



AUDA-NEPAD
AFRICAN UNION DEVELOPMENT AGENCY

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Acronyms

ABNE	African Biosafety Network of Expertise
ACBF	African Capacity Building Foundation
AfCFTA	African Continental Free Trade Area
AFIRM	Agriculture and Food Insecurity Risk Management
AHS	Africa Health Strategy
AIDA	Accelerated Industrial Development for Africa
AIHSRN	Africa's Integrated High Speed Railway Network Project
AIO	Africa Innovation Outlook
AIS	African Union Summit on Industrialisation and Economic Diversification
AIW	Africa Industrialisation Week
AMERT	Africa Monitoring, Evaluation and Reporting Tool
AMRH	African Medicines Regulatory Harmonization
APBT	AUDA-NEPAD Policy Bridge Tank
APET	African Union High Level Panel on Emerging Technologies
ARC	African Risk Capacity
ARSO	African Organisation for Standardisation
ASPYEE	African Skills Portal for Youth Employment and Entrepreneurship
ATVET	Agriculture Technical Vocation and Entrepreneurship Training
AU	African Union
AU-3S	Africa Union Smart Safety Surveillance
AUC	African Union Commission
AU-CDC	African Union – Centre for Disease Control
AUDA-NEPAD	African Union Development Agency – NEPAD
AUDG	African Union Development Group
BIAT	Boosting Intra-Africa Trade
BIAWE	Business Incubators for African Women Entrepreneurs
BMGF	Bill & Melinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Programme
CAP-F	Country Agribusiness Partnership Frameworks
CEO	Chief Executive Officer
CFT	Confined Field Trials
CJEDIET	Calestous Juma Executive Dialogue on Innovation and Emerging Technologies
CLEWF	Climate-Land-Energy-Water-Food
CoE	Centre of Excellence
COMESA	Common Market for Eastern and Southern Africa
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organisation
DTI	AU Department of Trade and Industry

EAC	East Africa Community
ECOWAS	Economic Community of West African States
FTYIP	First Ten-Year Implementation Plan of Agenda 2063
GABC	Grow Africa Business Council
GCCASP	Gender, Climate Change and Agriculture Support Programme
GCF	Green Climate Fund
GIZ	German Development Agency
GM	Genetically Modified
GCRF	Global Challenges Research Fund
HCID	Human Capital and Institutions Development
HRISA	Health Research and Innovation Strategy for Africa
ICGED	International Centre for Genetic Engineering and Biotechnology
ICT	Information and Communications Technology
IDDA III	Third Industrial Development Decade for Africa
IFNA	Initiative for Food and Nutrition Security in Africa
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development in Eastern Africa
IPP	Independent Power Producers
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NAIP	National Agriculture Investment Plan
NDC	Nationally Determined Contribution
NEPAD	New Partnerships for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
OSBPs	One Stop Border Posts
PIDA	Programme for Infrastructure Development in Africa
PMPA	Pharmaceutical Manufacturing Plan for Africa
R&D	Research and Development
RCOREs	Regional Centres of Regulatory Excellence
REC	Regional Economic Community
RIMS	Regulatory Information Management System
SAATM	Single African Air Transport Market
SADC	Southern Africa Development Community
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SIFA	Skills Initiative for Africa
SOP	Standard Operating Procedures
SPPMERM	Strategic Policy Planning, Monitoring Evaluation & Resource Mobilization
STC	Specialised Technical Committee
STEM	Science, Technology, Engineering, and Mathematics
STI	Science, Technology, and Innovation

STISA	Science, Technology and Innovation Strategy for Africa
SUN	Scaling Up Nutrition
TB	Tuberculosis
TICAD	Tokyo International Conference of African Development
TMS	Truck Monitoring System
TVET	Technical and Vocational Education and Training
UNECA	United Nations Economic Commission for Africa
WEAI	Women's Empowerment in Agriculture Index

Foreword



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

Following the historic decision that was taken at the 31st Ordinary Session of the Assembly of African Union (AU) Heads of State and Government in Nouakchott, Mauritania, July-2018, to transform the NEPAD Planning and Coordination Agency (NPCA) into the African Union Development Agency (AUDA-NEPAD), a lot of milestones have been met. In 2019, the mandate, statutes and rules of procedure as well as the structure were approved by, among other, AU structures, the Specialised Technical Committee on Justice and Legal Affairs and endorsed by a decision at the Thirty-Fifth Ordinary Session of the Executive Council in July 2019, in Niamey, Niger.

The months following these key decisions have been an exceptionally busy period for the African Union Development Agency (AUDA-NEPAD) and very productive in terms of programmatic delivery at continental, regional and national levels. Furthermore, the Agency has made remarkable strides in operationalising institutional reforms for effective and efficient delivery of programmes.

The year 2020 has been characterised by unprecedented events stemming from the global outbreak of Covid-19. The pandemic has had a negative impact on the resources available to the organisation for implementation of priority programmes at continental, regional and national level. Subsequently, the organisation adapted its delivery model harnessing technology, although this has not been without challenges.

Introduction

This report presents a compendium of key results registered to-date arising from the execution of the mandate of AUDA-NEPAD. The report also highlights the strategic approaches that the Agency has deployed to support relief, foster socio-economic recovery and accelerate the implementation of national, regional and continental development plans – including Agenda 2063, considering the Covid-19 pandemic.

ESTABLISHMENT OF AUDA-NEPAD

At the 31st Ordinary Session of the Assembly of African Union Heads of State and Government in Nouakchott, Mauritania, July-2018, a decision was officially adopted to transform the NEPAD Planning and Coordination Agency (NPCA) into the African Union Development Agency (AUDA-NEPAD). The establishment of AUDA-NEPAD is part of the overall institutional reforms of the African Union (AU). The Report of HE President Paul Kagame on the institutional reforms of the AU presented to the Summit, January-2017, proposed several recommendations. The report clearly articulated major strategic issues that AU needs to address to deliver the promises of the Founding Fathers. Five mutually inclusive strategies were recommended by President Kagame's report to address the issues:

1. Focus on selected continental priorities

- Political Affairs
- Peace & Security
- Economic Integration
- Africa's Global Voice

2. Realign AU institutions to implement selected priorities

- Lean and Performance-Oriented senior leadership

3. Manage AU effectively and efficiently at all levels

- Rationalising Summits
- Focus on external partnerships that prioritise Africa's developments

4. Finance AU sustainably by African states

- Implement 0.2% Import Levy
- Establish AU Reserve Fund
- Financial Management & Accountability

5. Connect with Africans

- Provision of Public Goods & Services
- Enhance role of Youth & Women
- Private Sector Participation
- African Passport
- African Youth Corps

The AU Assembly of July 2018 approved the establishment of AUDA-NEPAD as the technical executive agency and development anchor of the continent with its distinct legal identity defined by its own statute, to deliver against the development priorities articulated by the AU.

VISION AND MISSION

Vision: Harness knowledge to deliver the Africa we want.

Mission: 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.

RATIONALE

- AUDA-NEPAD coordinates continental programmatic delivery for successful horizontal linkages between regional economic communities, and vertical linkages between continental, regional and national levels, to achieve Regional Integration.
- AUDA-NEPAD's business and operating model is based on flexibility, autonomy and efficiency to enhance a clearer division of labor with the African Union Commission, RECs and pan-African institutions.



- AUDA-NEPAD has a unique position to strengthen links between key thematic sectors such as Agriculture and Infrastructure with cross-cutting enablers that include Gender and Youth Development.

MANDATE

- 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 with the aim of accelerating regional integration to achieve the Africa We Want.
- Undertake the full range of resource mobilization.

OBJECTIVES

- To 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 priorities.
- Ensure continental policies and decisions are implemented at continental, regional and national spheres with sound results-based approach.
- Play a catalytic role to support capacity development of Member States and Regional Economic Communities.
- Mobilize resources for accelerated and expanded implementation of development programmes across the continent to achieve Agenda 2063 and the Sustainable Development Goals.

CORE FUNCTIONS

The mandate of the Agency is unpacked through eleven core functions that encompass its value-proposition, as shown in the figure below:



Thematic Priority Areas

The Agency executes its mandate through six broad thematic areas, as shown in the figure below:



Figure 1: AUDA-NEPAD Thematic Focus Areas

Economic Integration

Under this strategic priority area, AUDA-NEPAD focuses on four key areas of intervention: trade and markets, industrialisation, infrastructure development and the establishment of centres of excellence. In the area of trade and markets, the interventions facilitate operationalisation of AfCFTA and SAATM ratification. Key interventions include capacity building for trade facilitation capacity building, implementation of Africa's commodity strategy, reform and strengthening of supply chains and logistics, enhancement of One Stop Border Posts (OSBPs) operational effectiveness, and support for the development of integrated corridors.

Industrialisation

The Agency seeks to operationalise the Accelerated Industrial Development for

Africa (AIDA) framework. The development, enhancement and implementation of norms, standards and quality assurance in manufacturing are supported. With respect to infrastructure development, interventions are geared at fast-tracking implementation of the Programme for Infrastructure Development in Africa (PIDA) Priority Plan and Priority Projects. Private sector engagement in infrastructure development and financing will be stepped up considerably.

Environmental Sustainability

Under this strategic priority, AUDA-NEPAD's interventions target five core performance areas or core competencies, namely: i) Climate change; ii) Sustainable natural resources and extractive industries management; iii) Disaster risks and recovery management; iv) Ecotourism; and v) Environment and social impact assessment and governance.

Human Capital and Institutions Development

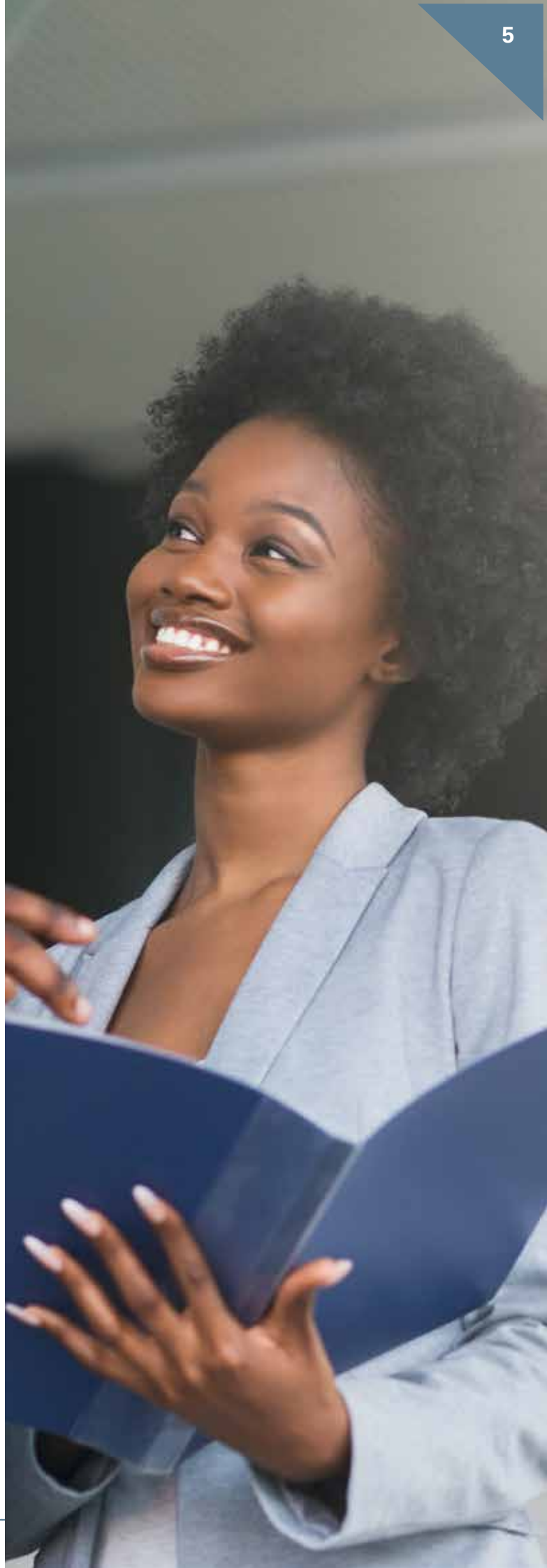
AUDA-NEPAD focuses on four key areas of intervention, namely: i) Building and strengthening capacities to deliver; ii) Facilitating entrepreneurship development and employment; iii) Promoting occupational health, social security and wellbeing; and iv) Establishing and strengthening national, regional and continental centres of excellence in human and institutional capacity development.

Technology, Innovation and Digitalisation

The Agency focuses on six key competency areas, namely: i) Existing and emerging technologies; ii) Artificial intelligence, machine learning and big data management; iii) Research and breakthrough discoveries; iv) STEM education, training and science culture; v) Centres of excellence in science, technology and innovation; and vi) Science and technology foresight, governance, regulation and ethics. Priority is given to the implementation of a capacity building programme for enhanced science, technology and innovation skills and knowledge within Member States.

Knowledge Management

AUDA-NEPAD has developed a robust knowledge management and organisational learning strategy. The strategy has two main components. First, it aims to provide knowledge-based products and services to the AU, Member States and regional bodies in the development and implementation of major policies, strategies, frameworks, programmes and projects. Secondly, it transforms AUDA-NEPAD into a knowledge-driven and learning organisation through processes and practices that allow staff to contribute, acquire, develop, retain, share and apply knowledge in all aspects of AUDA-NEPAD programme interventions and operations.



Governance Structure

The configuration of the governance mechanism and the organisational structure were informed by an assessment of development patterns, stakeholder needs, staffing, and funding in the institution. The figure below provides a visual representation of the governance bodies and their roles and responsibilities.

Governance Model

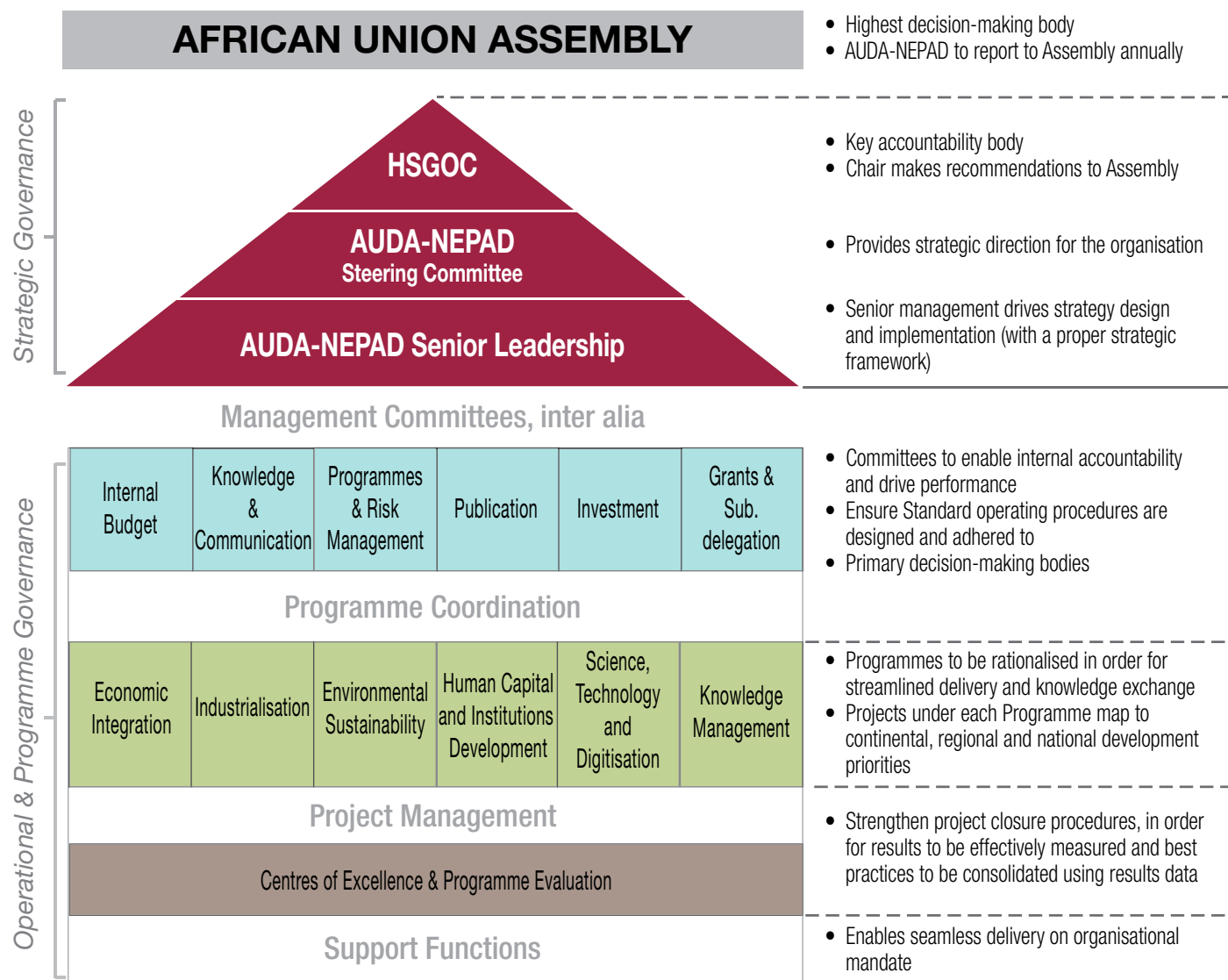


Figure 2: AUDA-NEPAD Governance Structure

Operating Model

The operating model is framed around a value chain that features six interrelated areas, namely: a) strategy, innovation and planning; b) programme development; c) partnerships and resource mobilisation; d) delivery and coordination; e) monitoring and evaluation; and f) knowledge creation and dissemination. The figure below outlines the visual representation of the operating model:

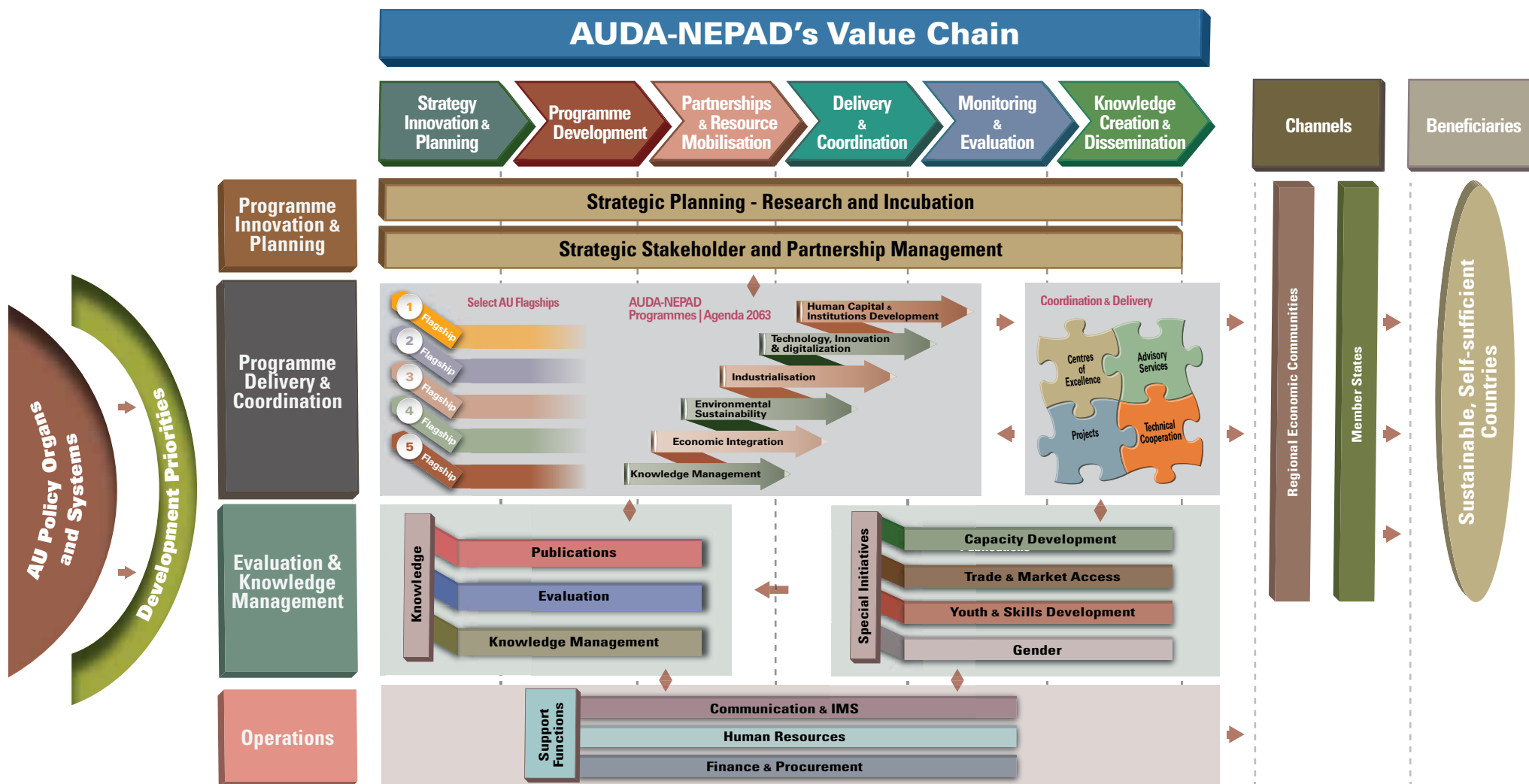


Figure 3: AUDA-NEPAD Operating Model

Organisational Structure

Based on the governance structure, the value chain, the 11 core functions and the operating model, the following organisational structure was approved by the 35th Ordinary Session of the Executive Council, Niamey, Niger.

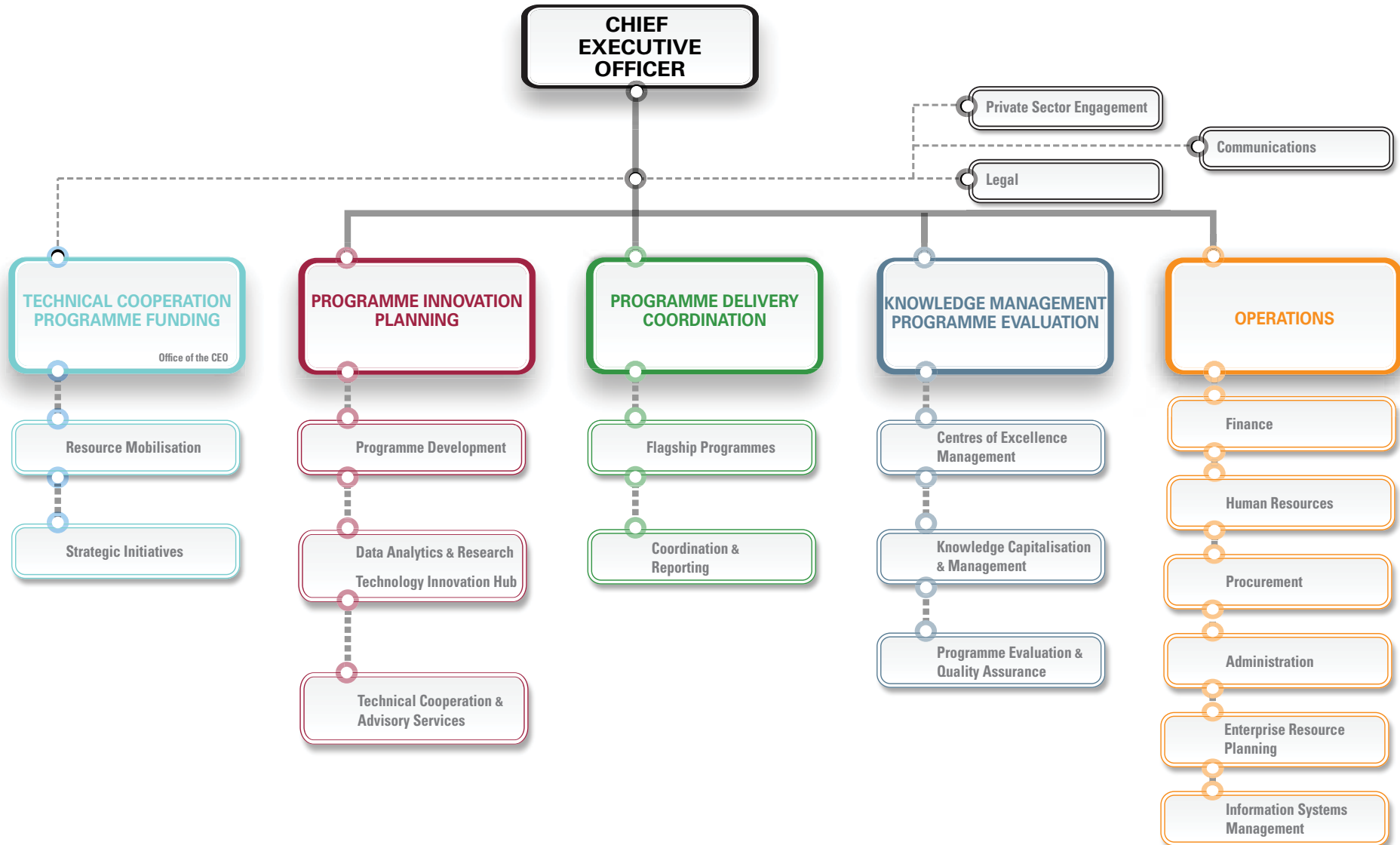


Figure 4: AUDA-NEPAD Organogram

Highlights of 2020 End-Year Results

This report provides a synopsis of the status of implementation of AUDA-NEPAD's Agency's mandate. The Agency undertakes intersectoral programmes and projects, builds partnerships, mobilises financial and technical resources and provides knowledge-based advisory services in order to: i) Integrate Africa's economies; ii) Uplift the welfare of Africans and strengthen institutional effectiveness and capability; iii) Build healthy national and regional food systems and culture, while empowering rural communities; iv) Facilitate access to affordable and sustainable energy; v) Promote climate resilience, environmental sustainability and intergenerational equity in the management of renewable and non-renewable natural resources; iv) Advance African economies scientifically and technologically, and intensify generation and application of knowledge and innovation.

The operations of the Agency are delivered through two strategic objectives namely, programmatic interventions and organisational excellence, as articulated in the Strategic Plan 2020 – 2023. The strategic objectives are pursued through implementation of a set of seven (7) strategic priorities, namely: a) Economic Integration; b) Human and Institutional Development; c) Food Systems and Empowerment of Rural Communities; d) Sustainable Energy; e) Climate Resilience, Environment and Natural Resources Management; f) Science, Technology and Innovation; and g) Institutional Enhancement. Highlights of the progress made against each of the strategic priorities are presented in the sections that follow below.

OPERATIONALISATION OF THE CENTRES OF EXCELLENCE

The new mandate gives AUDA-NEPAD a wider role in terms of providing knowledge-based advisory and capacity development support to AU Member States and RECs. To this end, the organisation has embarked on the process of establishing five (5) Centres of Excellence, one for each of the five (5) regions of Africa (Central, East, North, South and West). The CoEs will play a catalytic role in enabling effective implementation of National Development Plans (NDPs) of Member States and strategies of RECs to achieve social and economic development aspirations, as articulated in Agenda 2063.

Through the centres of excellence, AUDA-NEPAD is also decentralizing its delivery of services and taking them closer to the RECs and Member States. The CoEs will also increase the involvement of Member States that have performed well on specific development challenges to share lessons, best practices and expertise with other AU Member States. This will be achieved through six (6) interrelated workstreams: i) knowledge management, ii) human capital development, iii) research, iv) data analytics, v) programme incubation, and vi) accelerator labs.



The focus and the current status of each of the five (5) centres of excellence is as follows:

Rural Resources and Food Systems - Senegal: The centre focuses on strengthening Africa’s food systems by using rural resources in an integrated, efficient, productive and sustainable

manner. Furthermore, it promotes a nexus of food systems with other domains such as climate, land, energy, water systems, STI and trade. AUDA-NEPAD has leveraged the human resources, systems and office structures of its programme – the Africa Biosafety Network (ABNE) to commence operations of the CoE.

Climate Resilience - Egypt: This centre focuses on generating knowledge and solutions to enable countries to mitigate and respond/adapt to the effects of climate change and adverse weather conditions. The centre is expected to be operational by the end of 2020 and a Host Agreement with the Arab Republic of Egypt is being finalised. Recruitment of staff has commenced.

Human Capital and Institutions Development – Kenya: The centre will focus on developing human and institutional capacities, including bridging the skills and capacity gaps with a focus on youth, as a key determinant for economic growth and sustainable development. The operations have begun through leveraging an existing ABNE office while the recruitment of staff is underway.

Science, Technology and Innovation - South Africa: The centre focuses on “Innovation for Africans, by Africans, with Africans” and will harness STI, especially emerging technologies and the 4IR to meet Africa’s development aspirations. The Agency has signed an MoU with the Council of Scientific and Industrial Research (CSIR) and the University of Stellenbosch for operationalizing the Centre of Excellence on Science, Technology and Innovations. Furthermore, a hosting agreement for the CoE has been signed with Stellenbosch University and conceptual framing and planning well underway.

Supply Chain and Logistics, Central Africa: The centre is poised to become a knowledge hub on trade, supply chain and logistics on the continent with the aim of supporting Member States, RECs and the AfCFTA secretariat to increase intra-Africa trade of goods and services. Consultations on the host country and commencement of operations are underway.

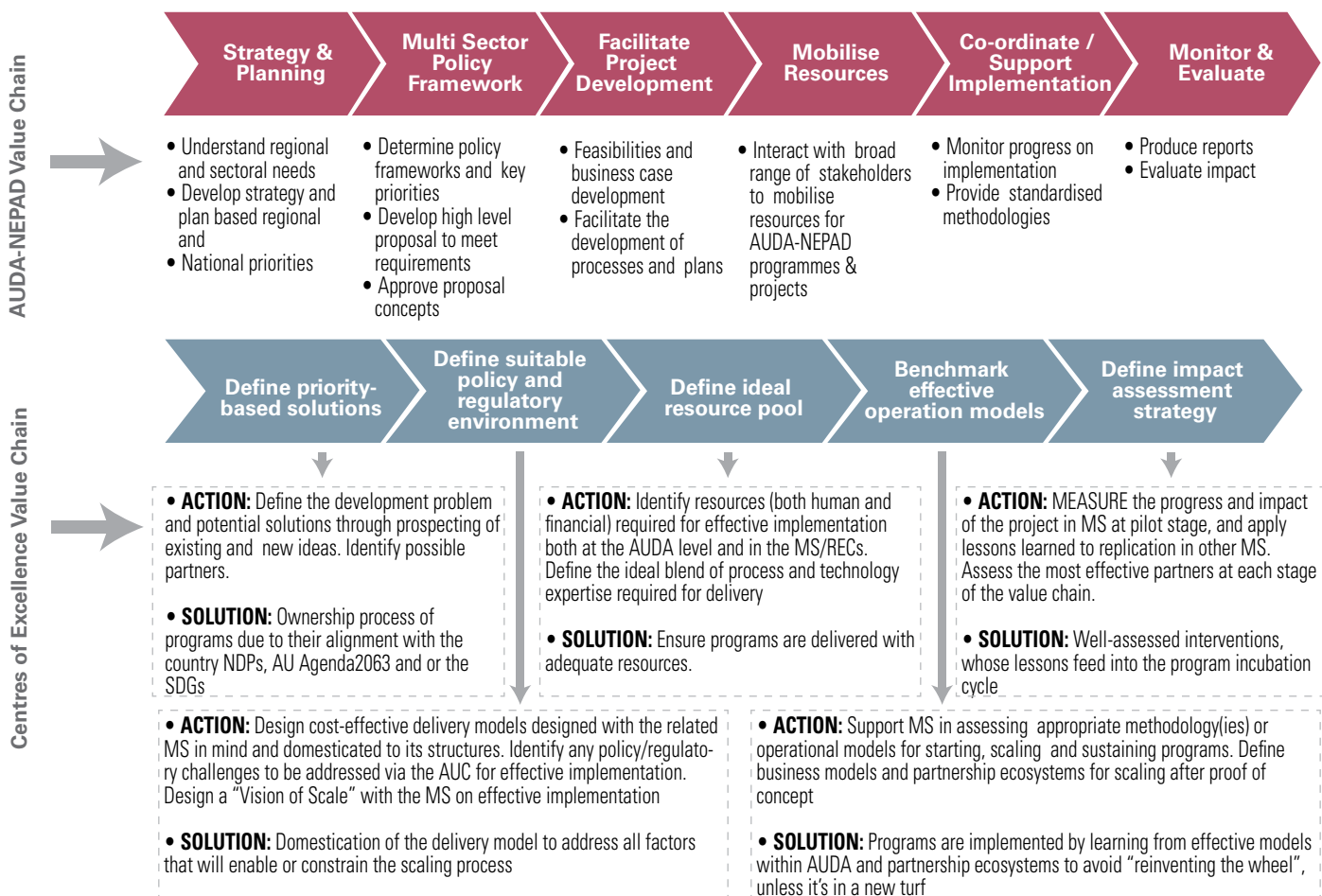
Core Functions

The Centres of Excellence are critical in terms of strategy development, programme development, and delivery on the continent. They have the following functions:



Altogether, these functions feed into the AUDA-NEPAD value chain through the provisions of five (5) directorates: (i) Programme Innovation and Planning; (ii) Operations; (iii) Programme Delivery and Coordination; (iv) Knowledge Management, Programme Evaluation, Centres of Excellence; (v) Technical Cooperation-Programme Funding & Strategic Initiatives.

Activities within the CoEs that feed into the AUDA-NEPAD VALUE CHAIN



They also complement the 11 core functions of AUDA-NEPAD.

Strategic Goals

There are three strategic goals of the CoEs that support productivity on the continent and promote efficient processes and resultant growth. These goals are:

1. Support Member States in the development of and implementation of their National Development plans, Agenda 2063 and the Sustainable Development Goals;
2. Conduct effective research and develop innovation-led solutions that benefit

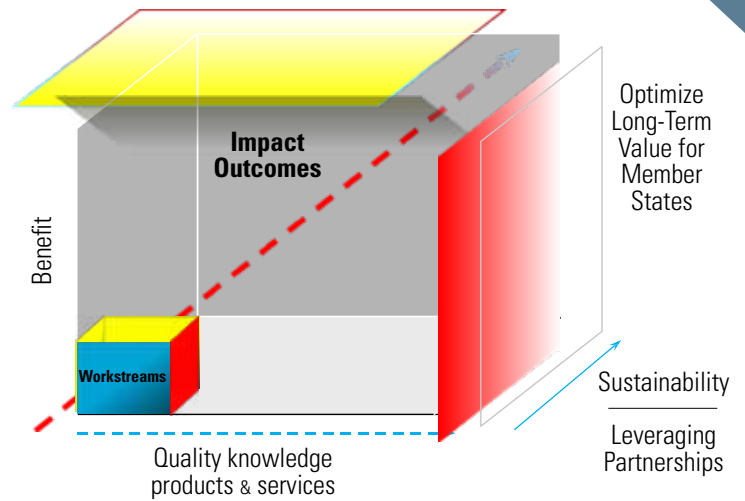
Member States and Regional Economic Communities;

3. Develop knowledge for development hubs for Africa in 5 thematic areas:
 - a. Rural Resources and Food Systems.
 - a. Climate Resilience
 - b. Science and Technology and Innovation
 - c. Human Capital and Institutions Development
 - d. Supply Chain and Logistics

Meeting these goals are viewed through service to Member States; service to AUDA-NEPAD and the African Union Commission (AUC); and service to development partners – further aligned to the AU Agenda-2063. There are 4 identified perspectives in the CoEs strategy as illustrated.

In delivery, the CoEs Strategy Map conveys the primary strategic goals being pursued by the CoE, as part of the Balanced Scorecard (BSC) framework to describe strategies for value creation.

More specifically, the CoEs Strategy Map describes its value by connecting strategic objectives in explicitly cause-and-effect relationship with each other in the four BSC objectives (Value-Added, Member States, Processes, Learning and Growth).

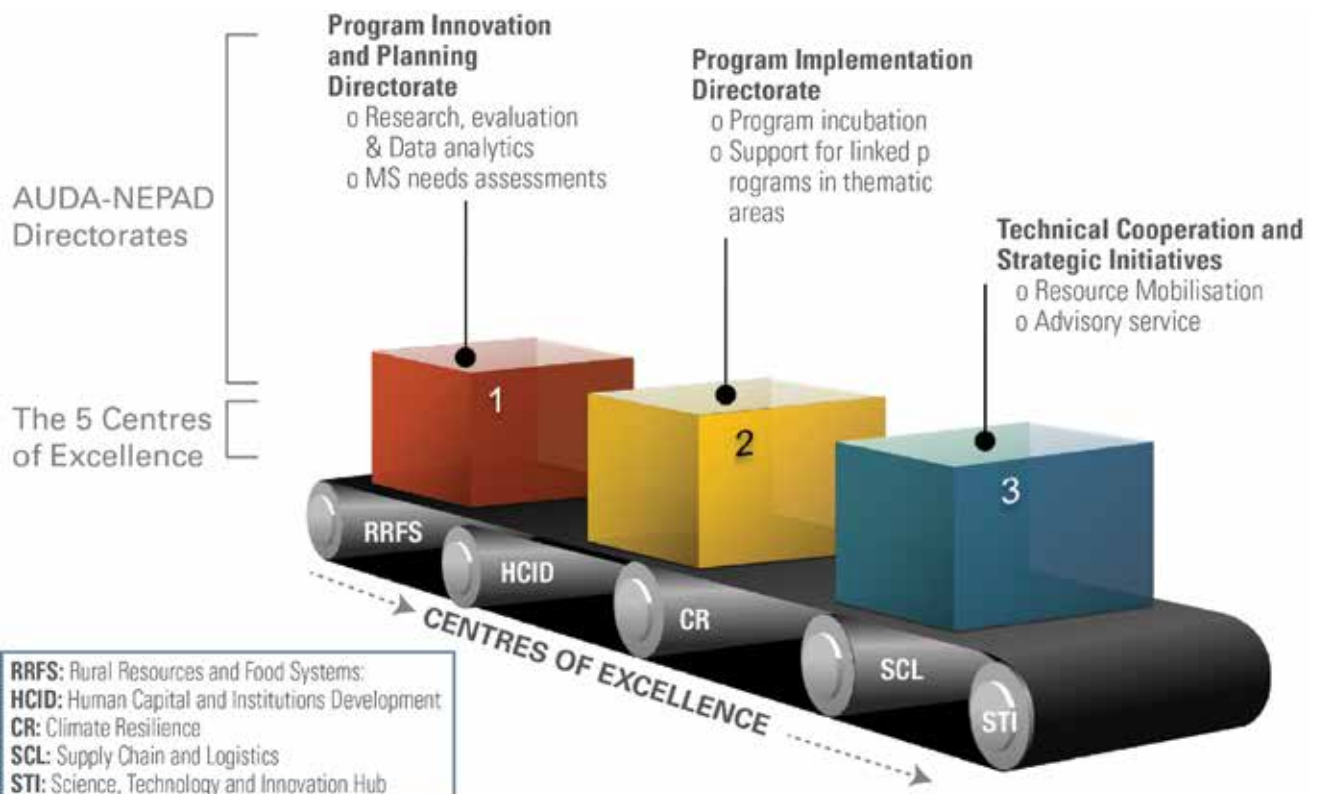


Furthermore, the CoEs – Member States relationship has 3 elements:

1. The knowledge and services they receive from AUDA-NEPAD
2. The benefit of each to them
3. The sustainability of the service offering and the Member States engagement or relationship management

Value Proposition

The CoEs serve, among others, as a knowledge-sharing delivery mechanism for AUDA-NEPAD programmes, rather than a standalone operational pillar. Thus, all AUDA-NEPAD programming and planning activities include connection and leverage of the CoEs as partners in discharging the mandate of the continental development agency. As illustrated below, they drive the various activities by providing backend knowledge-driven solutions whilst measuring profits through impacts made in effective programme delivery of AUDA-NEPAD.



This is accomplished in 5 steps of joint planning, programming and delivery:

1. Operational arm of the continental agency to deliver programmes, advisory services and projects to MS and RECs.
2. Support the direction and strategy of project incubation and knowledge management in the 5 thematic areas in focus of AUDA-NEPAD.
3. Develop incubated solutions across AUDA-NEPAD through various learning and development initiatives and services.
4. Acts as a central knowledge hub for project management best practices, project management systems (including a document repository), standards, guidance, and tools.
5. Act as AUDA-NEPAD's champion and advocate within the partnership ecosystem for best practices in the thematic areas and enables thoughtful engagement and information sharing by supporting the project communications process

Operationalisation of the Centre of Excellence on Science, Technology and Innovation, in Partnership with CSIR and Stellenbosch University

AUDA-NEPAD has partnered with CSIR and the Stellenbosch University to operationalise the CoE-STI. The operationalisation has begun in September 2020.

The first aspiration of Agenda 2063 is "A Fighting poverty by leveraging the potentialities offered by technology requires direct policy interventions, as present ones lag the spate of technology advancement. To accelerate the end of poverty, African states should focus on researches that develop enough capability for designing and delivering poverty reduction strategies. Thus, research capturing reliable household data for the marginalised population is imperative.

Prosperous Africa based on inclusive growth and sustainable development". Eradication of extreme poverty is a key component in the Africa Union's Agenda 2063 and policies

and programmes geared toward eliminating poverty have been formulated as part of the broader social agenda and anti-poverty strategy.

Considering that technology and innovation are the pivots of the next industrial revolution, it is safe to say that knowledge-based guidance on harnessing technologies, if well implemented, avails prosperity potentialities to Africans, and would ensure inclusive growth and sustainable development. Technologies have become a requisite pillar of contemporary global poverty alleviation strategies and powerful means for African economies to reach the much sought-after middle-income status.

The strategy of the CoE-STI takes 3 major steps: value stream mapping, operationalization, and leveraging through partnerships for delivery.

The CoE-STI will deliver the following workstreams:

- i. Discovering and analysing emerging technologies and trends that will reshape the African landscape over the next three to ten years and provide insights and analysis based on research that support the use of disruptive technologies (e.g. Artificial intelligence, machine learning, blockchain, etc.);
- ii. Using the insights to generate actionable and knowledge-driven ideas that will influence how the AUDA-NEPAD formulates strategy, builds programmes and effectively progresses through its value chain;
- iii. Through research, providing Member States and AUDA-NEPAD programmes with unique, indispensable recommendations on how to capitalize on technology and innovation and trends to build more powerful and successful economies;
- iv. Developed tools based on a deep understanding of how economies throughout the world are adopting

- effective operating models and trends to guide Africa's leapfrogging mechanisms;
- v. Design communities of practice that translate highly technical concepts, tools, and developments into accessible information for policymakers and the general public, and;
 - vi. Coordinating and managing regular convening with high-level stakeholders in the policy and technology community;
 - vii. Identifying the latest developments in economic growth on the continent, establishing processes for monitoring these developments, and producing content designed to inform public policy in member states;
 - viii. Substantively and operationally supporting the research and publication of an annual Africa's Emergence Index

Value Stream Mapping

The new normal paradigm of the coronavirus pandemic implies a disruption of nurture, a way of doing things, for a post-COVID Africa.

The pandemic has compelled us to recalibrate work processes, our health systems and livelihoods while supporting socio-economic development. As we fully explore how to effectively harness STI in the fourth industrial revolution to address the pandemic, an STI-driven approach is a much-needed "new normal."

A comprehensive assessment of existing frameworks in the innovation ecosystem identified interconnecting needs and priority areas that the centre of excellence is ideally situated to address. Particularly, outputs of the International Development Innovation Alliance on strengthening innovation ecosystems in Africa² were analysed, towards addressing science and technology on the continent. It has been identified that there are three areas to be tackled on the continent in strengthening STI harnessing:

1. Governments to serve as enablers of STI by creating regulations, policies and enabling environments for the effective harnessing of STI
2. The private sector as funders of STI initiatives based on best practices in businesses in the private sector.
3. Youth as the workforce and drivers of STI on the continent as Africa's major resource

These three areas are adequately served under a Centre of Excellence model that links policy, academia and private sector investment through leveraging partnerships and evidence-based delivery. The Centres of Excellence in Science, Technology and Innovation, has 3 strategic goals as outlined below:

Goal 1: Integrating Data And Research Into Policy

Currently, there has been an extent of the disconnect between research outputs and the development of policy. However, the



COVID-19 pandemic is a prime example of the need to bridge the science-policy divide and promote the value of research in informing policymaking and planning. The CoE-STI is poised to support policymakers in analysing and prioritising research in the innovation ecosystem. It is important for knowledge products on STI to be produced with policymakers and academia to ensure all areas are covered adequately.

To support evidence-based-joint-policy-development, the CoE-STI seeks to develop new tools and training courses to support production and analysis of big data sets and review institutional data access policies to identify opportunities for greater sharing. Further, the CoE-STI will advocate for data around innovators and their innovations to be shared on public access platforms (e.g. the Global Innovation Exchange) so they are of benefit to other ecosystem actors. This advocacy will include the development of policy framework and processes to incentivise the transparent sharing of data from different ecosystem actors around priority policy areas. This encourages the strategic sharing with the government of more policy-friendly data around consumer trends, needs and challenges.

Goal 2: Regulatory Orbit Management And Partnerships For Scale

Harnessing STI requires risky investments and frequent failure, requires a new way of doing things and breaking conservative frameworks through revamped regulations. It involves change and usually requires the redistribution of resources. However, its returns are far more useful and a much-needed tool on the continent.

The CoE-STI will work on advocating for the inclusion of training and mapping tools for (eco)system analysis in curricula, as well as horizon scanning techniques to help budding entrepreneurs predict trends and opportunities. It will also further advocate for the creation of more systematic (rather than opportunistic) methods to help innovators within their portfolio forge new partnerships



with others. It will act as a link to brokering institutions such as the African Academy of Sciences to help innovators and researchers connect with partners as well as play a convening role bringing together potential partners within the ecosystem through formal networks and targeted workshops addressing specific priority STI-policy issues.

Further, the CoE-STI will provide platforms for the private sector to contribute to the design of policy and regulatory frameworks and help to convene public and private actors around shared areas of interest and facilitate discussion and partnership creation. These platforms are towards encouraging innovators to consider public (government-supported) pathways to scale as a viable and impactful option. Institutional capacity-building needs will be provided particularly within governments in order to help them work with private partners in a more flexible and agile way. These capacity-building initiatives will be including discussions on good (and bad) examples of public-private partnerships, extracting best practices and tools to help both sides better understand and work with each other.

Goal 3: Youth For Health And Food Innovation

Africa's workforce is identified as a key determinant for economic growth and sustainable development. As the continent with the most youthful population, we are conversant with the need for continuous learning and capacity building, particularly for our youth, to support the achievements of our national, regional and continental aspirations in our frameworks and plans.

The third goal of the CoE-STI is to attract young people to STI through two leading priority areas: health and food security. This will be done through the promotion of agriculture and health innovation as a profitable and professionally rewarding venture and creating a cadre of national ambassadors who can feature in influential campaigns around the value and potential of innovation careers. Knowledge products from the CoE-STI will be targeted towards documenting

and sharing inspiring success stories of agripreneurs and healthpreneurs through channels and platforms commonly used by young people. Additionally, the CoE-STI will aid innovators to view the entire ecosystem of actors in health and agriculture so they appreciate the diversity of opportunities and skills and address challenges herein.

Intricacies of enhancing the productivity of Africa's agricultural systems through researches and innovations, in a manner that will trigger an agribusiness revolution across the Continent is crucial towards empowering the youth to address the issue of sustainability in agriculture³. Agricultural transformation in Africa is a shared interest of public and private sectors and presents a unique opportunity for a new model of partnerships⁴. Additionally, building up Africa's health systems in a post-COVID Africa largely depends on the ability of its youth drivers to invent, deploy and scale-up health solutions. Local healthcare innovations will promote opportunities for growth, employment and poverty alleviation.

Leveraging Through Partnerships For Delivery

Partnerships are essential to leveraging expertise and resources that complement the CoEs mandate towards achieving a higher level of impact in Africa. The CoEs ecosystem is inclusive of development partners, African executives, senior officials, decision and policy makers, youth, researchers and academia to drive technology transfer, effective benchmarking and the development of highly qualified personnel.

From referrals to collaboration agreements and co-investments, the CoEs seek to effectively work with its partners to support AUDA-NEPAD programme implementation by making it more innovative; facilitating increases in their growth and profitability through industry-academic collaborations. Using the PESTEL business management approach, the CoEs identify 6 types of partners whose influence at various levels of implementation could lead to achieving the CoEs goals.

Partnership With CSIR

The CSIR conducts multidisciplinary research and technological innovation to foster industrial and scientific development. The organisation accelerates socio-economic prosperity in South Africa through innovation, developing and localising technologies, and providing knowledge solutions. The CoE-STI and CSIR partnership will provide the following to Member States:

- a. Discovering and analysing emerging technologies and trends that will reshape the African landscape over the next three to ten years and provide insights and analysis based on research that support the use of disruptive technologies (e.g. Artificial intelligence, machine learning, blockchain, etc.);
- b. Using the insights to generate actionable and knowledge-driven ideas that will influence how the AUDA-NEPAD formulates strategy, builds programmes and effectively progresses through its value chain;
- c. Through research, providing Member States and AUDA-NEPAD programmes with unique, indispensable recommendations on how to capitalize on technology and innovation and trends to build more powerful and successful economies
- d. Developed tools based on a deep understanding of how economies throughout the world are adopting effective operating models and trends to guide Africa's leapfrogging mechanisms;
- e. Design communities of practice that translate highly technical concepts, tools, and developments into accessible information for policymakers and the general public, and;
- f. Coordinating and managing regular convening with high-level stakeholders in the policy and technology community
- g. Identifying the latest developments in economic growth on the continent, establishing processes for monitoring these developments, and producing content designed to inform public policy in member states;

- h. Substantively and operationally supporting the research and publication of an annual Africa's Emergence Index.



AU High-level Panel on Emerging Technologies (APET)

As part of an on-going coordination and collaborative mechanism, AUDA-NEPAD, AUC and AfDB held continental and regional dialogue sessions for the establishment of an international cooperation mechanism for the sustainability of Education, Science and Technology. Further, three virtual engagements were held as part of the capacity building programme for enhancing skills in Science, Technology and Innovation (STI) and emerging technologies among senior executives and policy and decision makers. These were complemented by Calestous Juma Executive Dialogues on Innovation and Emerging Technologies (CJED) underscoring the importance of emerging technologies and aimed at address challenges, in-part, related to the COVID-19 pandemic.

The AU High-Level Panel on Emerging Technologies (APET) white paper on COVID-19 response was launched virtually

and distribution of the soft copy will follow as restrictions are lifted. The second set of APET reports, specifically on Artificial Intelligence, Blockchain and Next Generation Batteries was drafted and cleared for publication. APET members have launched the campaign to enhance the domestication of STISA-2024 since the continental STI framework has reached the time of its mid-term review. The CJED Technical Working Group, the CJED Resource Persons and Focal Points groups have been made operational and launched to support Member States for the next 5 years.

AUDA-NEPAD launched the 3rd Report of the African Innovation Outlook (AIO) on the margins of the 33rd Ordinary Session of the Assembly of AU Member States, as well as during the Meeting of the Committee of Ten (10) Heads of State and Government on Strengthening Education and STI for Africa's development. The Outlook provides insight into selected key STI for measurement of progress made on the STISA 2024 framework and advancements in Research and Development (R&D) and innovations in AU Member States and SDG targets. Furthermore, capacities of 15 Member States were strengthened on their national data infrastructure systems with a special focus on health in response to the Covid-19. Afrilook has therefore revised the set of ASTII questionnaires for both Research and development and innovation surveys to update the STI measurement process based on the most recent updates of the methodological guidelines.

Through the AUDA-NEPAD Policy Bridge Tank Initiative, expertise has been mobilised to support RECs and Member States with policy development, programme implementation, skills development and accountability. The Initiative has enabled engagements on various Covid-19 issues and involved the Embassies of China and South Korea with their respective national think tanks in addition to the joint virtual engagement between AUDA-NEPAD and the Policy Center of the New South in Morocco.



Strategic Objective I: Programmatic Interventions

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



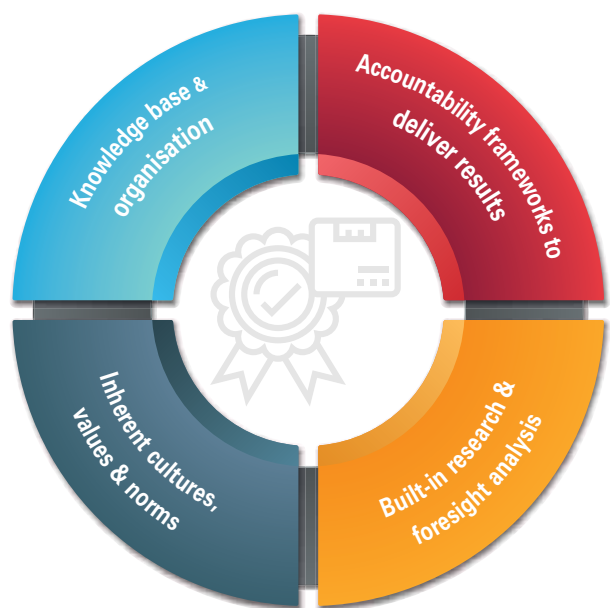
Strategic Objective II: Organisation Effectiveness

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 is 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 is the intersectoral programming of interventions.

The model continues to evolve and improve as the Agency builds on experiences in the implementation of this plan. The outputs 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 has developed norms and standards, governance, regulatory and reporting frameworks in partnership with Member States and regional bodies. A key output is the mobilisation of resources and sharing of knowledge and best practices.

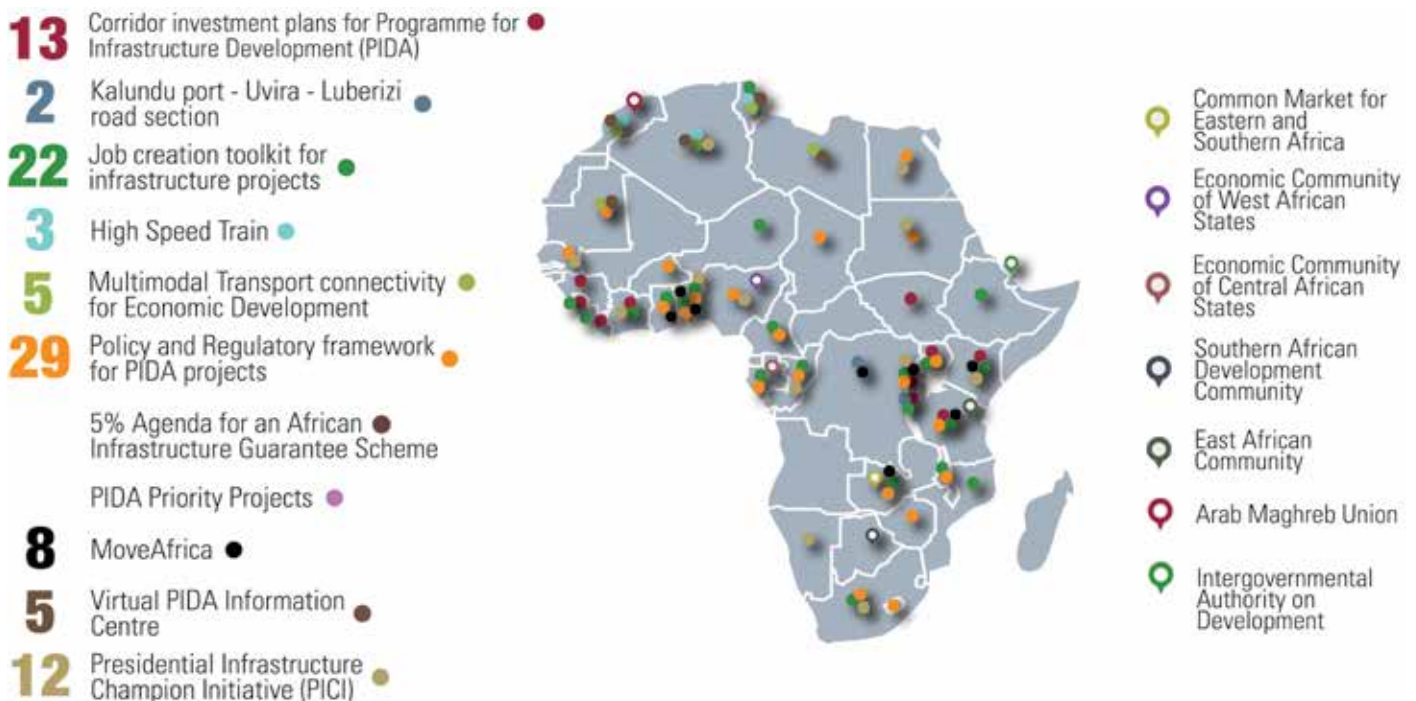


Programmatic Interventions

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

Economic Integration

AUDA-NEPAD prioritizes three key areas of interventions in pursuing economic integration and thereby contributing to sustainable economic growth and integrating Africa's economies, through: i) infrastructure development; ii) trade and markets; iii) industrialization; and iv) private sector development. Implementation of these intervention areas has followed an integrated and results-based management approach, framed around the implementation of AU flagship projects – such as the African Continental Free Trade Area (AfCFTA), and the concerted efforts towards responding to the Covid-19 pandemic, amongst others.



Countries: 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, 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

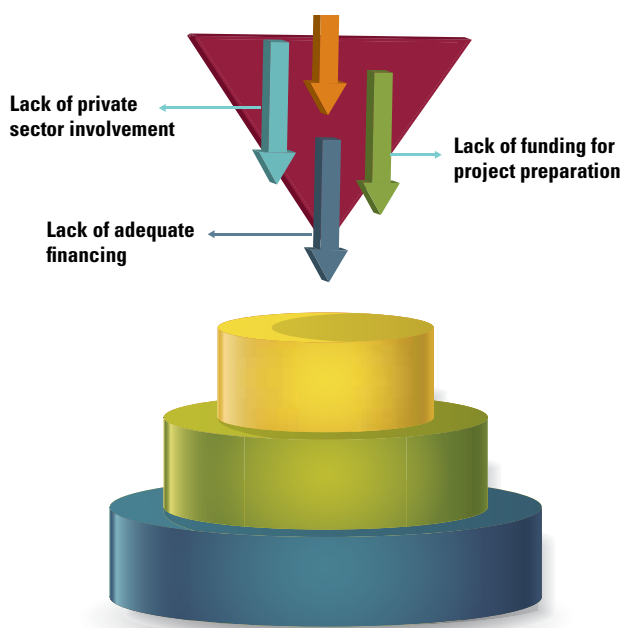
Infrastructure

The Agency has continued to foster implementation of ongoing projects under the Programme for Infrastructure Development (PIDA). This includes advancing all frontiers of Africa's infrastructure development, including water, air, road and rail transport, and boosting ICT and energy sectors. Particular focus has been placed on transboundary infrastructure

projects that promote Africa's interconnection and integration. In this regard, significant advances have been made in preparing the successor PIDA Priority Action Plan (PAP II). A compendium of PIDA PAP II priority projects is under development, while a framework for an Integrated Corridor Approach to guide the selection, prioritization and implementation of PIDA PAP II was developed. The list of PIDA

PAP II priority projects will be presented for approval by AU Head of States at the January 2021 summit. Relatedly, there are concerted efforts with EAC and ECOWAS to develop guidelines for integrating markets into infrastructure projects.

An analysis of Africa’s infrastructure landscape revealed a number of constraints. Accordingly, the Agency deployed technical and financial support towards strengthening capacities in the entire value chain of infrastructure project execution, including early stage project preparation¹ for bankability. The application of instruments, such as the Project Preparation Facility was promoted to enable financial closure of transboundary infrastructure projects.



To address the financing gap in infrastructure development, the Agency promoted various instruments - including the Africa Insurance Guarantee Mechanism in line with the 5% infrastructure investment Agenda, and operationalisation of the African pension and sovereign-wealth fund.

Through the Continental Business Network, the private sector increased its support towards the implementation of PIDA, partly

pursued through de-risking investments in Africa’s infrastructure development. In addition, support was provided towards harmonising policies, laws and regulations to enhance private sector investments in Africa’s infrastructure development.

Trade and Markets

In March 2018, African countries signed the landmark African Continental Free Trade Agreement (AfCFTA), which commits countries to remove tariffs on 90% of goods, gradually liberalise trade in services and address a host of non-tariff barriers. The implementation of AfCFTA carries significant promises for Africa’s development to make Africa the largest free trade area in the world, with more than 1 billion consumers and a Gross Domestic Product (GDP) in excess of US\$3 trillion. Additionally, it is expected that intra-Africa exports, as a percentage of total exports, will grow from the present 17% to levels comparable to that of Europe (69%), Asia (59%) or North America (31%), and that the share of intra-African trade will be recorded at over 50%, an increase of nearly 40% between 2020 and 2040.

Effective implementation of the AfCFTA, in-part, calls for reducing transaction costs and increasing efficiency in the transport and logistics sector. To this end, AUDA-NEPAD has rolled-out a Traffic Light System One-Stop-Border Posts in SADC and ECOWAS regions.

Traffic Lights System has so far ranked the following borders: in SADC region, Beitbridge (South Africa and Zimbabwe), Chirundu (Zambia and Zimbabwe), Kasumbalesa (DRC and Zambia), Kazungula (Botswana and Zambia), Livingstone (Zambia and Zimbabwe), Mwami (Malawi and Zambia), Nakonde (Tanzania and Zambia), and Wenela – Katima Mulilo (Namibia and Zambia); and in ECOWAS – Elubo (Ghana and Côte d’Ivoire), Noepe-Akanu (Ghana and Togo), Seme-Krake (Benin and Nigeria), and Paga (Burkina Faso and Ghana). Relatedly, AUDA-NEPAD has commenced consultations with relevant



government bodies on the deployment of the Truck Monitoring System at 4 One Stop Border Posts in Ghana and 1 in Zambia.

At national level, AUDA-NEPAD has supported capacity enhancement of National Trade/Transport Facilitation Committees in order to promote simplified trade regimes expediting pre-clearance, strengthening tax or revenue collection, undertaking pre-inspection, institutionalising integrated payments systems, and implementing cargo tracking and real time monitoring.

A report on the conditions of success of the AfCFTA² was launched at the margins of the AU Summit in February 2020. The report highlights the need for: a) political leadership and buy-in; b) sensitivity to non-tariff barriers to trade, including governance, infrastructure and border crossings, and the prevalence of informal trade; c) improved tracking of trade across borders; d) coordination in harmonizing trade policies across national,

regional economic community, continental, and global trade agreements; and e) a coordination mechanism for dealing with trade disputes.

To-date, 16 066 km of roads and 4 077 km of railway lines were added to Africa's transport infrastructure network. Furthermore, 3 506 km of transmission lines were added to the power grids, while 17 countries were connected through regional fibre-optic cables.



The African Integrated High-Speed Railway Network

An Agenda 2063 Flagship Project

The African Integrated High-Speed Railway Network (AIHSRN) was endorsed by AU Heads of State in 2013, as a flagship project of Agenda 2063. Subsequently, a high level scoping study was conducted and validated, encapsulating, inter alia, two regional pilots, namely: i) Walvis Bay-Windhoek (Namibia) - Gaborone (Botswana) - Pretoria (South Africa) with implementation scheduled to commence by 2023; and ii) Dar-es-Salam (Tanzania) - Kigali (Rwanda) billed to commence by 2025. Furthermore, a National Readiness Strategy for assessing the capacity-readiness of countries to implement the pilot regional railway projects was established, and an advocacy strategy developed to guide advocacy and engagement processes. Please find a link to a video clip on the African Integrated High-Speed Railway Network:

English: <https://www.youtube.com/watch?v=hS9sPp0H5F8&feature=youtu.be>

French: https://www.youtube.com/watch?v=rkJiverJ_6k&feature=youtu.be

Lesson learnt: Weak and divergent legal, policy and regulatory environments across countries inhibit effective support for transboundary infrastructure projects.

Assessments of cybersecurity in 13 countries (Benin, Chad, Congo, Democratic Republic of Congo, Guinea, Kenya, Mauritania, Morocco, Senegal, Tunisia, Malawi, Uganda and Zambia) was conducted. Assessments of additional countries will contribute to entry into force of the AU Convention on Cybersecurity and Personal Data Protection. The development of a Continental Energy Transmission Masterplan is underway. Furthermore, in addition to the inception that was developed and validated with all power pools, the draft master plan is currently under development. The master plan will enable coordinated generation and distribution of power in Africa.

AUDA-NEPAD is working with 12 AU Member States to deploy solar PV power system to light up vulnerable health care facilities and communities. The Agency has developed projects in: Sierra Leone (Njala community), Niger (Torodi et Addaré), Burkina Faso (Basnéré, Commune de Kaya region), Uganda (Nairambi island in Lake Victoria), Burundi (Kyonza, Commune Bugabira, Province Kirundo), Chad (Linia), DRC (Bena Leka, Province du Kasai), Eritrea (Barentu), Malawi (Kasungu District, Central Region), Mozambique (Matchedje, Sanga District, Niassa Province), Zimbabwe (Soti source, Masvingo province) and Eswatini (Sigcineni, Ekubekezeleni).

Private Sector Development

Grow Africa, a programme of AUDA-NEPAD, implements the Country Agribusiness Partnership Framework (CAP-F) - a CAADP country engagement and partnership tool for building agribusiness partnerships that support national agriculture transformational goals. Over the past two years, Grow Africa has deployed this partnership model in 16 African countries.

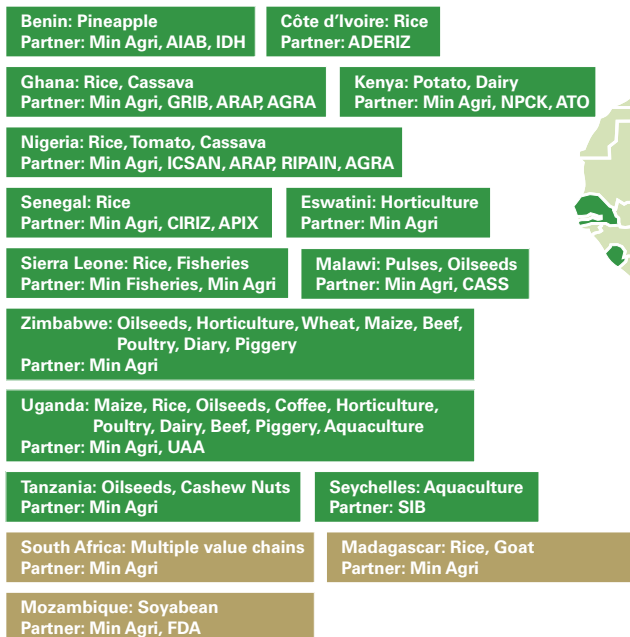
Grow Africa mobilised private investment worth over US\$200 million last year, with signing of investor term sheets. The investments are spread across six agriculture value chains in five countries (Cote d'Ivoire, Eswatini, Malawi, Nigeria and Uganda). In partnership with Sustainable Trade Initiative (IDH), the investments were operationalised through the Farm Fit Fund – the world’s biggest public-private -private impact fund for smallholder farmers. So far, the dairy processing project in Mbarara, Uganda (US\$45 million) and the tomato processing project in Kano, Nigeria (US\$ 20 million) – both which in Kano, Nigeria (US\$ 20 million) – both which seek to establish sustainable supply chains through working

with smallholder farmers - have commenced and are set for implementation for at least two years.

Through the CAP-F, Grow Africa has assigned term sheets for agribusiness investment projects worth US\$262 million for private public partnership with private sector, governments, and Non-State Actors in 8 countries: Cote d'Ivoire, Ghana, Nigeria, Madagascar, Malawi, Uganda and Mozambique. The pipeline has high impact investments in rice, soya bean and goat value chains and will support both supply chain development and food security aspirations in each impact area. The projects will integrate over 3,000 smallholder farmers into commercial value chains through supply chain development interventions and create over 300 jobs. Negotiations with various potential financiers of these project to facilitate activation of these projects in 2021

The Grow Africa Business Council was established, aimed at bringing together CEOs of private sector organisations into an advisory panel for African Heads of State and high-level African policy makers on a range of agribusiness-related development challenges.

Grow Africa's Value Chain Footprint



Acronyms

ADERIZ	Rice Development Agency
ATO	Agriculture Transformation Office
AGRA	Alliance for Green Revolution in Africa
AIAB	Pineapple Inter-professional Association of Benin
APIX	Investment Promotion Agency
ARAP	Africa Rice Advocacy Platform
CASS	Commercial Agriculture Services Support Project
CIRIZ	Rice Inter-professional Body
FDA	Agrarian Development Fund
GICSP	Ghana Industrial Stakeholders Platform
GIZ	German Development Agency
GRIB	Ghana Rice Inter-professional Body
ICSAN	Industrial Cassava Stakeholders Association of Nigeria
IDH	Sustainable Trade Initiative
MRI	Ministry of Rice Promotion Côte d'Ivoire
NPCK	National Potato Council of Kenya
RIPAIN	Rice Policy Advocacy Initiative of Nigeria
SIB	Seychelles Investment Board
UAA	Uganda Agribusiness Alliance

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.

The Presidential Infrastructure Championing Initiative (PICI) Luncheon was held at the African Union Headquarters, Addis Ababa, Ethiopia on the 8th February 2020. The Luncheon was hosted by H.E. the President of South Africa and served to provide all the PICI countries with an update on the progress status of all PICI projects. A large number of high-profile dignitaries were in attendance.

The latest updated progress report of the PICI, February 2020 was launched during the luncheon and was also presented at the 37th session of the NEPAD HSGOC. The first PICI newsletter was launched in February 2020 to bring more visibility to the initiative.

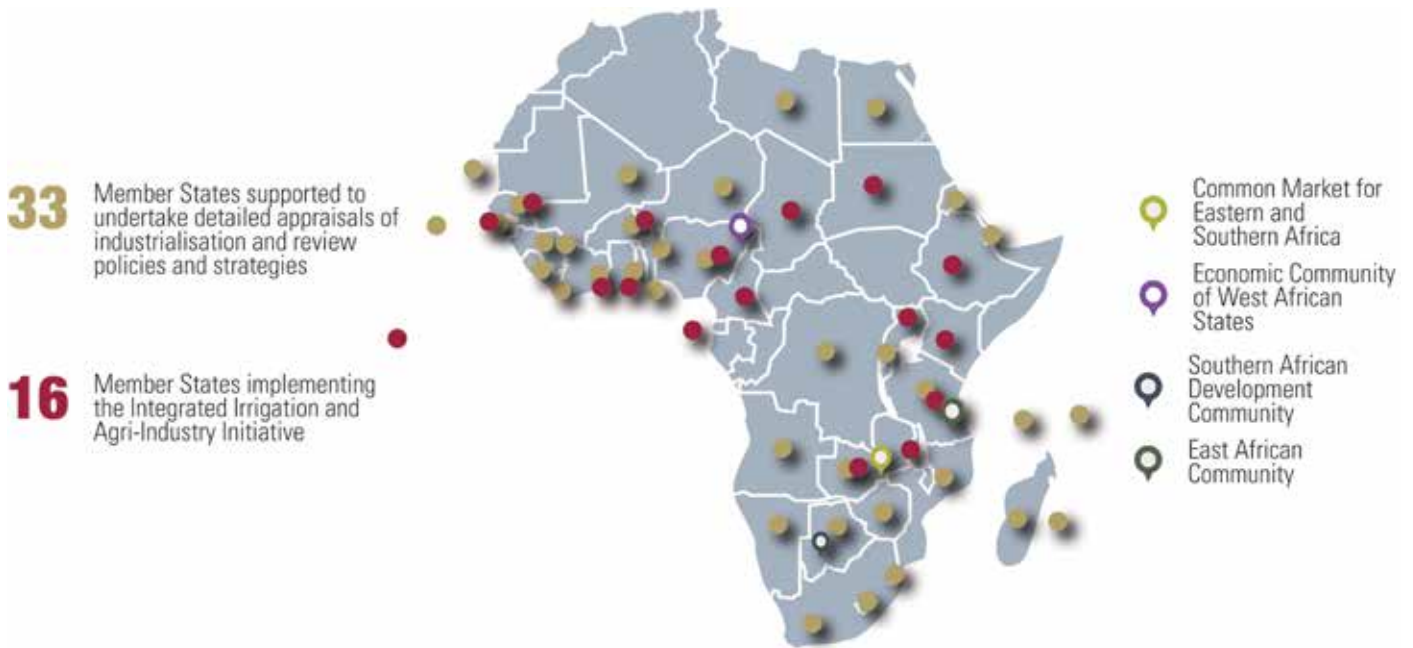
The 37th Session of the NEPAD HSGOC praised the impressive progress achieved so far in implementing PICI projects, which reflects the willingness of the AUDA-NEPAD, led by its CEO, Dr. Ibrahim Assane Mayaki, together with the PICI chair, H.E. President Cyril Ramaphosa and Member States to drive the initiative as an undergird to the success of the African Free Continental Trade Agreement and Agenda 2063.

Sudan was officially announced as the latest PICI member on the margins of the 33rd Ordinary Session of the AU Assembly, in February 2020.



Industrialisation

The interventions of AUDA-NEPAD in the domain of industrialisation seek to contribute to operationalising and accelerating the African Union's Accelerated Industrial Development for Africa (AIDA) framework. The Agency promotes industrialisation to expand and accelerate the generation of national wealth while at the same time creating jobs and entrepreneurship opportunities for Member States. To this end, the development, enhancement and implementation of norms, standards and quality assurance in manufacturing form a central focus.



Countries: Angola, Benin, Botswana, Burkina Faso, Burundi, Cabo Verde, Cameroon, Chad, Comoros, Côte d'Ivoire, Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Eswatini, Ethiopia, Equatorial Guinea, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, Tanzania, The Gambia, Togo, Uganda, Zambia and Zimbabwe

Development and Implementation of Industrialisation Policies in AU Member States

In partnership with UNIDO, technical support was provided to 33 Member States on how to leverage and align industrialisation policies with initiatives aimed at accelerating regional-continental integration and intra-Africa trade. The support was provided within the rubric of the Accelerated Industrial Development for Africa (AIDA) and the Third Industrial Development Decade for Africa.

Furthermore, through a partnership with the African Organisation for Standardisation (ARSO), norms, standards and quality assurance mechanisms for the manufacturing sector were developed, with focus on

SMMEs. Subsequently, capacities of RECs and Member States were strengthened to undertake detailed appraisal of the state of their industrialisation – as shown in the figure above.

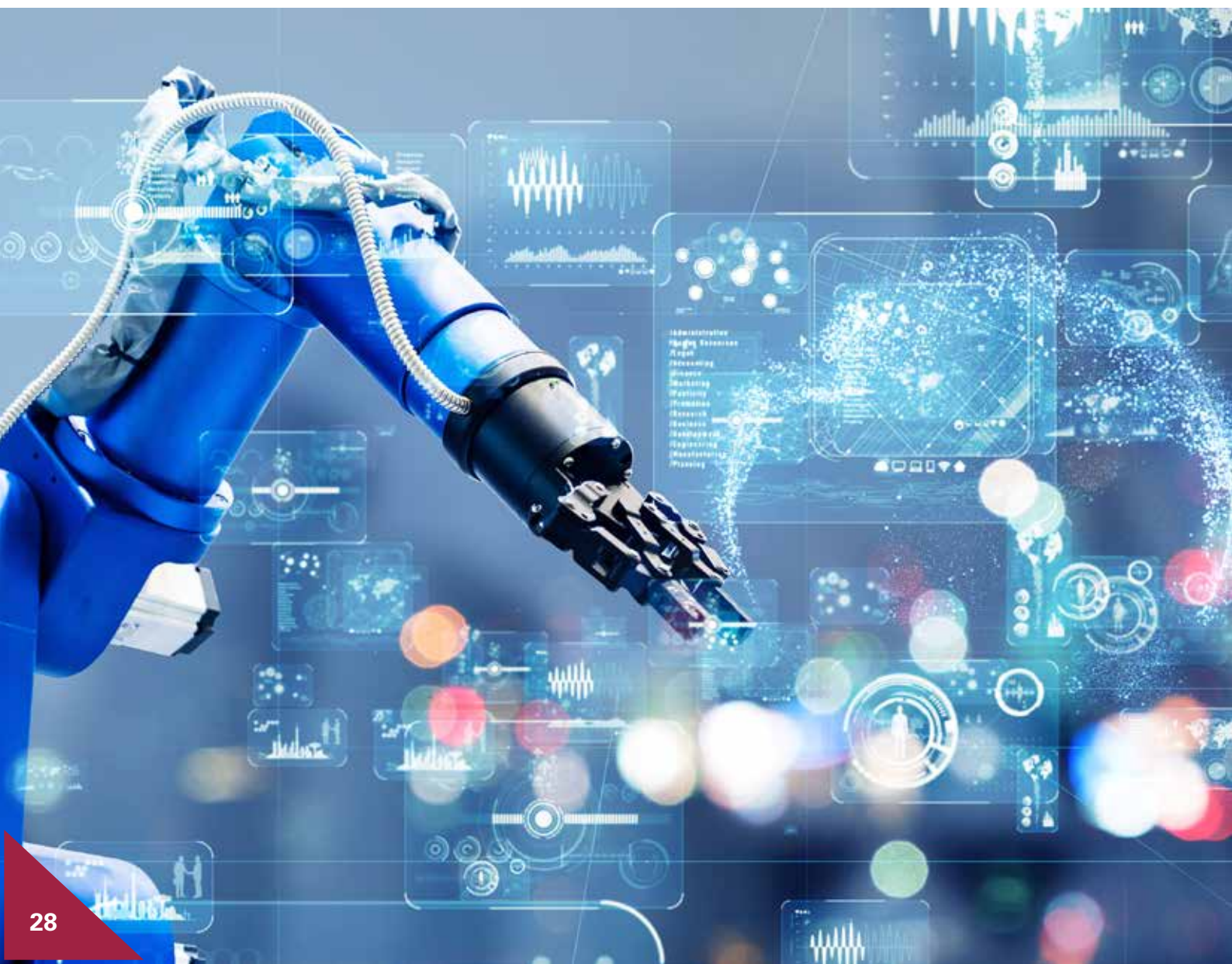
Investments in Industrialisation through Priority Programmes

An Integrated Irrigation and Agri-Industry Initiative was launched in February 2020 which will bring at least Five (5) Million hectares of arable land in 16³ AU Member States under irrigation between 2020-2030 and will foster public-private partnerships along the agriculture and food systems value chain. Technical support has been provided

to identify priorities for country-specific agro-industry and irrigation programmes along regional / trans-national value chains.

The process of developing an cco-label for the fisheries and aquaculture sectors in Kenya, Nigeria, Uganda, Zambia and Zimbabwe commenced, in collaboration with the African Organisation for Standardisation (ARSO). AUDA-NEPAD continued to provide technical assistance to fish farmers in these countries to undertake self-assessments for the Eco-Label.

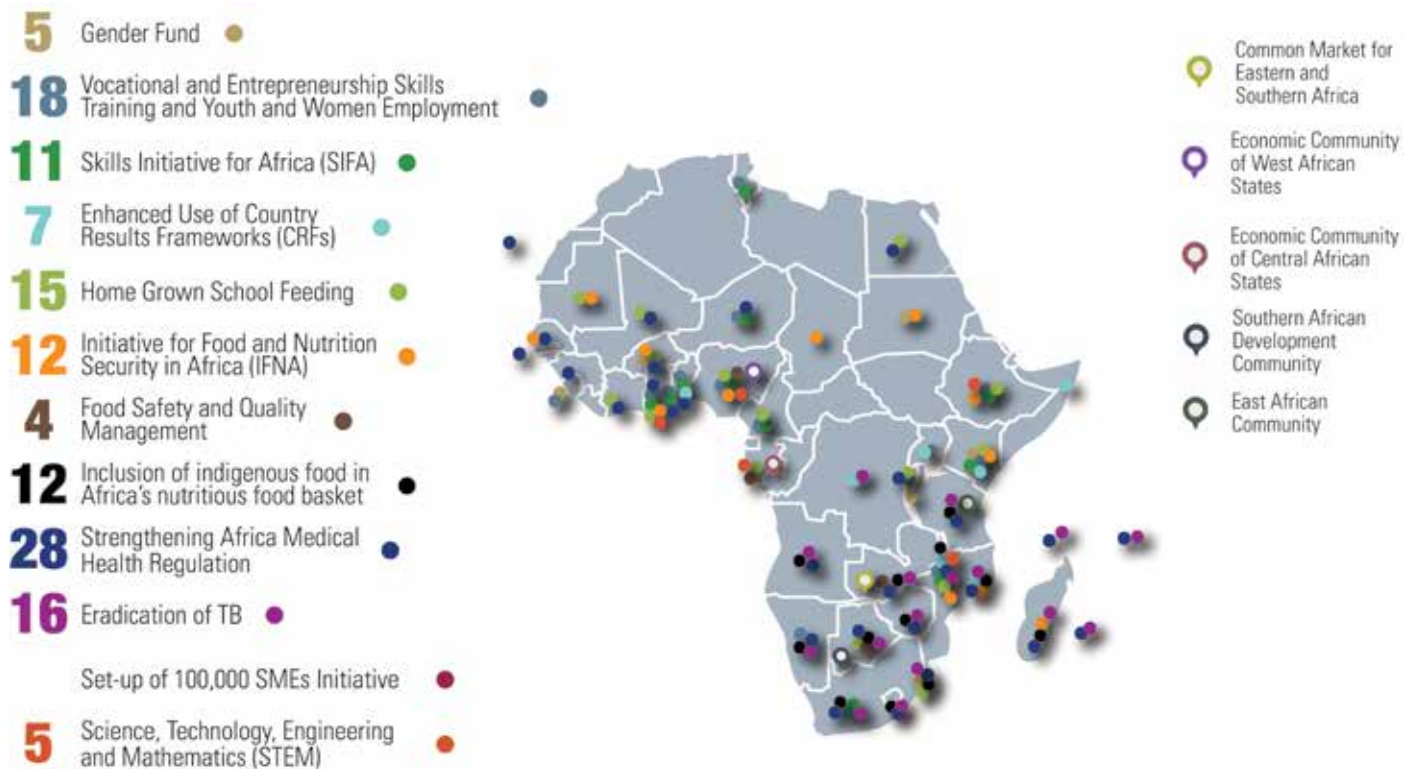
The development of the implementation plan for the AUDA-NEPAD Micro, Small and Medium Enterprise (MSME) Academy is underway. The ultimate goal of the Academy is to provide four broad mechanisms of capacity building support for MSMEs, namely: i) training on relevant topics; ii) access for digital tools for scaling up business; iii) tailored advisory services; and iv) networking with relevant stakeholders. This is to enable MSMEs to overcome various barriers that hinder growth and survival.



Human and Institutional Development

AUDA-NEPAD focuses on four key areas of intervention, namely: i) Building and strengthening organisational capacities for effective delivery; ii) Facilitating entrepreneurship development and employment; iii) Promoting occupational health, social security and wellbeing; and iv) Establishing and strengthening national, regional and continental centres of excellence in human and institutional capacity development.

During the period under review and inspired in-part by the global health pandemic, the organization prioritized capacity strengthening of RECs and AU Member States to respond to the socio-economic effects of Covid-19. The Agency devoted specific efforts in specific fields, including health, skills development, agriculture, food and nutrition security.



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

Health

AUDA-NEPAD implements an integrated package of interventions that are aimed at operationalizing the Africa Health Strategy (AHS) and its associated operational strategies, which include, the Pharmaceutical Manufacturing Plan for Africa (PMPA), the Health Research and Innovation Strategy for Africa (HRISA) and African Medicines Regulatory Harmonization (AMRH) Initiative. Major highlights of results achieved through these programmes in the reporting period are as follows:

Africa Health Strategy (AHS), AMRH Initiative and PMPA

AUDA-NEPAD provided support towards the operationalization of the Africa medicines Agency and the AU Model Law through putting in place continental and regional frameworks for regulation and approval clinical trials, medicines and products, among others. In addition, the organisation supported the development of guidelines for ten clinical trials and additional guidelines for procurement and donations of medical products. Furthermore, guidelines were developed and disseminated for approval of

in-vitro diagnostics and medical devices. The reporting period also saw the establishment of the Regulatory Information Management System.

At national level, the organisation continues to support the domestication of the AU Model Law for regulation of African medicines. To this end, four countries, namely Comoros, Madagascar, Namibia and Seychelles, received support for the domestication the AU Model Law. This is in addition to the first 14 countries that domesticated the AU Model Law.

Africa Health Strategy (AHS); AU Catalytic Framework to end AIDS, TB and Malaria by 2030

Through a collaborative initiative, AUDA-NEPAD in partnership with ECSA-HC and World Bank supports the Southern Africa region to respond to TB and occupational lung diseases among miners, ex-miners and mining communities. In the period under review, a total of 26 medical doctors and radiologists were trained in the diagnosis of occupational lung diseases in South Africa and Zambia. In addition, Lesotho and Zambia have embarked on rolling-out the national occupational health and safety information systems.

Integrated Vector Management

In partnership with the West Africa Health Organisation, with the support of the Bill & Melinda Gates Foundation and the Good Venture Foundation (GVF - Open Philanthropy), a harmonized regional regulatory system (Integrated Vector Management) for controlling vector borne diseases using malaria as a pathfinder disease and gene drive as a pathfinder technology has been established. The system features, amongst others, a set of harmonized guidelines and other regulatory tools to regulate vector control and guide efforts geared at curbing vector-borne diseases such as malaria and dengue fever.

PMPA, Health Research and Innovation Strategy for Africa (HRISA)

As part of the process of implementing the PMPA, AUDA-NEPAD convened a series of webinars to analyse and disseminate good



practices that can be adopted to scale up local production of pharmaceutical products, especially with the outbreak of Covid-19 pandemic. Through these platforms, over 600 representatives of private sector organisations and CSOs, academicians, and policymakers have acquired knowledge on accessing finance, technology transfer, regulatory systems, access to markets including the AfCFTA, procurement and supply chain. A database of key partners and stakeholders has also been established.

Through an inclusive process with stakeholders, a digital continental platform for the procurement and supply of pharmaceutical products in Africa that benefits local manufacturers was established. Furthermore, engagements on the PMPA implementation held with the Arab Maghreb Union (UMA). Relatedly, AUDA-NEPAD is working with RECs and AU Member States to implement the framework for tracking, monitoring and reporting the manufacture, import, export and distribution of medicines. This support also includes the operationalisation of Standard

Operating Procedures (SOPs) and enabling the continued operation of eleven Regulatory Centers of Research Excellence

Education

AUDA-NEPAD's support to the education sector is delivered partly through promoting the integration of Science, Technology, Engineering and Mathematics (STEM) as well as advancing research and innovation. To this end, STEM education programmes have been launched in five⁷ countries. AUDA-NEPAD is exploring options for supporting AU Member States to put in place mechanisms for home-based and online learning programmes. The lack of necessary communication infrastructure especially in rural areas and the inability by many vulnerable households to afford the equipment and services that support online learning system has been a major challenge.

Skills Development

Through the ATVET programme, 12⁸ AU Member States were supported to integrate TVET into their national qualification frameworks. Over 30 Agricultural Technical Colleges in four countries reviewed their training programmes to integrate Competency Based Training along value chains – such as dairy, horticulture, pineapple, citrus,

aquaculture, sesame, peanuts and rice - as outlined in their respective NAIPs.

The Skills Initiative For Africa (SIFA) Programme has been rolled out in eight⁹ countries while a financing facility to support youth-driven initiatives has been launched in five countries. Five investment projects for youth skills development has been identified in Cameroon, Kenya, Nigeria, South Africa and Tunisia, with each project expected to receive an average of 1.2 Million Euros. AU Member States continue to access information, including best practices, lessons learnt and success stories through the African Skills Portal for Youth Employment and Entrepreneurship (ASPYEE).

Fifteen¹⁰ AU Member States received technical and financial support for implementation of youth empowerment programmes mainly through the Agricultural Technical Vocation and Entrepreneurship Training (ATVET) and the Skills Initiative For Africa (SIFA) programmes. Further, AUDA-NEPAD is supporting four countries, namely: Benin; Cameroon; Malawi and Niger to implement National Action Plans for rural youth employment. As a result, a blueprint to guide the design and implementation of rural development policies in Africa has been developed.





Gender Mainstreaming and Women Empowerment

The NEPAD Spanish Fund (NSF) programme was financed by the Spanish Government and was implemented from 2007 to 2016 and was granted a no cost extension to 2020. The Fund was delegated to NEPAD, through a Memorandum of Understanding (MoU) between AUDA-NEPAD and the Spanish Ministry of Foreign Affairs, European Union and Cooperation (MAUC) - and its Cooperation Agency AECID. The goal of the NEPAD Spanish Fund (NSF) was to promote gender equality and increase the capacities and autonomy of African women.

The fund provided support to Regional Economic Communities, Government Institutions, Civil Society Organisations (CSOs) and Community Groups by focusing largely on: enhancing women's actual and potential roles in contributing to the national development process through productive and social activities; facilitating women's access to productive resources, services and to social and economic benefits; reducing social, legal and economic constraints for women to effectively participate in productive and other development-oriented programs; and improving the effectiveness of institutions responsible for fostering the social, political and economic participation of women.

A total of 20 million Euros was disbursed by the Government of Spain for the fund and the fund has supported 79 projects regional and country specific projects, including two business incubators, in 38 African countries. Specifically, 46 projects were approved during the first call for proposals from 2007 to 2010 and 31 projects during the second call from 2011 onwards. The programme has been one of the flagships for AUDA-NEPAD in the last decade and has achieved significant results on policy and legal reforms, women participation in political and economic spheres, and entrepreneurship and business development, among others.

Over 1.2 million women have benefited directly from the NSF and many of the beneficiaries were below the age of 35 years, an indication that youths also greatly benefited the programme. Some of the salient results and success stories that have been documented through a compendium of lessons and an evaluation in 2017 and 2019, respectively, include the following.

Domestication of Continental and Regional Policy and Legal Frameworks

The NSF programme supported 16 African Countries to domesticate and implement the African Union Protocol on Rights of Women. Some of the AU Member States that ratified

the protocol with the support of the project include the Democratic Republic of the Congo (DRC), Guinea-Bissau and Zimbabwe. In addition, a total of 92 civil society, grassroots organisations and women platforms received capacity development support to create awareness on gender and building a critical mass of supporters for the Gender agenda for monitoring and accountability for implementation of regional and international policies and frameworks for gender equality, women empowerment and women rights as part of the broader human rights agenda.

Through the above activities, over 800,000 community leaders, mostly women, were capacitated to highlight gender concerns and women's rights resulting in the creation of centres of excellence for the implementation of the SADC protocol, increasing the number of women in leadership positions at the local government level and creation of Gender Protection Networks (GPNs) in Namibia and Nigeria. The GPNs were formed to monitor accountability for gender equality and service delivery for women. In Kenya, Senegal and Uganda among other countries, the programme supported the review land policy and legal frameworks to integrate progressive provisions for increasing women's access to land.

The Centre for Land, Economy and Rights of Women (CLEAR) established a centre of excellence for addressing social and economic justice in Kenya and Uganda. The organisation participated in various national gender for a on the revised national land policy of Kenya. The organisation lobbied for the enactment of a National Land Policy that promotes a sustainable and equitable allocation and use of land. This culminated into Cabinet's approval of the 2012 Land Act, Land Registration Act, and National Land Commission Act with progressive gender provisions.

In Senegal, the programme worked with the Government of Senegal and ENDA PRONAT to secure greater access to land for women living in rural areas and to strengthen their demand for reform of customary land management. The project used a variety of techniques to raise awareness and facilitate advocacy, including workshops, road shows, and broadcasting. Skills development trainings land management, agricultural production techniques and legal issues associated with registration and leadership in organisations were also undertaken benefiting at least 4,000 people. These interventions have led to increased consideration by communal councils of requests for land by women and many village leaders support women's groups and grant them plots of land and Imams conduct awareness-raising sessions, through their sermons, on women's share of land ownership.

The NSF also enabled the establishment of women's associations and networks to promote women's empowerment and advocate for the reform of laws and policies to ensure gender equality. Through the Foundation for Community Development (FDC), the Cabo Verde Institute for Gender Equality and Equity, the Graça Machel Trust, and other organisations, national network organisations to address women's issues were established in Angola, Cabo Verde, DRC, Ethiopia, Kenya, Mozambique, Tanzania, Uganda, Zambia and Zimbabwe.

Gender Based Violence and other Social Services

The NSF programme also supported Governments and CSOs to implement GBV awareness, prevention and response initiatives and in the process supporting over 11,000 GBV survivors. Notable interventions include the financial and capacity development support provided to Ministries responsible for gender in Angola, Liberia, Cabo Verde and Malawi. This led to the

construction and operationalisation of six (6) safe houses for victims of gender based violence in Liberia and organising over 250 young men in white ribbon campaigns to sensitise the population on gender based violence at national level in Cape Verde. In addition, the security and legal forces in Cabo Verde were mobilised to mitigate cases of GBV while a fund was established in Malawi to provide legal support to girls-victims of rape in school setting.

Relatedly, through programme activities, reproductive health and HIV awareness and prevention activities were implemented

with an outreach of nearly 55,000 people. More specifically, the project also supported the establishment of various infrastructure initiatives such as the refurbishment of an operation theatre in Niger, and provision of specialist equipment to treat obstetric fistula, as well as four districts maternity hospitals in Mali. The programme also promoted female education among girls in 23 African countries: for example 1,100 girls who had previously dropped out of school were re-enrolled to finish their education and supported through a network of 51 mentors; 2 hostels were constructed and equipped in Malawi for girls attending vocational training.

The South Africa Medical Research Council (SAMARC) received technical and financial support from the NSF programme to develop and implement community participation techniques for reducing gender-based violence against young women aged 18-24 in Mbekweni, Cape Town. At least 100 young women and 30 men were recruited in the project which also established 6 Community Action Groups. The Community Action Groups developed event-based action plans and established a Circle Gender and Development Forum. An evaluation undertaken at the end of the project indicated that the project achieved a significant shift in attitudes and perceptions about gender-based violence in Mbekweni.

Women Empowerment

The NSF programme directly benefited over 530,000 women and youth in at least 27 AU Member States through business and vocational skills training, increased economic activities and agricultural productivity, and increasing market access by creating business incubation and product certification schemes.

At least 190,000 women benefited directly through entrepreneurship and business management training as access to economic infrastructure, production and processing equipment and Information Communication and Technology services and equipment. In terms of access to enabling infrastructure, some notable projects included the establishment of solar irrigation systems, seed banks, market-sheds and cross-border markets to boost trade.

A successful value chain-oriented project was implemented in Senegal. In August 2008, it enabled the establishment of PANALE, a national platform with a mission to reinforce the technical competence of women in the cereals sub-sector. This was done through the commercialisation and distribution value-chain that essentially buys the production of its (now competent and empowered women) members and takes care of the packaging and eventual sales of the products. PANALE is now a 50 small agri-business firms owned and operated by women with over 2500 direct women beneficiaries. PANALE is a true demonstration of sustainability as it has expanded further into other foodstuffs (ex. fruits and vegetables) and handicrafts even after closeout the NSF supported initiatives.

With respect to increasing access to productive resources, a total of 391 cooperatives were created benefiting at least 27,000 women, to enhance access to extension services, technologies and financing for sustained shared livelihoods and national economic growth. Further, Micro Credit Schemes were established in 18 AU Member States, some in partnerships with the private sector such as the partnership with Bank SOL in Angola. The mobile banking did allow access to micro-finance services in remotest areas, such as in The Gambia. Over 125,000 women accessed financial resources through microcredits and skills training in entrepreneurship and business management business skills. The fund also supported the creation of SME's and creation of linkages between formal lending institutions and women mainly involved in informal businesses. In addition, at least 140,000 jobs and self-employment opportunities were created mainly for women and youths.

The Graça Machel Trust (GMT) focussed on the economic advancement of women in Mozambique, Kenya, Tanzania, Uganda, and Zambia leading the strengthening, establishment and operationalisation of national Networks of African Business Women (NABW). These networks support women to run their businesses, strengthening women's rights and advocating for opportunities and increasing access to resources to services.

AUDA-NEPAD also worked closely with two Regional Economic Communities (RECs), ECOWAS and COMESA to foster an enabling environment for women entrepreneurs and mentorship for younger women venturing in business through Business Incubator for African Women Entrepreneurs (BIAWE) centres. Three (3) BIAWE centres focusing on textile, chicken processing and bakery in Burundi, Eswatini and Kenya, respectively, have been established and operationalized.

Although the BIAWE centres were only established in 2020, significant results have already been achieved with an expectation of even more transformational results in future. For example, at the BIAWE centre in Burkina Faso, twenty (20) women entrepreneurs were identified to have their business incubated and they have also been provided with necessary skills. Four (4) women have been successful in accessing funds through the established guarantee fund and have a received over US\$42,000. Another group of women has successfully met the requirements and earmarked to receive over US\$45,000 in total. In addition, three (3) women entrepreneur at the same centre, were selected by technical and financial partners as part of a business plan competition organised by the Burkina Faso Enterprise House (MEBF) and received funds for the development of their businesses.



The programme also supported regional integration through support to women involved in informal cross border trade with the construction of a regional cross border markets in Burundi, Rwanda and , DRC, including the sensitisation of police and customs officials along the fish road between Burkina Faso and Mali. Two (2) federations and 10 associations were created to support informal women traders.

The programme also mainstreamed environmentally sustainable production practices such as the capacitating of over 7,000 women in the domestication and commercialisation of Eru – a staple food in Cameroon and neighbouring countries, reforestation of the gorilla national park in Rwanda, coupled with eco-tourism, art and craft.

Overall key lessons learned

The evaluation noted that African countries, and not international donors, need to be the primary source of resources in pursuit for Gender Equality and Women Empowerment. AUDA-NEPAD needs to establish mechanisms such as those used in poverty reduction strategies to support identification of strategies, targeting, timeframes and resources allocated.

This needs to be reinforced by the following lessons:

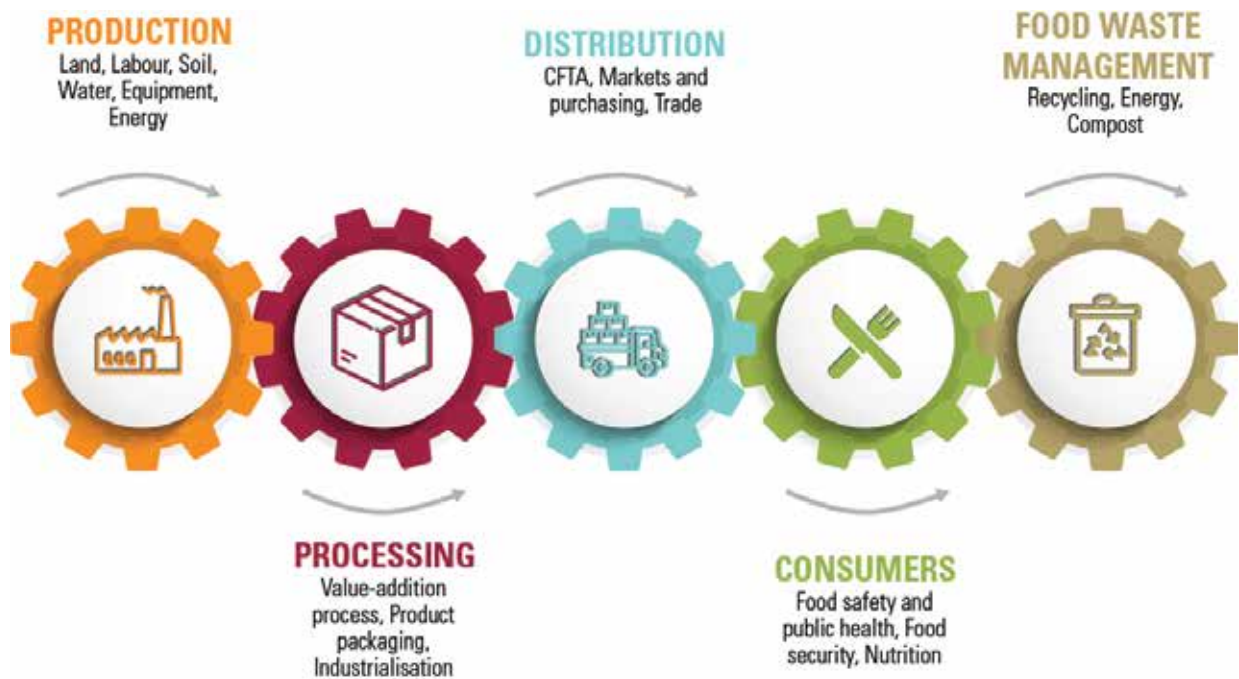
- The need for similar programmes to deliberately include indigenous women groups as targets for development assistance and socioeconomic empowerment learning from strategies of the AfDB, the African Court, and the African Commission on Human and Peoples' Rights (ACHPR).
- Working through networks of women's representation organisations which are seen by all concerned including participants themselves and authorities, as the legitimate representatives of the women themselves. The evaluation indicated that various grants implemented through representational organisations were likely to be successful.
- The need to pursue gender equality and women empowerment under the umbrella of a legal, regulatory and policy frameworks if it is to take hold and have popular legitimacy. These frameworks also need to be accompanied by an effective compliance mechanism with all stakeholders fully capable of executing the laws, regulations and policy strategies.

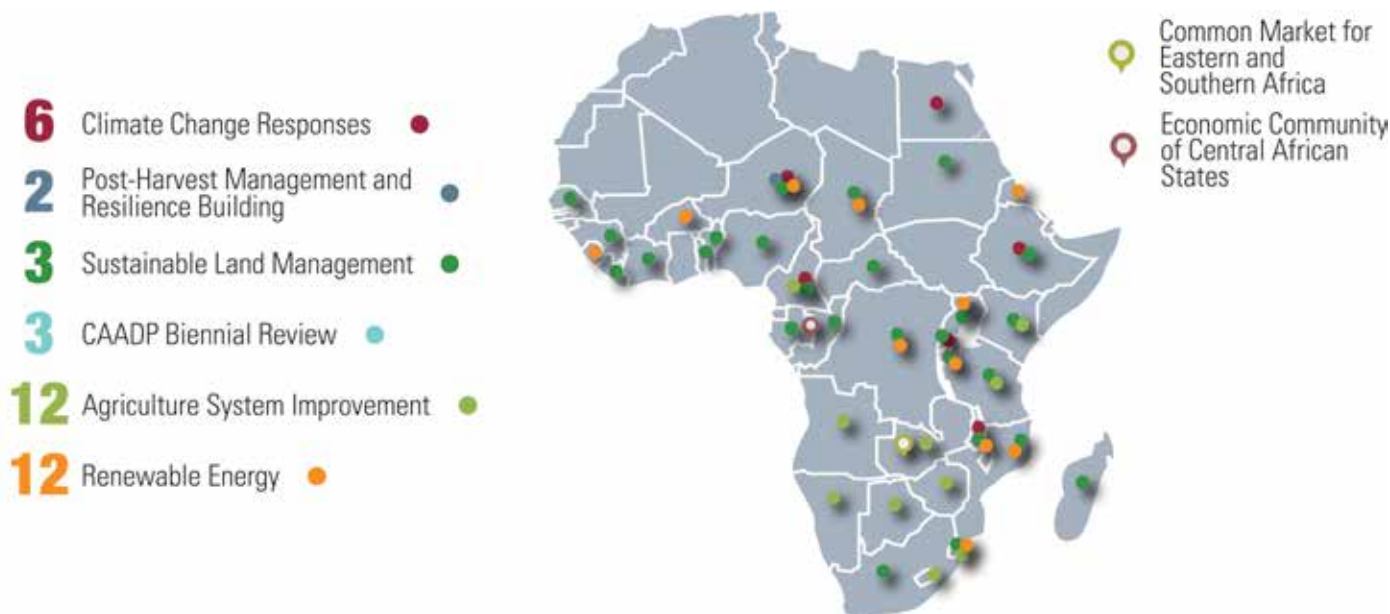


A Nexus between Food Systems, Environment, Natural Resources Management and Sustainable Energy

The Agency promotes coordinated interactions between natural, economic and social systems, with dedicated thrust on fostering integration of environmental sustainability in the development cycle. AUDA-NEPAD's interventions in this nexus are delivered through four priority programs, namely Agriculture, Food Security, Environment, and Renewable Energy.

The Agency, cognisant of the interrelation of challenges and solutions, applies an integrated approach, espousing multi-sector and multi-stakeholder participation to design the scope of work. Premium is placed on spatial-territorial tools and practices as a means of promoting a holistic and integrated development approach. The Agency is piloting climate land energy water food systems projects in three countries to achieve: socio-economic growth in terms of jobs and income generation; building resilience and productive capacity for food water and energy security; and improve human wellbeing.





Countries: 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, Tanzania, Uganda, Zambia and Zimbabwe

Food Systems and Empowerment of Rural Communities

Africa's population is at present at about 1.2 billion people, with more than 60% of this population living in rural areas. The rural economy remains heavily dependent on agriculture as the main source of employment and livelihood. Despite agriculture's pivotal role in anchoring food systems and buttressing the transformation of the rural economy is still faced with numerous challenges including agricultural land ownership, financing, infrastructure, including irrigation and storage facilities, transportation and access to markets.

From the foregoing, the Agency during the period under review continued to prioritise agricultural transformation, food and nutrition security as important factors in promoting rural transformation and empowerment of rural economies.

Agriculture Development

Focus was placed on implementing the 2017-2021 business plan of the Comprehensive Africa Agriculture Development Plan

(CAADP) with a view to increasing agricultural production and productivity. Independent technical reviews of National Agricultural Investment Plans (NAIPs) for seven countries were commissioned. In addition, the Malabo Knowledge Compendium featuring best practices and lessons from implementation of CAADP interventions, was translated into other AU languages. These lessons will be helpful in guiding AU Member States to enhance resilience of the agriculture sector during and after the Covid-19 pandemic.

The Second Biennial Review report was finalised and launched on the margins of the 33rd AU Summit in February 2020. The AUDA-NEPAD provided financial and technical support to Member States during the process of producing the Biennial Review report. The Biennial Review contributes to Africa's agricultural transformation through guiding planning and decision making by Member States.

Technical and financial support was provided to seven⁴ AU Member States to undertake Independent Technical Reviews for newly

developed NAIPs. The development of second generation NAIPs is a key milestone in the domestication of the Maputo and Malabo declarations on Agriculture.

Leveraging investments from the private sector into advancing the agricultural development, the Grow Africa Country Agribusiness Partnership – Framework (CAP-F) was deployed, especially in agricultural value chains. CAP-F has been integrated into the process of revising and the development of second-generation NAIPs. Subsequently, investments were made and agribusiness initiatives implemented across the agriculture value chain, informed by national priorities reflected in NAIPs. Furthermore, value chain platforms have been established, including the rice industry stakeholders platform in Côte d'Ivoire, the cassava industry sector platform in Ghana and Nigeria, the pineapple industry platform in Benin, the potato sector platform in Kenya, the horticulture sector platform in Rwanda, and the maize sector platform in Malawi.

A rapid qualitative study on desert locusts was undertaken in collaboration with IGAD and CEN-SAD. Subsequently, the Agency has embarked on providing technical support to RECs and Member States in regions affected by desert locusts to implement the recommendations of the study.



Food and Nutrition Security

Through the partnership with IFNA, JICA and Scaling Up Nutrition (SUN), AUDA-NEPAD is developing capacities of MS through a mix of integrated interventions which include the Home-Grown School Feeding programme, effective food safety control systems and promoting breast feeding and inclusion of indigenous foods in Africa's nutritious food baskets. These interventions are being implemented in 26⁵ AU Member States. In the reporting period, the focus was on rolling out the Home-Grown School Feeding Handbook to Member States. In addition, technical support was provided to Nigeria, Ghana, Burkina Faso, Botswana, while Mauritania, Ethiopia, Kenya received financial support.

A series of publications on food insecurity and malnutrition were developed and disseminated mainly through webinars. This information is being used by AU Member States to frame strategies of mitigating current and future risks to food and nutrition security. Building on advances made in food and nutrition security through school feeding programmes, AUDA-NEPAD in collaboration with other partners such as IFNA and Scale Up Nutrition (SUN) also deployed a rapid response tool to enable five AU Member States to provide school feeding food parcels and WASH activities to schools.

Support was provided to Member States to accelerate the deployment of their national

food safety nets and social protection to the vulnerable communities. The Agency is also fostering the deployment of PVs solar system in 11 countries to increase access to water and sanitation and climate smart agriculture technologies as a measure to enhance food and feed production. Moreover, weekly vulnerability analysis and data reports were provided to monitor and model COVID-19 impacts and mitigation measurements among Member States.

In collaboration with WEF and IFAD, AUDA-NEPAD convened a platform of Public and Business Sector leaders to catalyze coordinated and critical mass in responses on COVID-19 and Food systems. Over USD 50 million was earmarked for the initial 3-5 months, focusing on three impact streams, namely: (a) Data and information platforms; (b) Blended Financing; and (c) Communication and Advocacy.

As part of the process of implementing the framework for driving the digital transformation agenda in Africa, AUDA-NEPAD has developed an online portal on Covid-19 and Food Security, also featuring a dashboard. The portal uses open source

GIS data, multi-layering data on land, water, geology, infrastructure, education and human settlements amongst others -

<https://geospatial.nepad.org/portal/apps/MapSeries/index>.

Biosafety Regulatory Mechanisms

The African Biosafety Network of Expertise (ABNE) has to-date supported ECOWAS and 17 AU Member States⁶ to develop and implement biosafety regulation legal frameworks and guidelines. The support provided also includes the establishment of a mechanism for making decisions on applications and releases of Genetically Modified (GM) crop varieties, as well as biosafety policy formulation and implementation. During the reporting period, draft ECOWAS biosafety guidelines were developed. Support was also provided to Member States to make informed decisions on genome editing with a focus on genome-edited crops that are relevant to Africa. Relatedly, the Centre of Excellence (CoE) on Rural Resources and Food Systems will be anchored and operationalised through the ABNE programme.



Established COVID-19 Dashboards for baseline assessment of the current status of food supply & security in Africa. Furthermore, the Agency is undertaking an assessment of COVID-19 impacts at national and sub national levels using the African model of vulnerability and spatial distribution



Framework for Action to integrate food insecurity risks to development plans was finalized. The framework will be used to upgrade national disaster and recovery plans



Developed 10 project proposals to accelerate food security and rural infrastructure in the countries



Provided a knowledge sharing platform and support to Member States and RECs in Nutrition and Food Systems and Land Restoration through a series of webinars



Developed AUDA-NEPAD and COVID-19 response to Food and Nutrition Security which included the Emergency Plan on FNS Response to COVID-19 (deployment of food in the 6 most food insecure Member States)



Development of Land Governance Mainstreaming Tool completed. National Land Governance Helpdesk established in 10 Member States

Sustainable Energy

Africa, in particular south of the Sahara, has the lowest energy access rates in the world. Electricity reaches only about half of the population and clean cooking energy is accessed by only a one-third. Thirteen countries on the continent have less than 25% access, compared to only one in Asia (World Bank, 2018). Lack of access to energy is a major constraint to economic growth and sustainable development. This is against a backdrop of energy policies and investment regimes that do favour the enormous transformative potentials, for example in solar off-grid and mini-grid solutions for delivering clean energy and promoting the application of clean energy cooking options.

Renewable Energy

AUDA-NEPAD is cognisant of the reality that access to electricity through national grids will continue to play a major part in energy access solutions on the continent.

In this regard, the Agency promoted the application of mini grid solutions using an integrated model. The model was rolled out in twelve first-wave AU Member States, namely: Burkina Faso, Burundi, Chad, Democratic Republic of Congo, Eritrea, Eswatini, Malawi, Mozambique, Niger, Sierra Leone, Uganda and Zimbabwe. The Initiative aims to increase access to energy to the primary health care centers, increase access to clean water and sanitation, and improve food productivity and resilience. Multi-stakeholder teams were established in each country, and tasked with coordinating renewable energy policy and programmatic initiatives, including identifying project sites and developing project proposals that are aligned national priorities.

The integrated model illustrates the phased approach and the role of each entity in the partnership:

Integrated Model (Public - Private - Community)

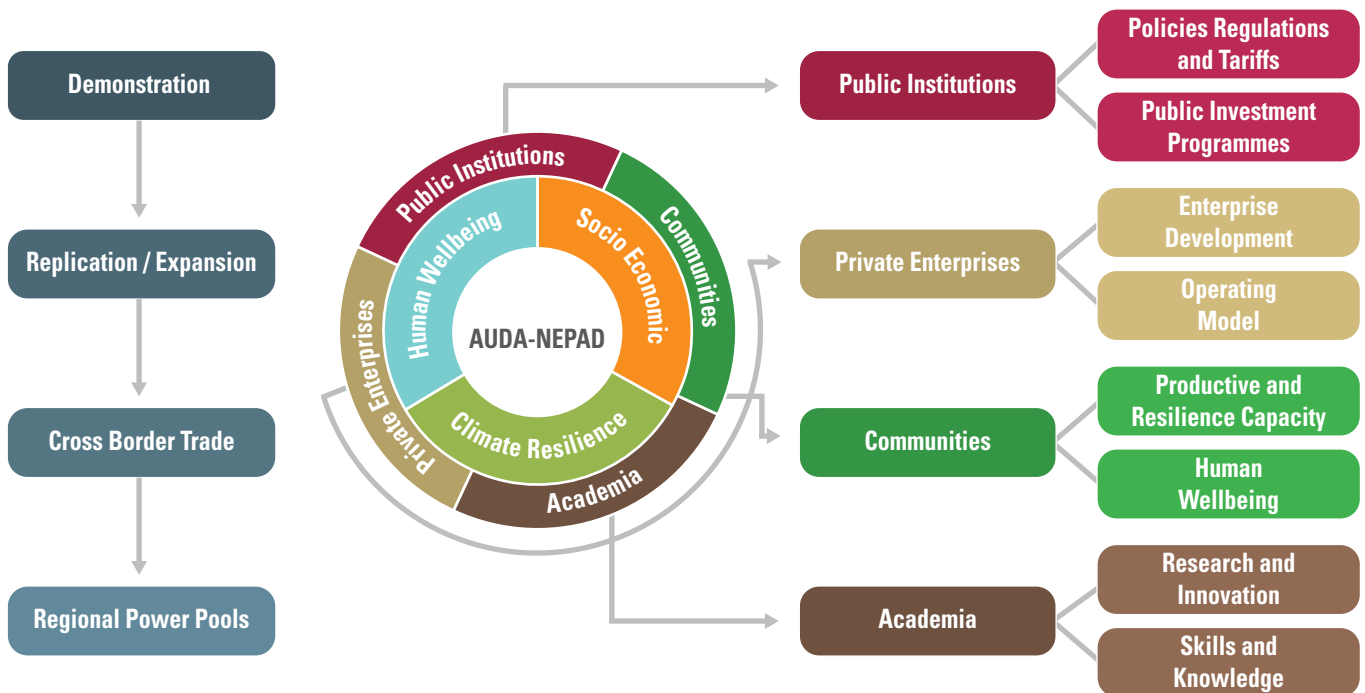


Figure 6: Integrated Model

Institutional and Implementation Arrangements

Each country has established national steering committee with specific terms of reference chaired by the Ministry of Energy. AUDA-NEPAD was tasked to deliver for the following services: leveraging partnership and alliances, procurement and supply chain, technical and advisory services and skills and entrepreneurship development. Furthermore AUDA-NEPAD has allocated seed funding to support the implementation of the mini grid projects.

Project sites are as follows: Sierra Leone (Njala community), Niger (Torodi et Addaré), Burkina Faso (Basnéré, Commune de Kaya region), Uganda (Nairambi island in Lake Victoria), Burundi (Kyonza, Commune Bugabira, Province Kirundo), Chad (Linia), DRC (Bena Leka, Province du Kasaï), Eritrea (Barentu), Malawi (Kasungu District, Central Region) and Mozambique (Matchedje, Sanga District, Niassa Province), and Zimbabwe (Soti source, Masvingo province).

To-date, technical teams have been established, composed of AUDA-NEPAD and national steering committees of the countries. In addition, technical specifications for Sierra Leone, Niger and Zimbabwe projects were developed and pretender interaction with potential bidders completed. Technical evaluation of the proposals were completed, and procurement processes are underway to enable work to commence in the second half of 2020. Relatedly, a consultancy to review policies and regulatory frameworks on renewable energies in five countries is under implementation.

Strategic Climate Resilience, Environment and Natural Resources Management

The fifth Assessment Report of the Intergovernmental Panel on Climate Change showed that global climate is warming faster than earlier estimated. It is also increasingly obvious that climate change will continue, at a pace determined by past, present and future emissions of heat-trapping gases. The effects of climate change are widespread and significant, affecting agriculture, energy, health, terrestrial and marine ecosystems, water resources, and some industries across the world and especially in Africa.

Under this strategic priority, AUDA-NEPAD's interventions target five area, namely: i) Climate change; ii) Sustainable natural resources and extractive industries management; iii) Disaster risks and recovery management; iv) Ecotourism; and v) Environment and social impact assessment and governance.

During the reporting period, AUDA-NEPAD attended to the urgent needs expressed by AU Member States to design robust approaches that will effectively address environmental-related disasters. Accordingly, the Agency undertook interventions that support environmental sustainability; the latter is situated as an important cog in accelerating Africa's transformation anchored on sustainable and resilient pathways to development.

Environment

Guided by Goal 7 of Agenda 2063's First Ten Year Implementation Plan "bio-diversity, conservation and sustainable natural resource management", the Agency focuses on developing capacities of AU Member States to implement global frameworks and Multilateral Environmental Agreements. These include: the African Strategy on Wild Flora and Fauna Conservation and Illegal Trade in Wildlife; the Great Green Wall of the Sahara and the Sahel Initiative; the Sendai Framework for Disaster Risk Reduction

2015-2030; the Sahel Drought Strategy; Programmes of the Committee of African Heads of State and Government on Climate Change; the Paris Accord on Climate Change; and the African Ministerial Conference on the Environment (AMCEN) initiatives. To this end, AUDA-NEPAD hosted the 31st AMCEN Bureau meeting during the reporting period.

AUDA-NEPAD has integrated climate change mitigation, adaptation and risk management practices into CAADP and other programmes that promote rural transformation. A risk management framework for climate and other hazards was established, paving way for enhanced collaboration with the Green Climate Fund (GCF) to make available financial resources for scaling-up initiatives.

A toolkit for mainstreaming land governance issues in national and regional development processes was developed. Furthermore, an online geoportal has been developed as part of the efforts to promote the application of enhanced ICT systems for land governance. <https://geospatial.nepad.org/portal/apps/MapSeries/index>.

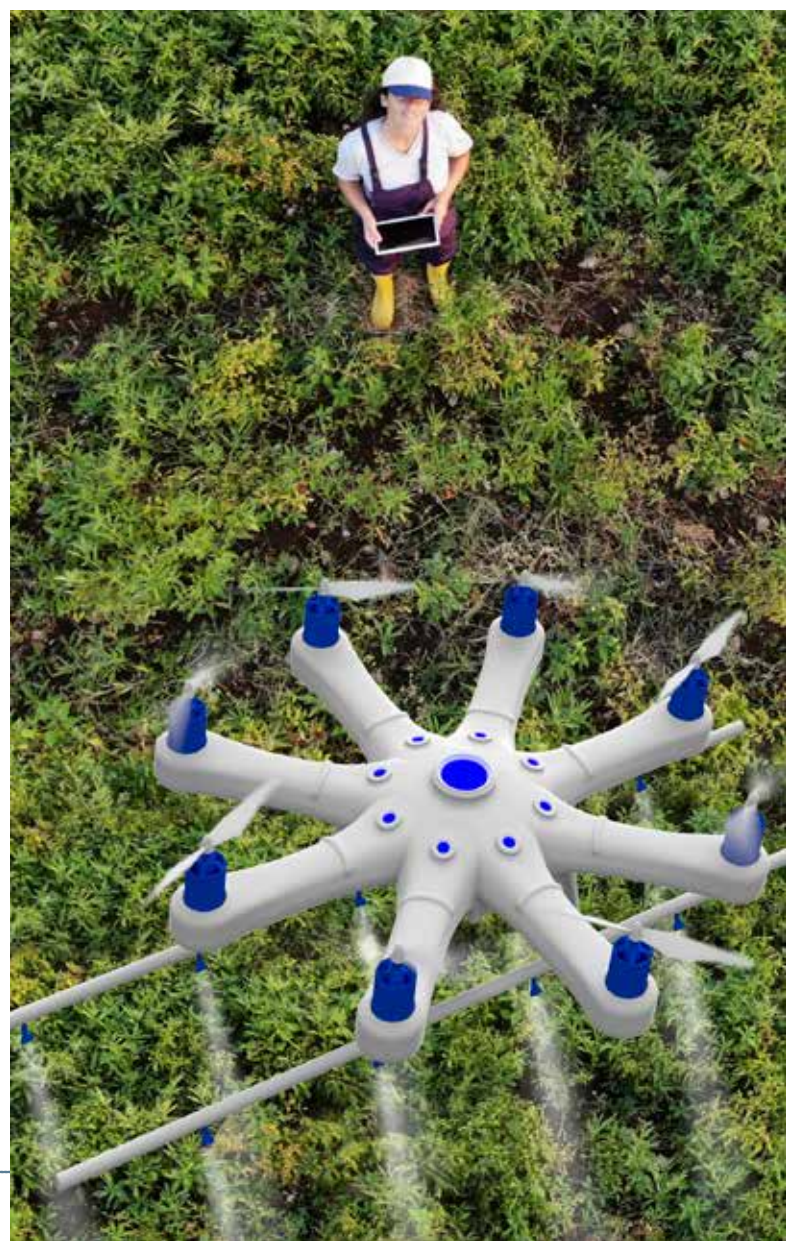
Furthermore, the Agency has developed training modules on supporting the implementation of Nationally Determined Contributions (NDCs) for use by Member States. The modules take into consideration the revelation that successful implementation of NDCs hinges on developing solid bankable designs that meet measurement, verification and reporting standards.

Science, Technology and Innovation

Science, Technology and Innovation (STI) is currently witnessing rapid expansion and adoption as it is transforming the way institutions and businesses operate and is re-defining the rules of competitive excellence. The application of STI, including better use of data and embracing new technologies, presents numerous opportunities for fostering transformative development in Africa.

The Agency focuses on six key competency areas, namely: i) Existing and emerging technologies; ii) Artificial intelligence, machine learning and big data management; iii) Research and breakthrough discoveries; iv) STEM education, training and science culture; v) Centres of excellence in science, technology and innovation; and vi) Science and technology foresight, governance, regulation and ethics. Capacity building of AU Member States and RECs forms a central theme for enhanced science, technology and innovation skills and knowledge.

During the period under review, AUDA-NEPAD provided support to advance knowledge-based interventions. To this end, the Agency placed dedicated focus on fostering emerging technologies and establishment of centres of excellence key anchors for generation, collation and sharing of new knowledge on scientific and technology advancements.



AUDA-NEPAD's Response to Covid-19

The Covid-19 pandemic is unprecedented and according to the World Health Organisation (WHO), the spread of the disease among AU Member States is accelerating. The wide-spread nature of its effects on all sectors has resulted in profound health and socioeconomics impacts for AU Member States. Many countries experienced significant reductions in their economic activities, increasing unemployment and other knock-on effects that may negatively impact the growth and development trajectories at national, regional and continental level AU Member States had already experienced significant reductions in their economic activities, increasing unemployment and other knock-on effects that may negatively impact the growth and development trajectories at national, regional and continental level.

AUDA-NEPAD has demonstrated its agility and adaptation to the prevailing environment in line with its white paper on the response to the Covid-19 pandemic which was published in April 2020. The main focus of the organisation's response to the pandemic is on strengthening; i) health systems, ii) food systems, iii) skills development and employment, iv) education, and v) national planning and data management and reporting systems.

AUDA-NEPAD has undertaken rapid responses that are geared towards ending the pandemic and enhancing recovery of the economy. The responses are targeted at continental, regional, national and community level. AUDA-NEPAD is also directly working with Africa CDC to provide field support using its network, and to coordinate meetings and trainings. To this end, the Agency has contributed 1 million USD as direct financial contribution in support to Africa CDC actions. Furthermore, the Agency contributed to the establishment of the AU Framework for building socio-economic Resilience Post Covid-19.



Highlights of Key Results Achieved

Health Systems: Through the Smart Safety Surveillance initiative (AU-3S), guidelines for harmonisation of safety and data requirements for Covid-19 related and other priority products among MS have been developed and disseminated, including guidelines for clinical trials registration, pre-approval safety, marketing authorization and post-approval safety. AUDA-NEPAD has also developed and launched a secure, continental repository to improve aggregation and analyses of safety data of COVID-19 products to generate appropriate regulatory actions for the AU regions and Member States to enhance the safety of African patients and consumers. Furthermore, a draft Continental Safety Surveillance policy blueprint has been developed and is under review for validation.

Support to Countries' Health Responses: An E-learning platform for health workers was created, which enabled learning and knowledge exchange webinar series on pharmaceutical/industrial capacity. In addition, the COVID-19 therapy related adverse events across Africa were aggregated,

and a continental repository to improve aggregation and analysis of safety data on COVID-19, including was created. Relatedly, a continental platform was established to harmonize COVID-19 and other priority safety data and to accelerate harmonization of guidelines for clinical trials registration, pre-approval safety, marketing authorization and post approval safety. Support was provided to AU Member States to improve their Public Health System in their response to COVID-19 outbreak.

Manufacturing and Supply Chain (Personal Protective Equipment and Medical Products):

Supported the preparation of launching of Africa Emergency Ventilators Programme. In addition, continental processes were established to expedite clinical trials review for vaccines and medicines. Accordingly, the process of reviewing In-vitro and medical devices was conducted.

An Africa register of manufacturers and suppliers of medical products and services was developed, and business deals were brokered between demand (by Member States) and manufacturers and suppliers. In addition, technical expertise was provided for better understanding of supply chain fragilities and weaknesses to ensure AfCFTA implementation embraces such issues.

Support to Education and Training of Health Workers:

Financing support was provided towards training local health workers, and online “Train Labs Workers” and “Train Rapid Response Teams” established. Furthermore, webinars were held on case management and prevention and Occupational Health & Safety. Relatedly, the Agency, in collaboration with UNESCO, provided support to Member States to define the requirements for home education during the COVID-19, in the development of learning materials to cope with the COVID-19.

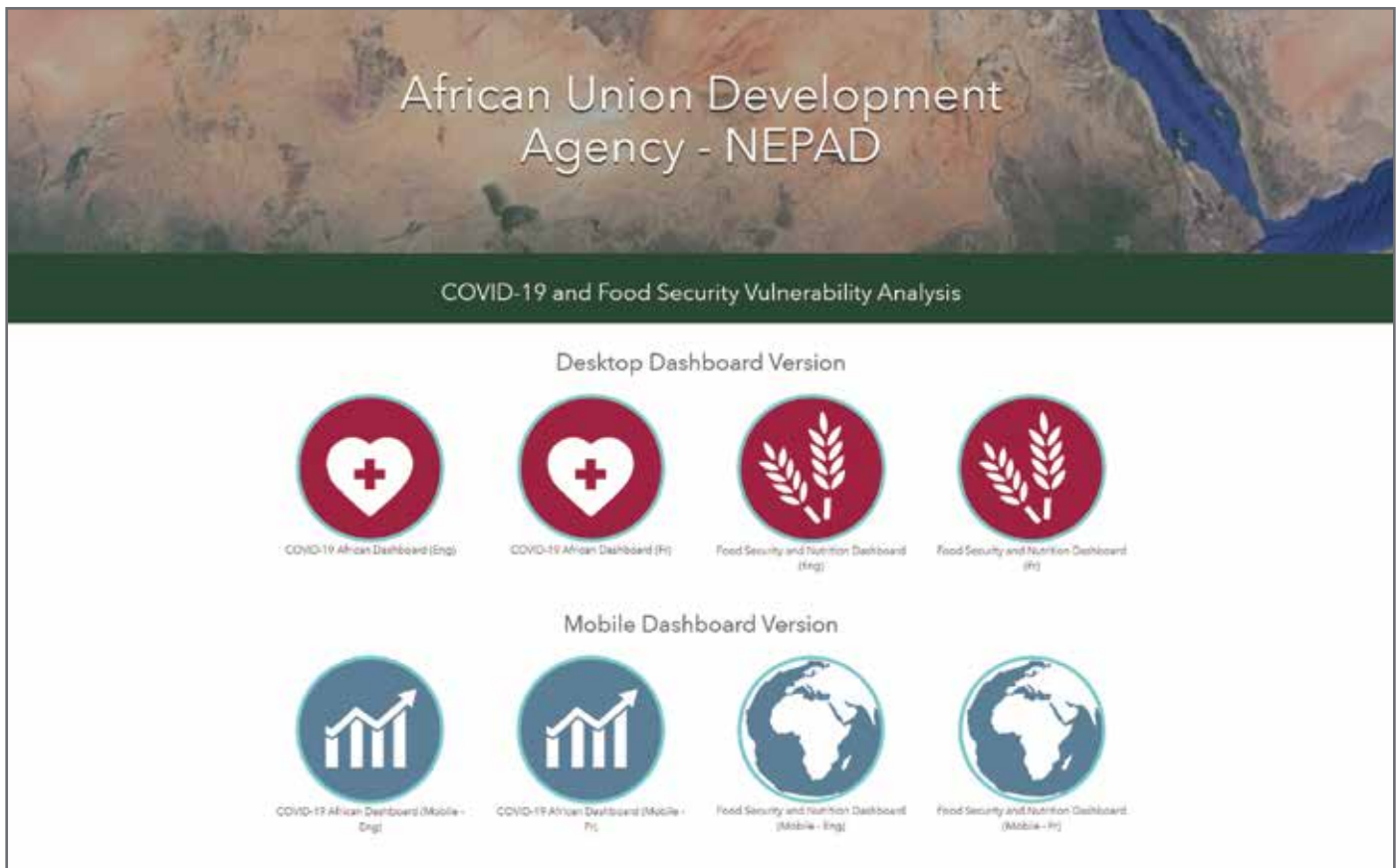
In collaboration with the AU Centre for Disease Control (AU-CDC), Econet and other stakeholders, technical and financial support were provided that contributed

to the establishment of a supply chain management platform and an online Learning Management System on Pharmaceutical and Manufacturing products. The support, that includes a Pharma Resource Database, also enabled training of over 2,000 Health care and port of entry staff, among others. In addition, laboratory technicians were trained in twelve AU Member States and rapid response teams deployed in these countries, with reinforcement of AU Youth Volunteers. In Cabo Verde, advisory support was provided for the development of a post pandemic economic promotion plan that integrates the use of ICTs in health. Relatedly, the Agency also provided technical assistance for the development of a continental level e-health policy.

Food and Nutritional Security:

The organisation’s response has included a mix of short- and long-term strategies. With respect to short term strategies, it has collaborated with the African Risk Capacity (ARC) to disseminate Food Security and Nutritional vulnerability and risk information and best practices through a dedicated web-portal featuring a dashboard. In collaboration with IFNA, an emergency plan on Food Security and Nutrition Vulnerability response to Covid-19 was put in place, purposed at promoting food safety and school feeding. The emergency plan was deployed in 6 countries (Ethiopia, Ghana, Kenya, Malawi, Mozambique and Nigeria).

AUDA-NEPAD has also developed and deployed a Covid-19 dashboard to enable AU Member States access real-time spatial data on the pandemic for the development of evidence-based and effective risk management plans. As part of the long-term response to a wide range of risks, AUDA-NEPAD is also promoting a multi-sectoral Climate-Land- Energy- Water and Food- sustainability (CLEWF) nexus of interventions, including climate smart agriculture, among AU Member States.



Economic Packages and MSMEs Support:

Policy advisory support was offered to Member States to develop time-bound financial and tax relief services in response to the Covid-19 outbreak. Relatedly, the Agency worked closely with ILO to provide support to AU Member States to protect the job market and provided policy advisory services to support MSMEs during the outbreak. Furthermore, the processes leading to the deployment of 100,000 SMEs platform - an initiative is launched with Ecobank Group and McKinsey, was accelerated.

Member States received support to establish socio economic and relief funds to support businesses and vulnerable people during the COVID-19. The Agency also facilitated easing access by Member States to information, analysis and tools in supporting their efforts to identify, adapt and operationalize appropriate economic stimulus packages to mitigate COVID-19 impacts as well as laying relevant foundations for post-COVID-19 rebuilding and growth.

Skills Development and Employment:

Technical support has been provided to AU organs, RECs and MS through a package of analytical tools and knowledge products on the response to Covid-19. Notable ones, among others include, i) a foresight knowledge product to guide Member States on post-Covid-19 Development Systems in Africa; ii) an AU Framework for building Socio-economic resilience in the post Covid-19 era; iii) Tracking Member States fiscal responses to COVID-19 to mitigate its impacts; and iv) other knowledge products on the effects of Covid-19 Supply chains. AUDA-NEPAD also engaged JICA to foster the identification and development of local solutions to respond to the Covid-19 crisis. The Agency provided technical advisory services for increased participation of MSMEs in Covid-19 response value chains. A series of webinars were held on increasing access to affordable financing for local manufacturing of pharmaceutical and medical supplies and catalysing the development of local manufacturing capacities in partnership with Afreximbank and Federation of African Pharmaceutical Manufacturers Association.

A compendium of local solutions for the manufacturing sector, especially MSMEs, to respond to the Covid-19 Pandemic was compiled. AUDA-NEPAD engaged the private sector, RECs, AU Member States and civil society on effects of COVID-19 disruptions and development of appropriate responses for resilient food systems. The knowledge, lessons and best practices generated were disseminated through a series of webinars – including “re-booting Africa’s Industrialisation to Generate National Wealth and Create Jobs along AfCFTA Implementation”, “access to affordable financing for local manufacturing of pharmaceutical and medical supplies in Africa” and “financing instruments to support African manufactures to catalyse their capacities and manufacturing capabilities in Africa to match the demand for COVID19 products”, amongst others.

An online portal on Covid-19 was developed, providing daily updates on the status of the pandemic in each of the 55 AU Member States. Subsequently, messages on COVID-19 have been developed, synthesized and used, in-part, as a basis for webinar discussions.

Support to National Planning and Data Systems: The organisation has established a Covid-19 knowledge hub to support evidence-based responses by AU Member States with timely and quality spatial data. As part of the long-term response, the organisation is also strengthening Health Data Infrastructure Systems and skills in 16 AU Member States (Botswana, Burkina Faso, Cote d’Ivoire, Eswatini, Ghana, Kenya, Malawi, Mozambique, Namibia, Tanzania, Rwanda, Senegal, Uganda, Ethiopia, Zambia, Zimbabwe)

Challenges in the Implementation of the Covid-19 Response

The pandemic has evolved with many unknowns at various stages which has required constant adjustment of initially planned activities in line with changing national response needs. In most instances, the level of cooperation between and among AU Member States has been comprised by prioritising inward looking solutions. This has affected

the implementation of regional initiatives at country level, exacerbated by tight delivery timelines of supplies to meet urgent needs.

The implementation of planned Covid-19 activities within AUDA-NEPAD has been hampered by limited resources leading to budget cuts extending to 2021 planned activities. Activities requiring travel and movement of materials have also been affected by travel restrictions and high freight costs.

Key lessons Learnt and Best Practices from the Implementation of the Covid-19 Response

The pandemic has highlighted the need for a two-pronged approach when it comes to industrialisation the need to develop local supply and production capacity as part of the strategies to support regional trade. The pandemic has also highlighted the need for government commitment, mechanisms, systems and partnerships to fast track repurposing of production lines in emergencies. Within the organisation, the pandemic has demonstrated the importance of agility and adaption to new operating environments.



Continental Reporting on the Implementation of Agenda 2063

RECs and Member States Capacity Development on Agenda 2063 Monitoring and Reporting

Agenda 2063 is the continent's blueprint and masterplan for transforming Africa into the global powerhouse of the future and provides a 50-year development plan that is broken down into five (5) Ten-Year Implementation Plans. 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. It is against this background that the African Union Commission and African Union Development Agency-NEPAD were tasked by policy organs of the African Union to coordinate and prepare biennial performance reports on Agenda 2063.



Countries: 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

Countries: 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

AUDA-NEPAD developed an evidence-based reporting methodology which was endorsed by the AUC and the Agenda 2063 Joint M&E Task Team, as well as the Ambassadorial Committee on Agenda 2063. This was followed by a capacity building training of RECs and 41 AU Member States.

Launch of the First Continental Report on Agenda 2063

The First Continental Report on Agenda 2063 consolidated data and progress reports from 31 out of 55 AU Member States, covering 56% of the continent, and six Regional Economic Communities. The report presents an analysis

of progress made on the implementation of Agenda 2063 against the 2019 targets, as well as a continental, regional and Member States level dashboards.

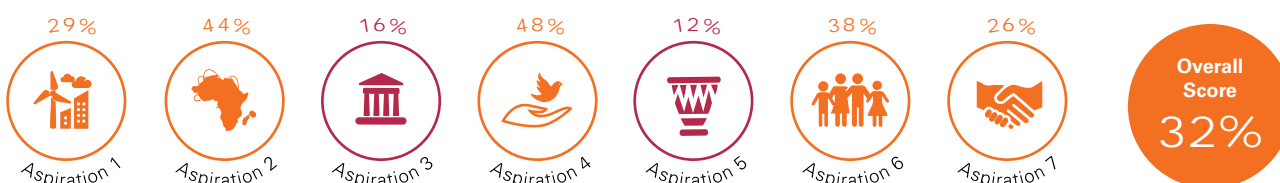
The report was also endorsed by the Ministerial Committee on Agenda 2063 and launched during a joint AUC and AUDA-NEPAD session on the margins of the African Union 33rd Ordinary Session in Addis Ababa, Ethiopia in February 2020. It was officially launched by the Agenda 2063 Champion President Alassane Ouattara of Côte d'Ivoire in the presence of: Presidents of Ethiopia and Botswana; the Deputy Chairperson of the AUC; former AUC

Chairperson and architect of Agenda 2063, Dr Nkosazana Dlamini Zuma; the President of the AfDB; and the Head of UNECA. A member state experience and lesson sharing session on Agenda 2063 monitoring and reporting, as well as mechanisms for accelerating the attainment of the targets, goals and aspirations was also organised.

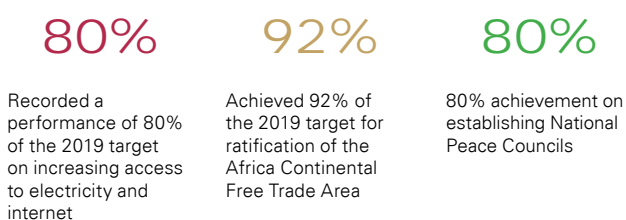
An electronic dashboard on Agenda 2063 has been developed and was showcased during the launch of the report. The dashboard enables AU Organs, RECs and Member States to view performances of countries, regions and the continent, and perform in-depth analyses to support evidence-based policy and programme formulation and implantation to attain the goals of Agenda 2063.

Continental Dashboard on Implementation of Agenda 2063

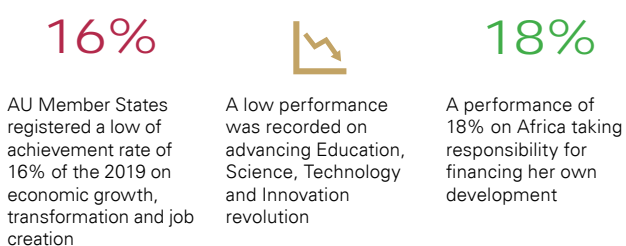
Performance Assessment



Areas where significant progress has been made



Areas where progress has been slow



Areas of Support to Accelerate Implementation of Agenda 2063

- Ensuring that the continental agenda is firmly embedded in national and sub-national level planning and implementation processes and instruments
- Strengthen statistical bureaus and associated monitoring and evaluation systems at national, regional and continental level for effective data collection, analysis and reporting on Agenda 2063
- AU Organs and entities to provide targeted and evidence-based support to RECs and Member States, based on performance registered in first continental-level Agenda 2063 report
- AU Organs, RECs and Member States to establish flexible mechanisms for mobilising resources in line with the Agenda 2063 Domestic Resource Mobilisation Strategy

Performance on Goals

A High Standard of Living, Quality of Life and Well Being for All	56%
Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	24%
Healthy and Well-Nourished Citizens	43%
Transformed Economies and Job Creation	16%
Modern Agriculture for increased productivity	2%
Blue/ ocean economy for accelerated econ. growth	21%
Environmentally sustainable climate resilient economies and communities	25%
United Africa (Federal or Confederate)	11%
Key Continental Financial and Monetary Institutions established and functional	92%
World Class Infrastructure criss-crosses Africa	29%
Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	27%
Capable institutions and transformed leadership in place at all levels	4%
Peace, Security and Stability are preserved	24%
A Stable and Peaceful Africa	45%
A Fully Functional and Operational African Peace and Security Architecture	76%
African Cultural Renaissance is pre-eminent	12%
Full Gender Equality in All Spheres of Life	37%
Engaged and Empowered Youth and Children	40%
Africa as a major partner in global affairs and peaceful co-existence	50%
Africa takes full responsibility for financing her development	18%

LESSONS LEARNT

- Several lessons have been learnt on Agenda 2063 with notable ones, among others, as follows:
- A systematic process of identifying best practices and lessons learnt in the implementation of Agenda 2063 is crucial for continuous improvements in the design and execution of the Ten-Year Implementation Plans. This should be augmented with periodic evaluations and impact assessments, in addition to specialised studies to determine what works, when, where and how;
- Emphasis should be placed on ensuring that the continental agenda is firmly embedded in national and sub-national level planning and implementation processes and instruments. Member States should anchor Agenda 2063 within existing country and regional

- institutional mechanisms with designated focal points for improved domestication, coordination, implementation and reporting on Agenda 2063. Institutionalising evidence-based reporting on Agenda 2063 among all AU Member States, RECs and AU continental-level bodies is thus required to review progress on a biennial basis; and
- A harmonized and integrated approach to the implementation of Agenda 2063 and the 2030 Agenda will help to minimize duplication, optimize resource use and mobilize the support of domestic and external stakeholders and development partners. AUDA-NEPAD and the AUC should support Member States and RECs to use the methodology to report concomitantly on both development agendas.



Way Forward and Utilisation of the Findings of the Report

Following the launch of the report, AUDA-NEPAD and AUC in collaboration with the African Capacity Building Foundation (ACBF) embarked on a joint capacity development and rollout plan for RECs and AU Member States on the Agenda 2063 M&E framework and reporting. To this end, the first training for COMESA Secretariat and its six (6) Member States (Egypt, Ethiopia, Eritrea, Sudan, Zambia, Zimbabwe) was undertaken in March 2020 in Harare, Zimbabwe.

Further, a synthesis of the data and reports submitted by 31 AU Member States has also been undertaken and identified priority sectors for each Member State to focus on through their NDPs to accelerate the attainment of the Agenda 2063 targets, goal and aspirations. This is depicted in the figure below.

MEMBER STATES NEEDS ASSESSMENT FINDINGS

HEALTH ~ 74%

- Reducing maternal, neo-natal and under 5 mortality rates
- Reducing the incidence of malaria
- ◆ Reducing new HIV infections
- ★ Reducing the incidence of TB
- ▲ Prevalence of underweight among children
- ✳ Curbing child labour, child marriage and human trafficking
- + Reducing gender-based discrimination and violence
- Increasing access to safe drinking water to the population

INDUSTRIALISATION ~ 42%

- Increase Manufacturing value added as % of GDP

EDUCATION ~ 55%

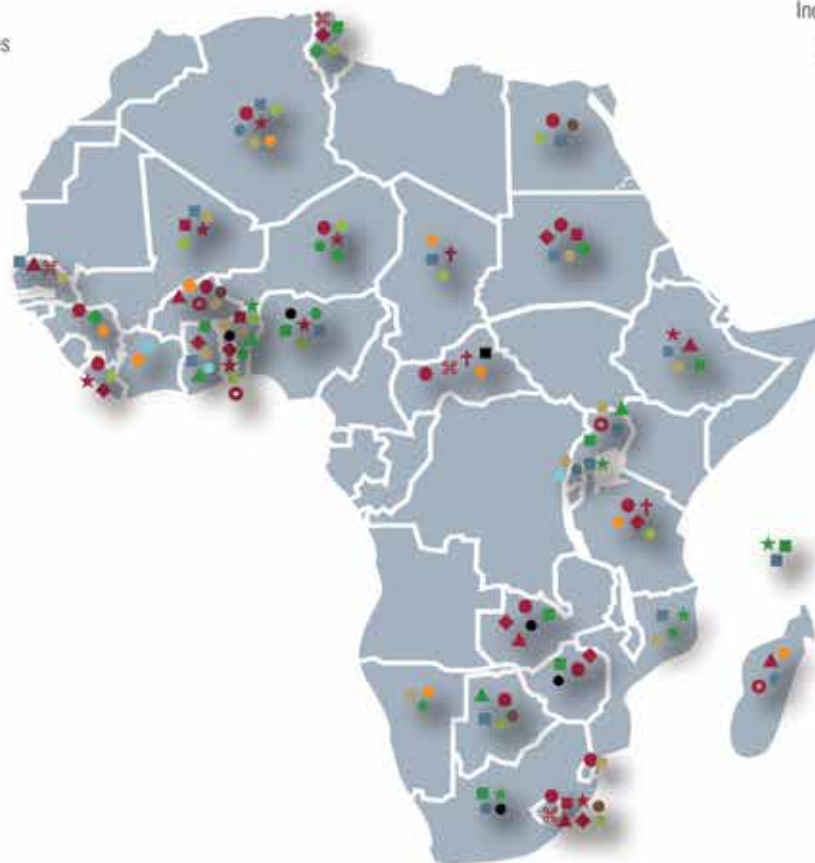
- Increasing pre-school and secondary school enrolment rates

DATA, MONITORING & EVALUATION ~ 42%

- Strengthening the statistics, monitoring and evaluation systems

SCIENCE, TECHNOLOGY AND INNOVATION ~ 13%

- Promoting Science, Technology and Innovation
- Increasing access to the internet



52% ~ ECONOMIC INTEGRATION

- Increasing the contribution of the fisheries sector to the GDP
- Job creation and reducing unemployment rates especially among youth
- ◆ Increasing the contribution of total tax revenue to GDP
- ★ Increasing the proportion of resources mobilisation raised through innovative financing mechanisms in the national budget
- ▲ Increase in the contribution of Tourism to the national GDP

16% ~ AGRICULTURE

- Increasing Agriculture production and productivity

29% ~ GOVERNANCE

- Strengthening institutions and leadership for enhanced service delivery
- Measures that will enhance the general public's confidence in elections
- Strengthening anti-corruption and accountability measures

19% ~ INFRASTRUCTURE

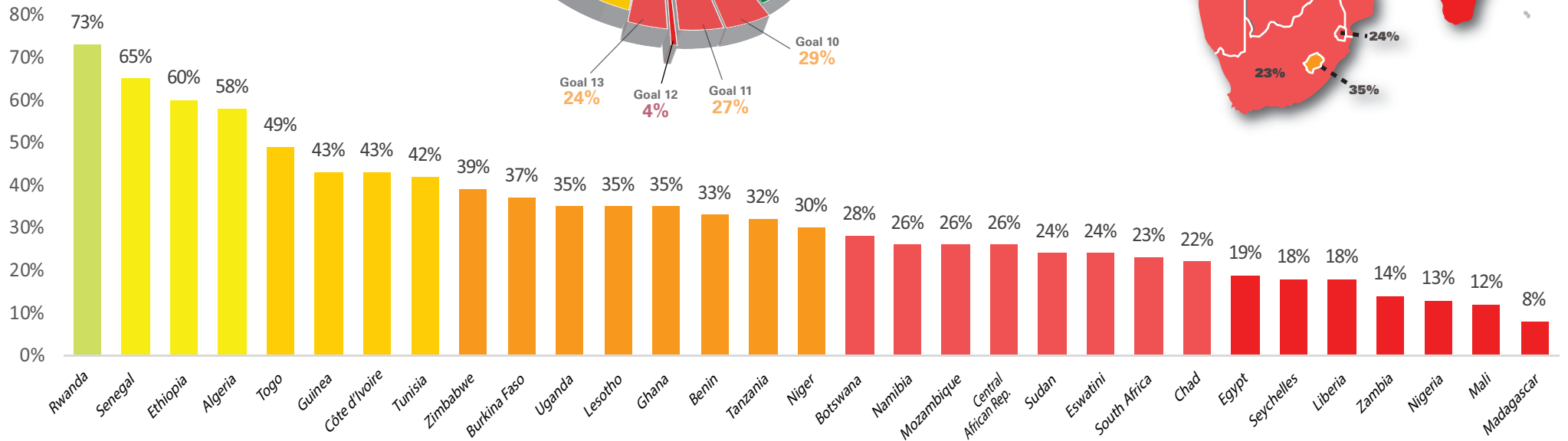
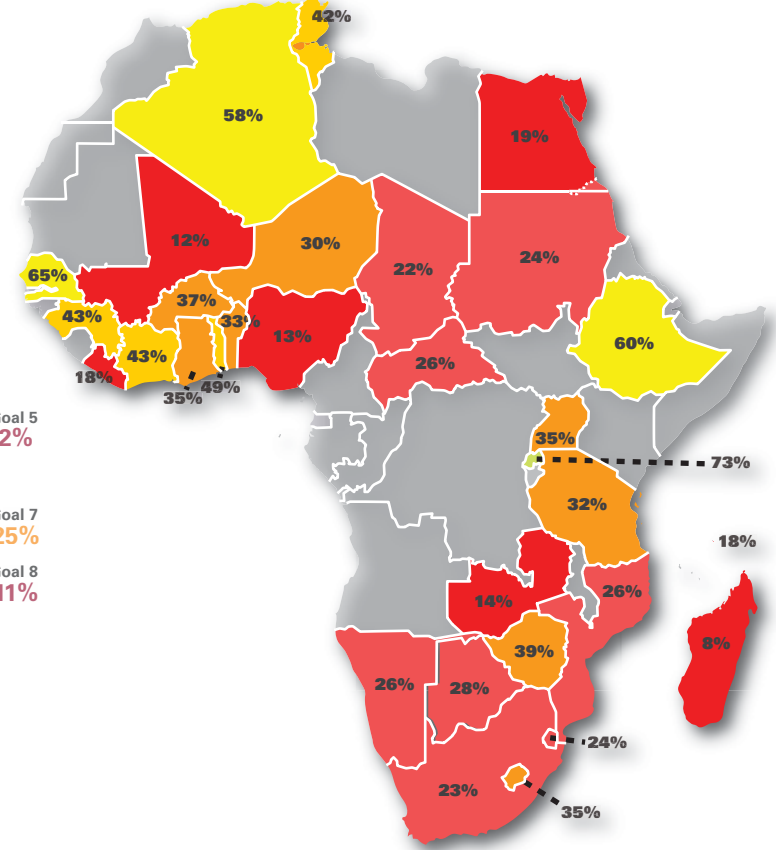
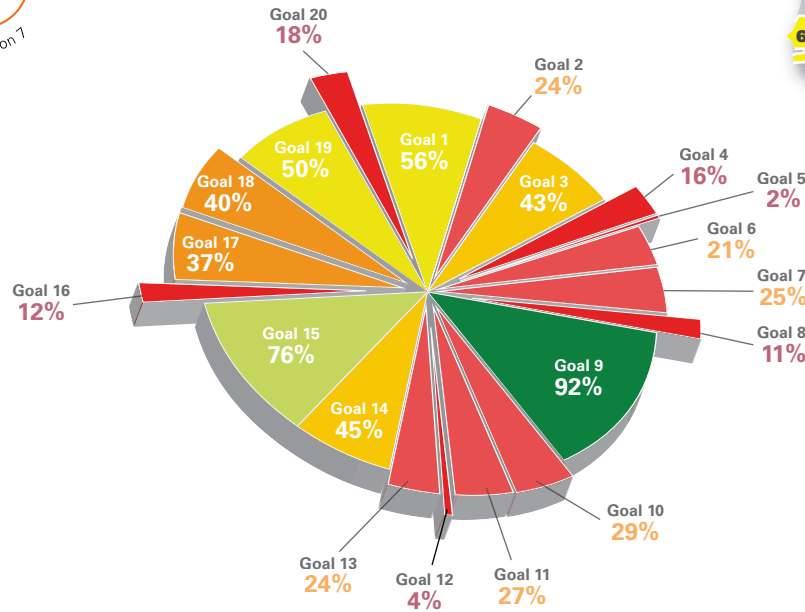
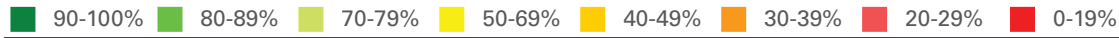
- Increasing electricity generation and distribution
- Increasing infrastructure connectivity

10% ~ TERRESTRIAL AND INLAND WATER

- Increasing the percentage of terrestrial and inland water areas preserved

RESULTS

First Continental Report on the Implementation of Agenda 2063



Organisation Effectiveness

The year 2020 marked the beginning of implementing the organisation's new mandate following the approval of its Mandate, Statute and the Structure in 2019. The activities were also guided by the 2020-2023 Strategic Plan. As part of this process, AUDA-NEPAD began the process of operationalising the new structure, starting with a staff skills audit and the commencement of recruiting at least 55 core positions in the new structure.

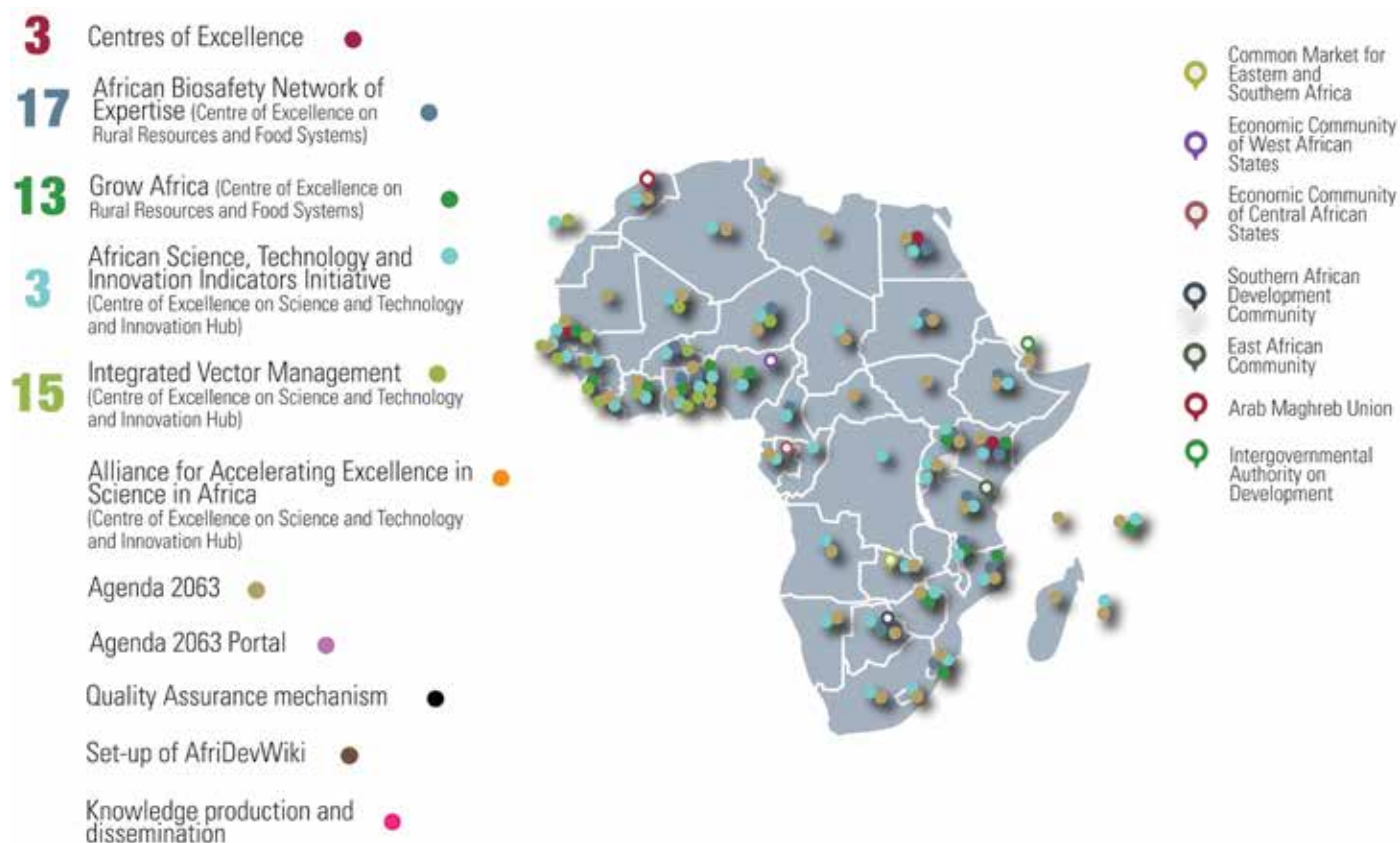
The organisation enhanced its operational frameworks, systems and process to ensure they are fit for purpose to deliver its new mandate. These include: i) the formulation of the AUDA-NEPAD Strategic Plan 2020 – 2023; ii) the New-Regional Strategy 2021-2026; iii) the establishment of a continental coordination platform for AUC, RECs and AUDA-NEPAD; iv) establishment of a REC engagement platform; iv) the development and rollout of a framework for managing implementing partners and grant recipients; and v) the establishment of centres of excellence, amongst others.

AUDA-NEPAD also strengthened its internal processes, including fully establishing an automated and integrated operations and management system specifically in: i) financial management system; ii) risk management system, iii) procurement management; iv) e-recruitment system and v) administrative management systems taking into account the Covid-19 safety requirements.



Knowledge Management

In line with the Agency’s Strategic Plan 2020 – 2023, the knowledge management and learning strategy was reviewed. The strategy aims to guide in the provision of knowledge-based services and associated products to AU Member States and regional bodies as an important input into the development and implementation of major policies, strategies, frameworks, programmes and projects. The strategy also guides in positioning AUDA-NEPAD to be a knowledge-driven and learning organisation; deliberate efforts are made to promote processes and practices that enable staff to contribute, acquire, develop, retain, share and apply knowledge in all aspects of programming and operational efficiency.



Countries: 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

Organisational Value Drivers

- Harness Institutional knowledge capital and knowledge platforms
- Support and monitor implementation of Agenda 2063
- Codify knowledge and share best practices
- Solutions Incubation

Workstream



Stakeholder Value Drivers

- Knowledge co-creation through partnerships
- Agenda 2063 Accelerator Framework
- Target service delivery aligned to Member States needs
- Economic and social policy Implementation

In light of the global pandemic that has constrained travel across countries, the Agency has established the Africa Knowledge for Development Hub as the anchor for digital learning services. In so doing, the Agency has strengthened its role as a knowledge broker, catalyst and convener.

The digital platform contains information on research and best practices leveraged from the centres of excellence and AUDA-NEPAD's knowledge eco-partnership system. The Hub features, inter alia, communities of practice, e-learning platforms, data analytics dashboards and dedicated workspaces for policy makers and practitioners on the continent to engage in the design and execution of national, regional and continental development priorities. The Hub (including the featured COVID-19 Knowledge Portal and Agenda 2063 database) has been deployed and supported various e-discussions, meetings and webinars with 120 to 500 participants each. The Agency uses the Hub to continue providing capacity support to countries in the implementation of Agenda 2063, especially during the Covid-19 pandemic.

The screenshot shows the AUDA-NEPAD Africa Knowledge for Development Hub website. At the top, there is a navigation bar with the AUDA-NEPAD logo and the text 'AFRICAN UNION DEVELOPMENT AGENCY'. Below the navigation bar, there are three main content cards: 'CENTRE OF EXCELLENCE Food systems and rural resources', 'E-LEARNING Knowledge tools and services to support Member States', and 'DATA Africa COVID-19 Knowledge Hub'. Below these cards, there is a 'CONNECT WITH US' section with social media icons and a 'Newsletter' subscription form. The main content area is divided into three columns: 'Data Library' with links to Datasets, Dashboards, and Publications; 'Learning' with links to eLearning, Communities of Practice, Best Practices, and Blogs; and 'What's New' with a list of recent news items including 'Skills that will be necessary to find a job post-COVID-19' and 'How Africa's Economies Can Hedge Against COVID-19'. At the bottom, there is a large banner for 'Agenda 2063: Africa Development Index' with three main sections: 'Value Proposition', 'Programmes' (listing Economic Integration, Environmental Sustainability, Human Capital and Institutions Development, Industrialisation, Knowledge Management, Technology, Innovation and Digitalisation, and Centres of Excellence), and 'Results' (featuring a map of Africa). Below the banner, there is a filter section for 'Region' and 'Country', and a 'Bar view' option.

Technical Cooperation and Programme Funding

Technical Cooperation and Partnerships

A Partnerships Platform has been institutionalized to engage AU's critical Partners and Stakeholders. The first political meeting was between the African Union Partners Group (AUPG) and the AU leadership. The Dialogue was a first step by the AUDA-NEPAD towards strengthening its relationship with AU's development partners in support of Africa's socio-economic development and implementation of Agenda 2063. The dialogue provided an opportunity for the AUPG to deepen its understanding of the AUDA-NEPAD as the technical arm of the Union. H.E. Moussa Faki Mahamat and AUDA-NEPAD Chief Executive Officer, Dr. Mayaki made a distinction on the different yet mutually reinforcing roles of the Commission and the Development Agency in driving Africa's development Agenda. This meeting was also an opportunity to articulate AUDA-NEPAD's function that relates to undertaking the full range of resource mobilisation and flexible financing modalities for the implementation of AU flagships. Preparations are ongoing for thematic technical sessions to discuss AUDA-NEPAD's programmes for financing opportunities in 2021.

Following the restructuring of the Agency, the current state of the Agency's partnerships was reviewed and aligned it with the new mandate and strategic objective of the AU and the AUDA-NEPAD. This has been done to ensure ongoing partnerships add value to the Agency's delivery mechanisms in place. Currently, the Agency Partnership database includes Academic Institutions, RECs, International, and Development Institutions, Online Learning Platforms, Governments, Ministries and Humanitarian Organisations. Collaboration with institutions are more harmonised and well defined to cater to the technical needs of the Agency. Furthermore, a plan has been put in place to increase the Agency's Partnership base.



In ensuring collaborations with partners are in line with the Agencies mandate and strategic vision, a mechanism has been institutionalised to facilitate and coordinate the development of a framework of agreements such as Memorandum of Understanding, Letter of Intent and others with external partners. Partnerships with strategic organisations have been established or renewed with increased areas of cooperation with the new mandate of AUDA-NEPAD. These organisations include the African Organisation for Standardisation (ARSO), the African Chapter of the World Aquaculture Society, the Council for Scientific and Industrial Research (CSIR) in South Africa, Power Africa, AeTrade, Pardee Centre for International Futures at the University of Denver in the USA, the United Nations Economic Commission for Africa (UNECA), Afreximbank and the NEPAD Business Foundation, World Aquaculture Society (WAS), Extensions for Community Health Outcomes (ECHO). Efforts are underway to renew and establish new partnerships with other strategic partners such as the African Academy of Sciences, Banks and Member States.

At the continental level, the Agency is working jointly with the AUC to develop the first AU-wide Partnerships Strategy and Policy Framework documents that will map, guide, manage and track strategic engagements and partnerships for effective implementation of Agenda 2063 with the rest of the world. A roadmap has been developed and the main project will commence in 2021. In line with the continent's vision of self-sustenance and ownership of its development, a concept for an AU Technical Assistance Facility that will harness domestic resources as well as build the partnership capacity of member States through the RECs has been designed. This project is expected to be executed and rolled out in 2021.

AUDA-NEPAD is implementing its mandate and serving as the AU Technical interface between development partners and stakeholders. Through this, the Agency has worked actively with the AUC to ensure

Africa's strategic engagements are in line with the continent's development agenda, mutually beneficial and accountable. Technical support has been provided to Africa-EU Partnership, Africa-India Partnership, Africa-Turkey Partnerships, and AU-TICAD meetings. Preparations for AU's participation in the World Expo have resumed and the Agency is working closely with AUC on this process.

Resources Mobilisation

AUDA-NEPAD has established an organisational-wide resource mobilisation strategy. The document provides an approach which is compatible to the institutional mandate as far as the implementation of Agenda 2063 priority projects and flagship programmes is concerned.

During the reporting period and without considering the latest discussions for a pending grant to be used by both the African Union Commission and AUDA-NEPAD, a total of nine (9) grant agreements with a resource portfolio of US\$33,7 million dollars were concluded with four strategic organisations which include the Bill and Melinda Gates Foundation (BMGF), Good Venture Foundation (GVF), the World Bank, and University of Oxford.

Conclusion

During the reporting period AUDA-NEPAD experienced various challenges which are natural to the level of its roles and responsibilities. The notable ones are as follows:

Challenging Socio-economic and Health Environment: The global Covid-19 pandemic has caused unprecedented disruptions in various processes that have a direct bearing on both planning and implementation of socio-economic and environmental policies as well as programmatic activities and service delivery. The level of restrictions on mobility (travel) based on useful recommendations by Africa CDC and in-country lockdowns have the key risks that significantly constrained the volume and pace of AUDA-NEPAD services to RECs and Member States.

Shift in Priorities: The redirection of resources from other sectors to address emerging and urgent needs resulting from the COVID-19 pandemic has seen a shift in priorities and recalibration Focus on immediate and short-term response, relief and “crisis-survival

and management” measures resulted in a reduction in the attention given to long-term development and transformational objectives.

Operational Challenges: While AUDA-NEPAD has remodelled its delivery model espousing the use of online tools to engage with RECs and Member States, this may not be as effective as face-to-face engagements in some instances. In addition, the variation in digital infrastructure across the continent, coupled with a relatively low internet penetration and exacerbated by both poor or limited internet connectivity and infrastructure, and high costs of accessing and maintaining visibility and participation during virtual sessions have also negatively affected efficient and effective programme delivery in some areas.

AUDA-NEPAD Budget: The institutional demands placed in consideration to the AUDA-NEPAD mandate far out-weigh the current budget which has continued at levels before the transformation as the NEPAD Planning and Coordination Agency (NPCA). On another note, the budget for 2020 and 2021 have been substantially reduced.



Although AUDA-NEPAD has stepped up its resource mobilisation in response, the likelihood of mobilising sufficient resources remains a great challenge under the current global operating environment.

At programmatic level, in some cases weak and divergent legal, policy and regulatory environments across countries inhibit effective support for transboundary infrastructure projects. For example, lack of harmonisation of medical products regulatory systems poses a challenge to providing safe and accessible medical products to the African people. Furthermore, some industries have been oriented towards addressing local challenges. This poses a challenge to foster transnational solutions which has been exacerbated by countries not having harmonised responses.

The overall reprioritisation of funding in the AU system has seen significant cuts in the budget for programmatic activities. This has impeded the efficacy of the Agency in providing impactful support to the AU Member States and RECs.

A number of useful lessons learnt have been generated from both the transformation of the organisation from the NPCA to AUDA-NEPAD and the implementation of programmatic activities during the Covid-19 pandemic. These lessons will be important in the implementation of activities in subsequent years to address the lags in achieving the intended results and sustaining the achieved gains.

The operating environment during the pandemic underscores the importance of ensuring agility and being able to continuously adapt to the changing environment. In this instance, the delivery model has been redefined through harnessing technology to meet the needs of RECs and Member States. Furthermore, the importance of establishing strong and strategic partnerships has been underscored to enable timely responses to emerging priorities. The cross-cutting effects of the pandemic have

also highlighted the complexity of the current development landscape, further rationalising AUDA-NEPAD's integrated approach to development.

AUDA-NEPAD has embarked on implementing its mandate in a resolute manner. The governance bodies have been established, the organisational structure operationalised, and substantial progress made while realising the programmatic results, the very challenging operating environment notwithstanding.

With time, there will be need to address the operational and financial challenges and as well have further engagement with RECs and Member States to profile the new priorities while at the same time accelerating the attainment of Agenda 2063 goals and targets. Finally, the continued support of AU Member States in designing and executing programmes, mobilising resources for implementation and knowledge exchange will remain a critical factor to AUDA-NEPAD's success.



Endnotes

- ¹ Technical assistance was provided on the following PIDA projects: Praia-Dakar-Abidjan Corridor; Maritime Link; Botswana-Lesotho Water Projects; Luberizi-Kamanyola-Bukavu Road; Ouessou-Ndjamena-Bangui Transport Corridor; Navigation on the Congo, Sanga and Chari rivers; and Noumbiel Multipurpose Dam
- ² <https://au.int/sites/default/files/documents/38076-doc-afcftaenglishfinal20200123-2.pdf>
- ³ Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Equatorial Guinea, Ethiopia, Ghana, Kenya, Malawi, Nigeria, Senegal, Sudan, Tanzania, Gambia, Uganda, and Zambia.
- ⁴ Botswana, Cameroon, Comoros, Gambia, Namibia, Sierra-Leone, and Zambia
- ⁵ Angola, Botswana, Cameroon, Chad, Cote d'Ivoire, Burkina Faso, Egypt, Ethiopia, Eswatini, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mali, Mauritania, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Sudan, Tanzania, Zambia and Zimbabwe.
- ⁶ Burkina Faso, Cote d'Ivoire, Ethiopia, Eswatini, Ghana, Kenya, Malawi, Mozambique, Niger, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe
- ⁷ Ethiopia, Ghana, Nigeria, Malawi and Gabon
- ⁸ Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa Togo, Tunisia and Uganda.
- ⁹ Cameroon, Ghana, Ethiopia, Kenya, Nigeria, South Africa, Togo, and Tunisia.
- ¹⁰ Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Malawi, Namibia, Nigeria, Rwanda, Togo, Tunisia, Uganda, Sierra Leone, S Africa



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