strategic and operational planning, and the organisation's influence and contribution to national, regional and continental development frameworks, policies and programmes.

This is expected to be achieved through the following objectives:

1 Increase compliance levels and foster timely completion of quality projects; programmes; thematic; strategic, institutional and impact evaluations; and operations research that meets international evaluation and research standards;

2 Documentation and sharing constraints, lessons and best practices within the organization and among MS, RECs and Development Partners to inform the design and implementation of projects, programmes and policies, including continental, regional, national and subnational level development frameworks, policies, strategies and programmes; and

3 Development of capacities in AUDA-NEPAD and among RECs and MS for evaluation and evidence-based results reporting on the achievement of programmes and Agenda 2063 results, in collaboration with AU organs, Academia and Research Centres, Professional Bodies, Partners and Stakeholders
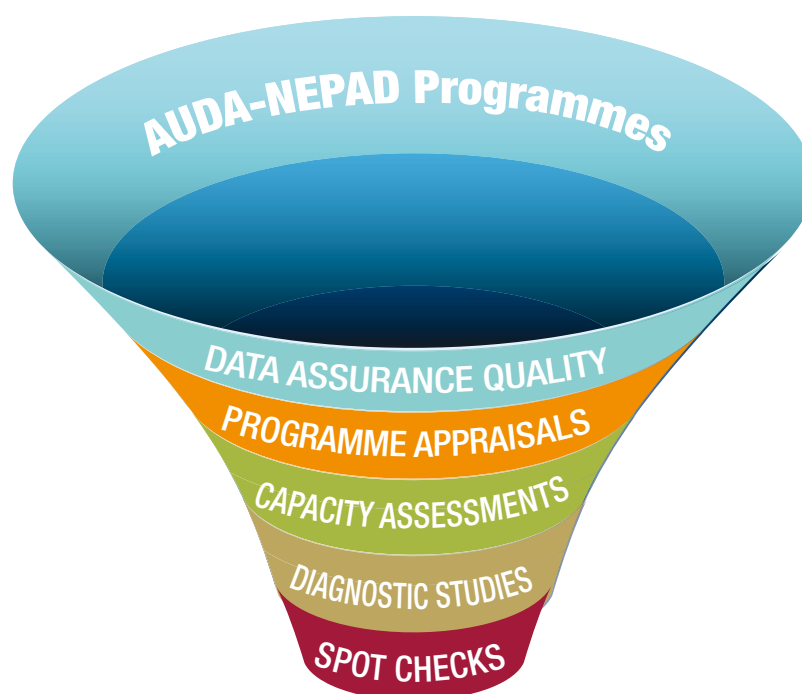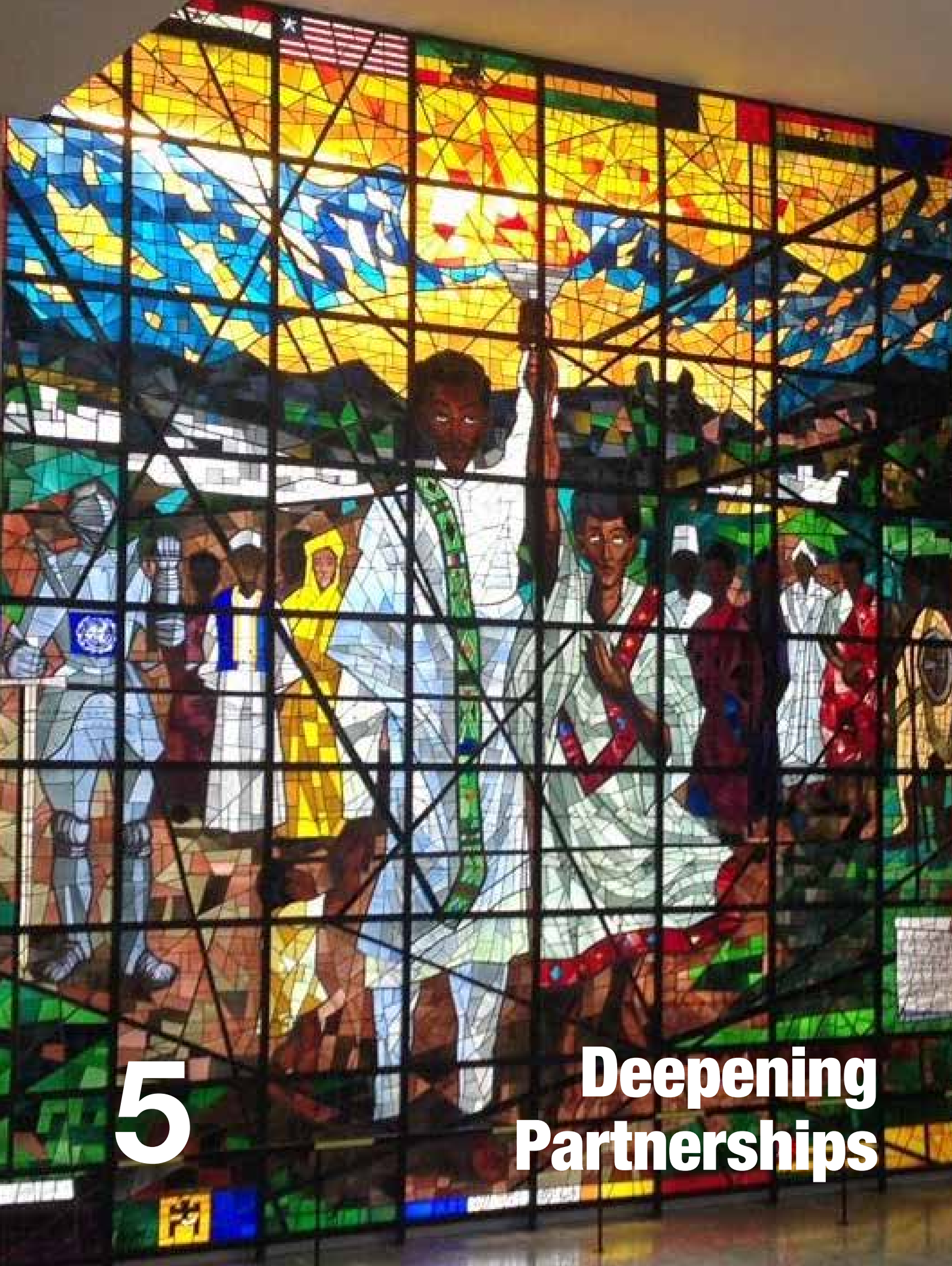
Driving organisational excellence and quality assurance

AUDA-NEPAD developed and operationalised a number of policies, procedures and manuals for quality assurance of its strategic and operational planning, programme development and implementation, and provision of operations and support services. The AUDA-NEPAD quality assurance procedures build on and will mainstream the existing guidelines and instruments. They are informed by the new organisational vision, mission and mandate, as well as the value chain and core functions.

The new AUDA-NEPAD Quality Assurance Procedures aims to:
- ensure compliance and alignment to organisational and AU procedures and guidelines, as well as benchmarking against good practices of international development organisations;
- alignment to AU Member States and RECs strategic planning, policy and legal frameworks; and
- co-ordinate and harmonise the quality of its planning, programming and knowledge products among its differently funded programmes and activities to achieve Agenda 2063 results at Member States, Regional and Continental levels.

Plans developed with broad stakeholder consultation and involvement

Evaluability assessed plans with clear baselines, targets and milestones

Plans that are evidence based and results focused

Plans implemented through adequately resourced Integrated Annual Work and Business Plans

Plans aligned to Agenda 2063 & National and Regional Priorities

Plans implemented with effective risk management system

Formulate Strategy

Propose Mission

Create SWOT Analysis

Strategic Planning Cycle

Propose Goals

Examine External Issues

Examine Internal Issues

5 Deepening Partnerships

The transformation of NPCA into AUDA-NEPAD affirmed the need to implement new financing modalities designed to promote integrated, Programme-oriented and cross-sector initiatives. This goes to emphasise that at the core of the Agency's ideal is Africa's transformative development agenda, buttressed on new forms of internal and external development partnerships, including de-marginalising the continent, developing new patterns of relationships between Africa and the international community, and ownership of Africa's development agenda.

Recognizing the relevance of partnerships in accelerating the implementation of Agenda 2063, AUDA-NEPAD in 2019 developed a Technical Cooperation and Partnerships Strategy – a dynamic and flexible tool that will guide partnership engagements in a coherent and efficient manner; to ensure AUDA-NEPAD is fully executing its given mandate as the technical interface between development partners and Africa as well as undertaking full resource mobilisation for the successful implementation of flagship projects. The strategy is intended to bring onboard new and diverse partners to widen the funding base, institute procedures to ensure harmonisation and standardized constant feedback and reporting between partners and AUDA-NEPAD, innovate activities to strengthen Africa's internal stakeholder partnerships (including the private sector and philanthropists), ensure accountability and transparency in partnerships and most importantly, position the African continent in a way that will ensure her voice and interests influence global agendas.

In the spirit of Africa owning its own development agenda, preparations are ongoing to hold the first ever Development Partners Roundtable at the AUC Headquarters in April 2020. This will be an opportunity to engage and bring onboard development partners to discuss the direction, strategic priorities and funding modalities. This dialogue platform is of critical importance in order to ensure and promote synergies between strategic partnership building at institutional level and operational resource mobilization for achieving Africa's Agenda 2063.

Moving forward, AUDA-NEPAD will be operating with a variety of partners in keeping with its new mandate as the African Union Development Agency. This has implications for AUDA-NEPAD relations with strategic and development partners. In view of this, a Partnership Management Platform has been designed to enable the mapping, organisation, evaluation and monitoring of partnership activities within the Agency. This tool, which will be tested in early 2020, aims to facilitate alignment of development assistance to Africa's development agenda. The Agency will continuously solicit feedback and be flexible to adjust to the needs and aspirations of Member States and Partners.

An important component of the partnerships is the AUDA-NEPAD Goodwill Ambassador Initiative which brought on board a new Goodwill Ambassador to work with the African Diaspora in the United States of America, one of the agency's critical group of partners. This has been successful with the highlight being AUDA-NEPAD participating in "The Door of Our Return" initiative, an initiative uniting the Africa diaspora with their brothers and sisters on the continent.

The Agency successfully participated in the 7th Tokyo International Conference on African development (TICAD), organised in Japan in August 2019. During this important meeting, AUDA-NEPAD showcased some of its achievements with key partners such as the JICA, GIZ, some United Nations Agencies, Member states and other stakeholders. The agency also participated in the 2nd Belt and Road Forum organised in Beijing in April 2019 to explore possible benefits to the continent's infrastructure agenda. Preparations are currently ongoing to ensure the successful and full participation of AUDA-NEPAD in the upcoming World Expo 2020 scheduled to take place in Dubai from October 2020 to April 2021. This

will be an opportunity for AUDA-NEPAD to showcase the development breakthroughs of the continent, and to inform and create awareness of the viability of the African continent for investment opportunities. This will also be an opportunity to identify new possibilities for mobilising substantive and diverse forms of resources towards implementation of the AU flagship projects.

Throughout 2019, AUDA-NEPAD has worked collaboratively with the AUC Partnerships, Management and Coordination Division (PMCD) on engaging AU's strategic partnerships. During these various engagements, AUDA-NEPAD provided technical inputs into working documents to strengthen Africa's voice in strategic partnerships. Going forward, the Technical Cooperation and Partnerships Division will be working jointly with the AUC PMCD to effectively monitor all commitments with AU's strategic partners. This will include technical and financial commitments etc.). AUDA-NEPAD will develop the tools in consultation with AUC and RECs. AUDA-NEPAD will also contribute to the negotiating capacity of AU by providing technical strategic orientation on engagement with partners. Finally, AUDA-NEPAD will consolidate and share with the AUC, best practices learned through national bilateral partnerships for applicability at the multilateral level. This is believed will benefit the continental partnerships framework and ensure its maximum usefulness towards Africa's development course.
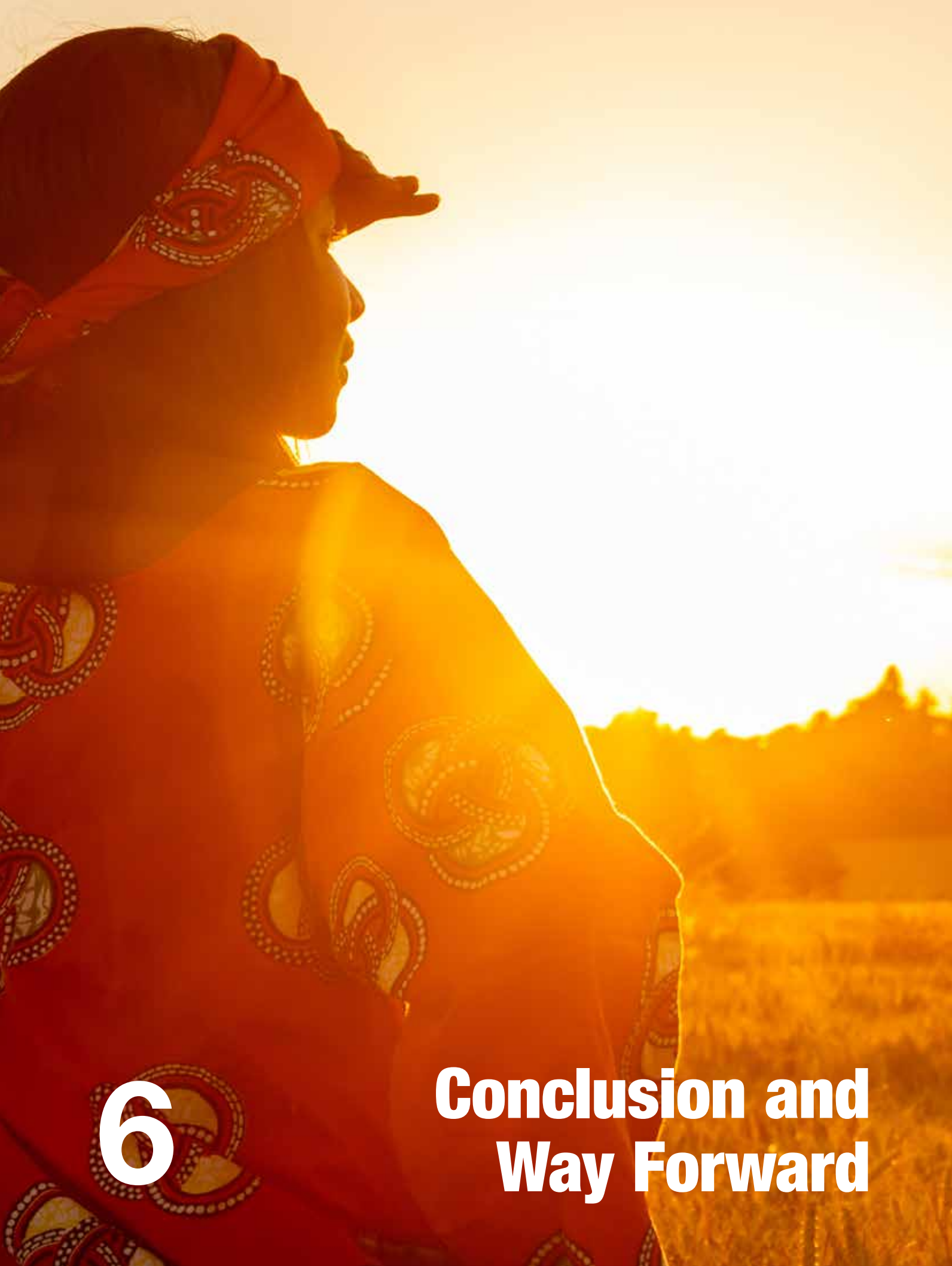
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Conclusion and Way Forward

The year under review essentially embodied governance and programmatic processes and activities espousing the transformation of the NEPAD Planning and Coordinating Agency into the African Union Development Agency (AUDA-NEPAD). Significant progress was made in this regard, with approval of critical governance instruments – including the statue and rules of procedure, together with preliminary endorsement of AUDA-NEPAD's structure.

Additionally, and operating within the framework of a transition period from a technical body to the development agency of the African Union, the Agency registered progress and significant results against the planned activities. As part of re-calibration of the programmatic focus to ensure alignment with the new mandate of AUDA-NEPAD, the activities were framed around four flagship programmes, namely:

a. Human Capital and Institutions Development;

b. Technology, Innovation & Digitalisation;

c. Industrialisation;

d. Environmental Sustainability;

e. Economic Integration; and

f. Knowledge Management.

AUDA-NEPAD will continue to pursue the commitments made to AU member States and partners during its previous dispensation as the technical body of the African Union, and as well advance its contributions towards finalising the governance and operational processes and structures of the new establishment. Furthermore, and working with AU organs and other strategic partners, continued efforts will be deployed to deliver on the new mandate of AUDA-NEPAD and newly defined priority areas.