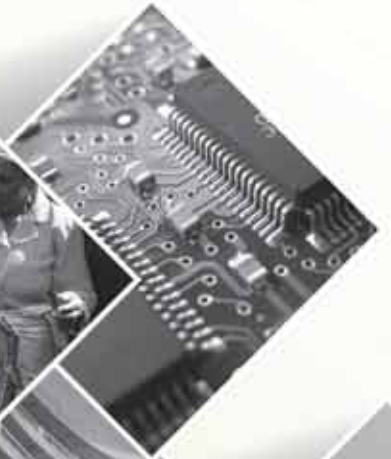**NEPAD**
TRANSFORMING AFRICA

ANNUAL REPORT 2013

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am pleased to present the NEPAD Agency's Annual Report for 2013.

The year 2013 marked the 50th anniversary of the founding of the Organization of African Unity (OAU), the predecessor of the current continental body, the African Union. The New Partnership for Africa's Development (NEPAD), now in its second decade of implementation, continues to serve as the Union's strategic framework for political and socioeconomic transformation, with the NEPAD Planning and Coordinating Agency as its implementing arm. 2013 also marked the tenth year of the adoption of the African Peer Review Mechanism (APRM) and the Comprehensive Africa Agriculture Development Programme (CAADP), as key programmatic initiatives of NEPAD.

Africa is at a critical juncture in its quest for development effectiveness. The next decade will be of utmost importance to its transformation, and it will be a challenging one. Africa must adequately address increasing social inequalities and the urgent need to lift 400 million people out of poverty. It must design the appropriate strategies to provide employment for the additional 215 million young men and women expected to join the labour force in the next 10 years.

As the flagship development programme of the African Union, NEPAD contributes to the reduction of social inequalities, better natural resource governance and African-owned and led knowledge generation. With the facilitating and coordinating role at the core of its mandate, in 2013 the Agency stepped up its efforts to support the reform process and delivery of concrete development results in sector priority programmes at national and regional level.

Under the leadership of the African Union Commission, and with the close collaboration of the Regional Economic Communities, the NEPAD Agency is also drawing lessons and good practices in implementing its regional programmes and projects. On this basis, the NEPAD Agency formulated its impact-oriented Strategic Plan for 2014-2017, in alignment with the AU and AUC planning cycle.

With its focus on inclusive development, natural resource governance, job creation – especially for the youth – and integration into the global economy, the Agency's new three-year plan aims to respond to Africa's ambition to go beyond mitigating poverty towards building a prosperous future for its citizens.

In the same vein, African leaders in the NEPAD Heads of State and Government Orientation Committee (HSGOC) are championing the mobilisation and effective utilisation of our domestic financial resources. Private and public partnerships will indeed be pivotal for Africa to truly become the next growth pole.

Thus, the march to Africa's sustainable and inclusive development is on course. As the African Union develops its long-term vision for 2063, the NEPAD Agency remains committed to offering a more results-oriented approach to facilitating and implementing Africa's priority programmes, and to consolidate the positive steps already taken towards continental transformation.

But this requires collective action and as the proverb goes: "If you want to go quickly, go alone, if you want to go far, go together." As in 2013, and the years ahead, the NEPAD Agency counts on its strategic partners and all stakeholders to make the difference!

Dr Ibrahim Assane Mayaki

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ABBREVIATIONS AND ACRONYMS

AAS	African Academy of Sciences
ABNE	African Biosafety Network of Expertise
AECID	Spanish Agency for International Development Cooperation
AFAP	African Fertiliser and Agribusiness Partnership
AfDB	African Development Bank
AfIGF	African Internet Governance Forum
AGA	African Governance Architecture
AGRA	Alliance for a Green Revolution in Africa
AGRHYMET	Agro Hydro-Meteorology
AIO	African Innovation Outlook
AMCEN	African Ministerial Conference on the Environment
AMRH	African Medicines Regulatory Harmonisation
AMU	Arab Maghreb Union
AOSTI	African Observatory of Science, Technology and Innovation
APC	Association for Progressive Communications
APDev	Africa Platform for Development Effectiveness
APF	Africa Partnership Forum
APFS	Pan-African Fisheries Policy Framework
APRM	African Peer Review Mechanism
APROB	AUC Appointment, Promotion and Recruitment Board
ASMADE	Association Songui Manégré/Aide au Développement Endogène
ASTII	African Science, Technology and Innovation Indicators
ATVET	Agriculture Technical and Vocational Education and Training
AU	African Union
AUC	African Union Commission
AU-IBAR	African Union Interafrican Bureau for Animal Resources
BIAWE	Business Incubator for African Women Entrepreneurs
BMGF	Bill & Melinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Programme
CAMFA	Conference of African Ministers of Fisheries and Aquaculture
CAFRS	Comprehensive African Fisheries Reform Strategy
CDO	Capacity Development Outlook
CDSF	Capacity Development Strategic Framework

CEMA	Council of Energy Ministers of Africa
CEN-SAD	The Community of Sahel-Saharan States
CHEA	Conference on Higher Education in Agriculture
CILSS	Permanent Interstates Committee for Drought Control in the Sahel
CISA	Continental ICT Strategy for Africa
COMESA	Common Market for Eastern and Southern Africa
CPA	Consolidated Plan of Action
CRUDAN	Christian Rural and Urban Development Association of Nigeria
CTA	Technical Centre for Agricultural and Rural Cooperation
DBSA	Development Bank of Southern Africa
DPI	UN Department of Public Information
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAPESP	São Paulo Research Foundation
FARA	Forum for Agricultural Research in Africa
GCCASP	Gender, Climate Change and Agriculture Support Programme
GDP	Gross Domestic Product
GGW	Great Green Wall
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMTF	Graça Machel Trust Fund
GAWFA	Gambia Women's Finance Association
HGSF	NEPAD's Home Grown School Feeding Programme
HSGOC	NEPAD Heads of State and Government Orientation Committee
IBFAN	International Baby Food Action Network
ICANN	Internet Corporation for Assigned Names and Numbers
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IEFP	Instituto do Emprego e Formação Profissional
IFAD	International Fund for Agricultural Development
IFDC	International Fertiliser Development Centre
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
INNOVATE	Innovation for Agricultural Training and Education

IRENA	International Renewable Energy Agency
IDB	Islamic Development Bank
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
M-CDP	Multi-Agency Capacity Development Support
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
MSU	Michigan State University
NAFSIP	National Agriculture and Food Security Investment Plan
NAIP	National Agriculture Investment Plan
NAS	NEPAD Agribusiness Strategy
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NPoA	National Programme of Action
NRC	Natural Resource Charter
NRC-RWI	Natural Resource Charter – Revenue Watch Institute
NRIF	National Research and Innovation Fund (Nigeria)
Nuffic	Netherlands Organisation for International Cooperation in Higher Education
OCEAC	Organisation for the Coordination of the Fight against Endemic Diseases in Central Africa
OECD	Organisation for Economic Co-operation and Development
OIF	Organisation Internationale de le Francophonie
OVC	Orphans and Vulnerable Children
PAF	Partnership for African Fisheries
PCD	Partnership for Child Development
PICI	Presidential Infrastructure Champion Initiative
PIDA	Programme for Infrastructure Development in Africa
PIDA-PAP	PIDA Priority Action Plan
PRC	Permanent Representative Committee
R&D	Research and Development
SARA	Structure d'Appui aux Réseaux d'Agricultrices, Agriculteurs
RCM	UN Regional Coordination Mechanism
REC	Regional Economic Community
REPAO	Réseau sur les Politiques de Pêche en Afrique de l'Ouest
SADC	Southern African Development Community
SAFEM	Salon International de l'Artisanat pour la Femme
SAIGF	Southern Africa Internet Governance Forum
SAQA	South African Qualifications Authority

SE4ALL	Sustainable Energy for All Initiative
SET	Science, Engineering and Technology
SIDA	Swedish International Development Cooperation Agency
SIF	Stop Illegal Fishing
SIP	Strategic Investment Plan
SLU	Swedish University of Agricultural Sciences
SLWM	Sustainable Land and Water Management
SME	Small and Medium Enterprises
STI	Science, Technology and Innovation
STISA	AU Science, Technology and Innovation Strategy for Africa
SUN	Scale-Up Nutrition
TAE	Tertiary Agricultural Education
TDP	Technical Development Plan
TEAM-Africa	Tertiary Education for Agriculture Mechanism in Africa
TICAD	Tokyo International Conference for Africa's Development
TRIPDA	Tripartite Regional Infrastructure Projects Database
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNEP-SIP	UNEP Strategic Investment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNISA	University of South Africa
UNU-MERIT	United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology
USAID	United States Agency for International Development
UTL	Technical University of Lisbon
VPic	Virtual PIDA Information Centre
WAHO	West African Health Organisation
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WWF	World Wide Fund for Nature

NEPAD: THE PROGRAMME AND THE PLANNING AND COORDINATING AGENCY
AN OVERVIEW

As a blueprint for the continent's development in the 21st century, the NEPAD programme is about transforming Africa. Its agenda, adopted in 2001 at the highest political level of the African Union, calls for reforms in the priority areas of agriculture and food security, regional integration and infrastructure, climate change and environment, human development, as well as good governance, capacity development and the empowerment of women.

Established in 2010, the NEPAD Planning and Coordinating Agency plays a facilitating role in mobilising resources, partners and knowledge in support of Africa's priority programmes.

The NEPAD Agency's mandate is to:

NEPAD
TRANSFORMING AFRICA

Facilitate and coordinate the implementation of continental and regional priority programmes and projects

Mobilise resources and partners in support of the implementation of Africa's priority programmes and projects

Conduct and coordinate research and knowledge management

Monitor and evaluate the implementation of programmes and projects

Advocate on the AU and NEPAD vision, mission and core principles/ values

LOOKING BACK - 2013 IN REVIEW

Africa today requires transformation. More than achieving economic growth and eradicating poverty, the continent's future depends on the concretization of an inclusive development model for the benefit of all African citizens and for generations to come.

In response to this challenge, African heads of state and government adopted the New Partnership for Africa's Development (NEPAD) as the continent's vision and strategic framework for political and socioeconomic transformation.

The NEPAD programme offers a holistic and integrated approach for sustainable socioeconomic development on the continent, with a focus on the priority areas of Agriculture and Food Security, Climate Change and Natural Resource Management, Regional Integration and Infrastructure, Human Development, as well as the cross-cutting objectives of Governance, Gender Empowerment and Capacity Development.

TRANSFORMING AGRICULTURE FOR SHARED PROSPERITY

Seventy per cent of Africa's largely young population lives in rural areas and depends on agriculture for their livelihood. Despite this, more than one-fifth of African citizens are still denied the right to food because agricultural systems are hampered by challenges including unfavourable policies, climatic stressors, low technological development and poor prices for agricultural products.

Therefore, addressing Africa's agricultural challenges can potentially make the current economic growth more inclusive, benefitting the smallholder farmers, boosting food production and ending hunger.

NEPAD's Agriculture, Food and Nutrition Security Programme focuses on catalysing the transformation of Africa's agricultural systems and stimulating increased and sustainable agriculture performance. This is done by ensuring that smallholder farmers - the main producers of food in many African countries - get the right kind of financial and technical support as well as better access to markets, in order to improve their productivity, strengthen agro-processing and thereby increase incomes.

The Comprehensive Africa Agriculture Development Programme (CAADP)

The Comprehensive Africa Agriculture Development Programme (CAADP) framework, endorsed by the AU, guides NEPAD's agricultural programme. It is geared towards unleashing growth in the sector thereby contributing to overall sustainable development on the continent. Specifically, CAADP aims to stimulate and facilitate increased agricultural performance through improvements in policy and institutional environments, access to improved technologies and information, and increased investment financing. As CAADP marked its tenth year of implementation in 2013, it completed a review of its achievements and determined the steps it needed to take to deliver more results over the next decade.

A strategy for sustaining the CAADP momentum was designed on this basis and endorsed at the January 2013 AU Summit, with time-bound results to be achieved in the next five to ten years in the following two main areas:

  i.   Capacity and an enabling environment to transform African agriculture;

  ii.   Productivity, production and wealth creation in agriculture.

Under CAADP, African countries are aiming to:

6%
Raise agricultural productivity to at least 6% annually

10%
Commit at least 10% of their national budgets to agriculture

The programme is based on four pillars

1 Sustainable land management and reliable water control systems

2 Private sector development, rural infrastructure, improved trade and market access

3 Increasing food supply and eliminating hunger

4 Agricultural research and dissemination of new agricultural technologies

Supporting CAADP Implementation – Creating Capacity and Transforming Systems

The main thrust of this first result area is to support countries and regions in implementing CAADP, with a focus on the following interventions:

i. Enhancing planning capacity;

ii. Ensuring a strengthened and aligned policy environment;

iii. Strengthened institutional capacity and skills development;

iv. Fostering decisive and accountable leadership and improvements in governance;

v. Expanding public and private investment financing.

Key achievements in 2013 include:

◈ **Planning for the next decade and managing results:** The NEPAD Agency led the design of a Results Framework to put the Strategy for Sustaining the CAADP Momentum into operation. Through an inclusive and evidence-based approach, this exercise identified the achievements and lessons of the past ten years of CAADP implementation and defined a concise trajectory of time-bound results to be achieved over the next ten years and beyond. As an integral part of the African Union Agenda 2063, the CAADP Results Framework aims to ensure the sustainable transformation of the continent's agricultural systems and to address issues that will increase performance in the sector.

◈ **Mobilising private sector financing for agriculture:** As co-chair of the Grow Africa Partnership, the NEPAD Agency continued in 2013 to broker financing

partnerships between the public sector and actors from the local and international private sector. Between 2012 and 2013, Grow Africa was able to mobilise private sector commitments of over US$3 billion for agriculture investments in seven countries, namely Tanzania, Ethiopia, Ghana, Burkina Faso, Mozambique, Rwanda and Kenya. In 2013, three additional countries joined the Grow Africa Partnership – Malawi, Nigeria and Ivory Coast.

◈ **Facilitating public-private partnerships for increased business in agriculture:** The NEPAD Agency initiated a domestic private sector platform to respond to the need, identified through the Sustaining CAADP Momentum strategic review, for increased public and private investment in agriculture. Championed by country level private sector representatives, the objective of the platform is to stimulate public-private sector collaboration in increasing African entrepreneurship and business in agriculture.

◈ **Fostering political ownership and leadership for CAADP:** Building on the success of the initiative in 2012, the NEPAD Agency organised separate high-level meetings in Swaziland, Lesotho, Botswana, Seychelles and Namibia, to facilitate talks between senior government officials and ministers from different portfolios about CAADP and CAADP implementation.

These retreats helped mobilise and stimulate political commitment, as well as inter-ministerial collaboration and coordination for CAADP implementation at a country level, while encouraging collaboration on a regional level. The exercise will be repeated in other countries in 2014.

◈ **Strengthening the regional dimension of CAADP implementation:** The NEPAD Agency provided technical and expert support for the formulation of regional investment plans in COMESA, EAC and IGAD, with the latter taking a step further to become the second REC to sign a regional compact with ECOWAS. As the regional dimension of CAADP implementation gains momentum, specific efforts are being made to ensure that regional strategies build on national priorities and programmes, and facilitate linkages between agricultural value chains in different countries.

- At the end of 2013, 45 countries had formally launched the CAADP implementation process.

- 40 countries have signed CAADP Compacts and 28 countries have developed investment plans.

- After ECOWAS in 2010, IGAD became the second REC to sign its Regional CAADP Compact in 2013.

- EAC and COMESA are at an advanced stage of developing their Compacts and Investment Plans.

- 12 countries have reached or surpassed the 10% Public budget allocation to agriculture, while 13 others are in the 5% - 10% per cent range. Positive trends are recorded in the majority of other countries over the last five years.

- The NEPAD Agency facilitated the deployment of over 55 experts to 18 countries to support CAADP implementation.

Enhancing Productivity and Value Addition in Agriculture

In this second result area, the NEPAD Agency works to increase productivity, production and wealth creation through a number of continental programmes. These are designed to generate knowledge on the levers for increased productivity, production and innovation in agriculture and to catalyse support for identified priorities, with a focus on the following interventions:

i.   Enhancing agricultural productivity through strategic commodities (livestock, fish and industry) and innovation;

ii.   Improving domestic and regional markets and trade, including through agribusinesses and agro-processing development;

iii. Ensuring that agricultural advances are consistent with ecosystem potential, resilience and sustainability objectives.

Reforming African Fisheries Governance and Trade for Sustainability

The fisheries sub-sector has a key role in achieving the 6 per cent growth target set under CAADP. However, inappropriate policies and inadequate governance mechanisms for managing the sub-sector have hampered its potential to contribute sustainably to food and nutrition security, or boost incomes through increased trade.

The NEPAD Agency's International Partnership for African Fisheries' (PAF) governance and trade programme works to encourage African countries to consider and implement policies and governance reforms aimed at improving the productivity, profitability and sustainability of Africa's fisheries and the welfare benefits provided by this sector.

The main achievements of PAF in 2013 include:

❖   **Facilitating the development of a Pan-African Fisheries Policy Framework (APFS)** which sets out the guiding principles for the Comprehensive African Fisheries Reform Strategy (CAFRS) and comprises: (i) increasing fisheries and aquaculture productivity; (ii) improving profitability of fish enterprises; (iii) enhancing sustainability; (iv) wealth generation; (v) social welfare, nutrition and food security; and (vi) regional collaborative management and strengthening South-South cooperation. The final CAFRS and APFS were validated through multiple stakeholder policy dialogues and think-tank events, and brought together into a single document called the Pan-African Fisheries and Aquaculture Policy Framework and Reform Strategy. The strategy was peer reviewed prior to its submission to the second CAMFA meeting in the second quarter of 2014.

❖   **Fostering collaboration for regional policy coherence:** PAF collaborated with AU-IBAR in association with the

African Fisheries Reform Mechanism
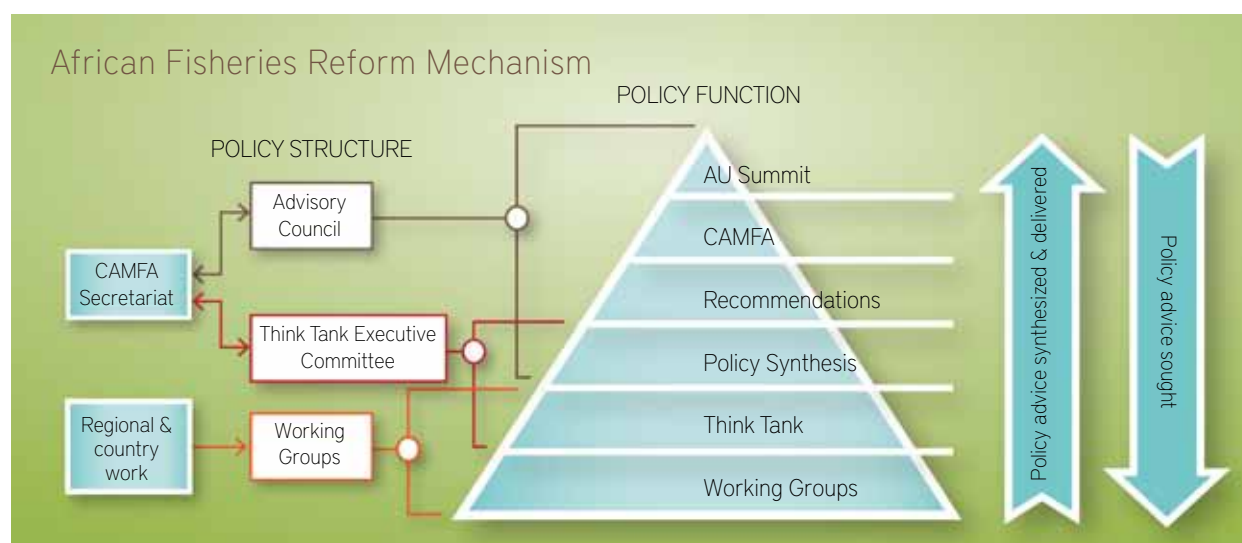
Food and Agriculture Organization (FAO), the World Bank and the World Wide Fund for Nature (WWF) to facilitate the inclusion of the CAFRS and APFS into Pan-African, regional and national policy-making. This collaboration has become operational under the Pan-African Fisheries Reform and Coherence Mechanism, which aims to: (i) provide policy support to CAMFA by creating the CAMFA Secretariat and the Advisory Council at AU-IBAR; (ii) create an African Fisheries Policy Think Tank at NPCA; (iii) support communication of lessons for knowledge enhancement in Africa; (iv) assist with performance monitoring of African fisheries reforms; and (v) provide technical assistance aimed at enhancing Africa's capacity to design and undertake reforms.

◈ **Bridging the gap between fishery technicians and policymakers:** In preparation for the CAMFA meeting in May 2014, technicians were trained on how to present evidence-based policy briefs that are understandable and appealing to policymakers. A total of 18 policy briefs have been developed covering pertinent areas in fishery across the continent (illegal fishing, youths, microeconomics, climate change, etc) and will be presented at the next CAMFA meeting.

◈ **Expanding the Stop Illegal Fishing (SIF) network:** The SIF Working Group functions to ensure that member states effectively implement the UN Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing. Actions by the Task Force have led to arrests and successful prosecutions across Africa, with fines paid by illegal fishery operators in Liberia and Mozambique totalling US$2.7 million. The success of the SIF/Pew Charitable Trust (PEW) project in Seychelles, Kenya, Tanzania, Mozambique and Comoros in supporting information and intelligence sharing for enforcement of actions, encouraged Madagascar and Somalia to join in 2013. Discussions are currently ongoing to extend the network to South Africa and the coastal states of West Africa.
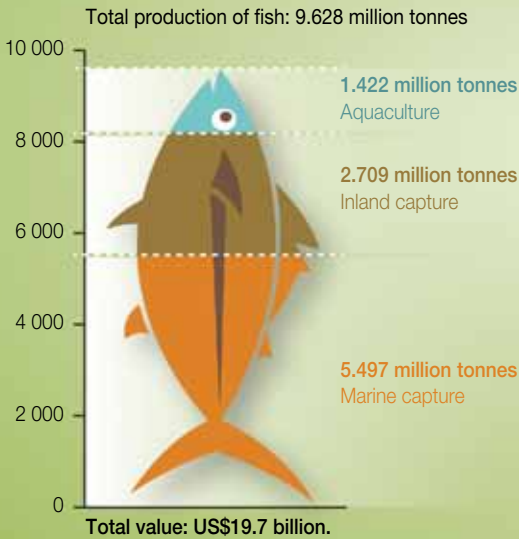
In the pipeline

- ◆ Improving management procedures through best practices: A Fisheries Improvement Project has been developed, in partnership with the Marine Stewardship Council and the WWF, as a mechanism to allow those involved in fisheries at a national or community level to develop management procedures in line with best practice. Fisheries Improvement Projects are currently underway, focussing on small-scale fisheries for lobster in Kenya and octopus in Tanzania, as well as in the context of the Presidential Initiative on Fisheries Reforms in Guinea-Conakry. The expected benefits are: (i) improved management for wealth generation; and (ii) improved market access/competitiveness through recognised certification.

- ◆ Developing a fisheries regulatory framework and sector strategy for Sierra Leone and Guinea-Conakry: In collaboration with the Ministry of Fisheries and the World Bank, PAF's Governance Working Group (GWG) has provided technical support to Sierra Leone for the drafting of its Fisheries Bill, including a 5-year strategy and a 30-year vision for the sector. This successful engagement encouraged the President of Guinea (Conakry) to request similar support from the NEPAD Agency. Members of the GWG facilitated the "Etats Généraux de la Pêche" (High Level Stakeholder Consultations), which the President chaired. The NEPAD Agency is currently working towards the finalisation of the sector strategic plan and its accompanying investment plan, with a view to establishing the required linkages with Sierra Leone, for shared fisheries resources to be managed under the same regime.

Production of fish in Africa in 2013

Total production of fish: 9.628 million tonnes

1.422 million tonnes
Aquaculture

2.709 million tonnes
Inland capture

5.497 million tonnes
Marine capture

Total value: US$19.7 billion.

Potential wealth generation:
Africa could generate between **US$4.9 billion** and **US$9.8 billion** if, and only if, the requisite policy, institutional and governance reforms are carried out.

Fisheries accounted for an estimated 1.4 % of the GDP of many countries in Africa, and an estimated 5.1% of the agriculture GDP

Over **59 per cent** of jobs in the sector went to **women**
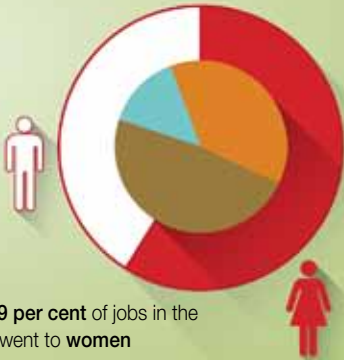
Job creation: The sector created a **total of 6.1 million jobs**

Aquaculture: 1 million jobs

Inland fisheries: 3.4 million jobs

Marine fisheries: 2.7 million jobs

Towards a Food and Nutrition Secure Africa

In achieving sustainable and inclusive transformation, Africa must ensure that increases in its agricultural productivity contribute to the food and nutrition security of its people. However, the continent's agricultural sector does not have sufficient an impact on desired nutritional outcomes as yet.

The NEPAD Agency's Food and Nutrition Security Programme aims to improve the food and nutritional impact of CAADP agricultural investment plans through the promotion of a multi-sectoral approach.

In 2013, the main achievements of the Food and Nutrition Security Programme include:

◈ **Mobilisation of policymakers, stakeholders and partners' commitments towards "African Renaissance: Achieving the Right to Adequate Food and Nutrition".** The fourth Africa Day for Food and Nutrition Security was held in Niamey, Niger in October and was attended by high-level stakeholders, including government representatives from various related sectors as well as NGOs, UN agencies, the private sector, farmers and others. This is an annual advocacy event, as decided by the AU heads of states and governments in 2010, where progress reports and best practices on various food and nutrition projects are shared and advocacy carried out to inform better planning and implementation.

◈ **Mainstreaming nutrition in National Agriculture and Food Security Investment Plans (NAFSIPs) in Africa:** While many CAADP NAFSIPs include nutritional goals, most are lacking the concrete actions needed to ensure nutrition security. This gap is being addressed by NEPAD's initiative to strengthen capacity for addressing nutrition in the formulation and implementation of NAFSIPs. Sub-regional workshops, including preparation and follow-up at country level, are at the heart of this strategy. Two of such workshops were held in 2013. The first one held in Dar es Salaam, Tanzania in February, brought together 200 participants from 19 East and Central African countries. The second, held in Gaborone, Botswana in September, brought together over 200 participants from 14 countries. The main objective of the workshops was to ensure that agricultural and economic development policies and initiatives are nutrition-sensitive and have a clear approach, stronger capacities and clear road maps for implementation. As preparation for the workshops, Nutrition Country Papers were prepared and endorsed by member states. These papers synthesised nutrition situations and major policies and programmes on food and nutrition security, with country "roadmaps" for mainstreaming nutrition in NAFSIPs, in terms of content and processes.

◈ **Home-Grown School Feeding (HGSF) programmes[1]:** Final versions of the case study reports on school feeding programmes in three countries in Southern Africa (Botswana, Namibia and South Africa) were approved in 2013. The case studies were undertaken to inform the design of cost-effective and sustainable national school feeding programmes. Botswana has gone further to develop a Technical Development Plan (TDP) aimed at guiding the implementation of the HGSF programme. Also, the NEPAD Agency, in collaboration with the World Food Programme, the World Bank and the Partnership for Child Development, prepared a HGSF source book, which will serve as an information-sharing tool on best practices and allow countries to learn and scale-up proven programmes and interventions.

◈ **Programme for Orphans and Vulnerable Children (OVC):** The NEPAD Agency, in collaboration with the Partnership for Child Development, supported the preparation of an OVC Situation Analysis for South Africa. Part of the process was to bring together government and non-government stakeholders involved in OVC work in the country, to share their experiences. The draft report of the Situation Analysis was produced in 2013. In addition, a programme to provide skills to OVC was launched in Nigeria and Kenya, while preparations are ongoing for a launch in Botswana.

◈ **Taking forward the Scale-up of Nutrition (SUN) global movement:** As a member[2] of the SUN Lead Group[3], and through its role as one of the three Country Network facilitators, the NEPAD Agency facilitated the inclusion of many African countries in the list of SUN

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1   The Home Grown School Feeding programme links school feeding to local agricultural development within the framework of CAADP. It provides support to AU member states to transition from externally funded to government-owned school feeding programmes.

2   The NEPAD Agency is the major supporting mechanism for African countries. It is also involved in conceptualisation, policy-framing, programme support and M&E within the movement.

3   The Sun Lead Group looks into policy implementation and achievements on nutrition issues globally. The CEO of NEPAD Agency is a member of Lead Group.

countries. Some of these have now initiated efforts to cost the scale-up of planned nutrition activities with a view to mobilising increased resources.

◈ **World Breastfeeding Week:** In partnership with the South African Ministry of Health, UNICEF, Aurum Institute, World Vision and International Baby Food Action Network (IBFAN), the NEPAD Agency launched the commemoration of the World Breastfeeding Week on 1 August in Polokwane, in the South African province of Limpopo. With the theme: "Breastfeeding Support: Close to Mothers", the event highlighted the importance of supporting breastfeeding mothers, especially with peer counselling. During the week, 500 members of support groups and breastfeeding clubs in Limpopo were certified. In addition, the NEPAD Agency advocated for reducing child morbidity and

mortality in line with MDGs 4 and 5 as part of its flagship programme on Maternal and Child Nutrition and Health.

◈ **Measuring the Cost of Hunger in Africa:** A draft report on a pilot project carried out in 2012 in four countries (Egypt, Ethiopia, Swaziland and Uganda) to determine the socioeconomic quantification of child undernutrition was launched. Attended by high-level stakeholders in each of the countries, the launch allowed for further updates and also the incorporation of reactions from the general public to the draft report. It also encouraged governments to see child undernutrition as an important development issue and inform policy shifts to prioritise nutrition. The fully updated report was approved and endorsed for continental distribution in 2013.

In the pipeline

Another group of countries, including Rwanda, will be identified to take part in a second round of the "Measuring the Cost of Hunger in Africa" study

10 findings from the first phase of the "Measuring the Cost of Hunger" Study:*

1 There are more stunted children in Africa today than there were 20 years ago.

2 69 to 82 per cent of all cases of child undernutrition are not properly treated.

3 Most of the health costs associated with undernutrition occur before the child turns one year old.

4 Between 7 and 16 per cent of grade repetitions at schools are associated with stunting.

5 Stunted children complete 0.2 to 1.2 years less in school education.

6 8 to 28 per cent of all child mortality is associated with undernutrition.

7 Child mortality associated with undernutrition has reduced national workforces by between 1 and 8 per cent

8 40 to 67 per cent of working-age populations suffered from stunting as children.

9 The annual costs associated with child undernutrition reach values equivalent to 1.9 to 16.5 per cent of gross domestic product.

10 Eliminating stunting in Africa is a necessary step for inclusive development on the continent.

* Based on findings from the four pilot countries: Egypt, Ethiopia, Swaziland and Uganda.

Improving Access to and Use of Fertilisers

The NEPAD Agency's Fertiliser Support Programme was developed to monitor and promote the implementation of the Abuja Declaration on Fertilisers for an African Green Revolution. The Abuja Declaration calls for a substantial increase in the use of fertiliser in Africa by 2015. The declaration outlines a set of concrete actions to improve the accessibility, affordability and quality of fertilisers available to African farmers. The NEPAD Fertiliser Programme provides technical assistance and advocacy support to countries and RECs for the implementation of the Abuja Declaration.

The Programme's key interventions in 2013 include:

◇ **Provision of technical and financial resources** to strengthen countries' capacities in data collection and dissemination of good practices. Progress reports on the implementation of the Abuja Declaration from across the continent are prepared and made available on a regular basis through the dedicated website: www.africafertilizer.org.

◇ **Support for evidence-based policymaking:** Studies to support policy options for the design and implementation of the Abuja Declaration were carried out and published in English and French. These included: a joint NEPAD/IFDC/FAO/AGRA fertiliser subsidy study in eight countries; a mapping exercise that identified areas for collaboration between the IFDC country programme and CAADP for the implementation of the NAIPs; a concept note and roadmap for integrating fertiliser into the CAADP-based NAIPs; among others. Some of these documents are guiding the NEPAD-AFAP partnership supporting fertiliser development at country and regional levels.

◇ **Promoting the development of private sector-led fertiliser markets in Africa:** Building on the MOU signed in 2012 between the NEPAD Agency and AFAP to promote a more conducive environment for private sector engagement and investment in the fertiliser sub-sector, a sub-agreement was signed in 2013, marking the start of the first phase of implementation. A toolkit was developed and a country visit to Ghana was conducted. The NEPAD Agency also provided technical support to AFAP and the AfDB for the design of a collaborative framework for the operationalization of the Africa Fertilizer Financing Mechanism. Technical coordination was also extended to the IFDC Training Workshop on Fertiliser Policy and Marketing Strategies held in Tanzania in May 2013.

In the pipeline

Further country missions (including in Mozambique and Tanzania) will be carried out in 2014 to provide technical support for the mainstreaming of fertiliser issues into the respective NAIPs. Additional country studies will also be launched for Phase 2 countries, which are yet to be agreed on.

Promoting Agribusiness Development within CAADP Implementation

◈ **A NEPAD Agribusiness Flagship Programme** was developed, with support from GIZ, to increase and improve public and private sector investments and value addition in the agriculture sector through agribusiness development and better market access. As an operationalization of the NEPAD Agribusiness Strategy (NAS), this programme aims at improving coordination, mobilisation, advocacy, and communication among key actors in Africa. It has an initial time frame of three years (2013-2016).

◈ **Promoting value chain approach in CAADP NAIPs:** As an integral part of the NEPAD Agribusiness Flagship Programme, the NEPAD Agency is facilitating the use of the Value Links approach in sector-based implementation of NAIPs. Bringing together national CAADP support structures from eight African Francophone countries, a seminar was organised on managing institutional and methodological solutions for the implementation of the value chain agribusiness components of the NAIPs. At the meeting, farmers' and agribusinesses' needs were more clearly defined to enable the public sector to formulate a better response, thus strengthening collaboration between public and private stakeholders. A similar seminar is planned for Anglophone countries during the second quarter of 2014.

Fostering Sustainable Land and Water Management in Africa

TerrAfrica is a regional initiative that supports the development of harmonised sustainable land and water management (SLWM) programmes in Africa. It works to improve coordination between African governments, the international development community and other global and regional stakeholders. The programme, by design, contributes to the realisation of the objectives of NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP), the Action Plan of the NEPAD Environment Initiative, as well as the objectives of the United Nations convention to combat desertification (UNCCD).

Currently, there are 36 (34 operational) projects in 26 countries being financed by TerrAfrica's Strategic Investment Programme (SIP), with the support of about US$2 billion from leveraged financing.

SLWM platforms

- Burundi
- Burkina Faso
- Eritrea
- Ethiopia
- Gambia
- Ghana
- Kenya
- Lesotho
- Mali
- Mauritania
- Mozambique
- Niger
- Nigeria
- Rwanda
- Senegal
- Togo
- Uganda

In 2013, the NEPAD Agency, as the host of the TerrAfrica Secretariat, focused on the following:

◈ **Country-led national SLWM coalitions were strengthened** regarding learning, monitoring and investment planning. Currently, there are 17 operational national SLWM platforms across the continent.

◈ **Continued technical support on investment planning** to Burundi, Burkina Faso and Lesotho. This ongoing effort is to enable these countries to actively coordinate and implement the TerrAfrica-supported investment process.

◈ **Support for mutual learning among countries:** A series of seven learning events was successfully organised for country project and programme teams. These events, which facilitated mutual learning of practices across countries, further strengthened the capacity of country project teams to implement SLWM programmes.

◇ **Implementation of UNEP-funded Strategic Investment Programme:** The NEPAD Agency is collaborating with three RECs with the specific aim of building their capacity to implement SLWM programmes and projects. This collaboration has a strong focus on knowledge management and M&E. In this regard, several tools for M&E such as a draft TerrAfrica Comprehensive M&E system, a Country Strategic Investment Framework stocktaking tool, a coalition assessment tool and a draft M&E toolkit were produced. Work on the aggregation of SLWM M&E indicators was also undertaken in ECOWAS, ECCAS and initiated in COMESA.

Mainstreaming Agriculture Risk Management in CAADP Implementation

The livelihoods of millions of African producers are constantly threatened by a broad range of risks from climate and other natural hazards, to price volatility and unpredictable markets and policies. These risk factors are major impediments to expanding financial services, investment and hence productivity in agriculture, as it fuels the risk aversion behaviour of financial institutions. Indeed, African rural producers are the most affected by risk factors and the least protected against them. This is a major impediment to increased investment and productivity in the sector.

Currently, countries and regions have essentially set up ad hoc and poorly coordinated mechanisms to manage agriculture and food crises only after one has occurred, and have made little attempt to prevent them taking place. This significantly undermines small producers' productive asset base and increases their vulnerability to food insecurity and undernutrition.

The Risk Management and Resilience Building Initiative, led by CAADP/NEPAD/AU with support from the EU, FAO and the Platform for Agriculture Risk Management, is designed to foster a shift in mind-set from managing crises to managing risks. This will be done by providing support to the RECs and African countries to mainstream agriculture and food security risk management in their implementation of the CAADP programme, thereby boosting productivity and profitability.

The programme adopts an integrated and cross-sectoral approach to managing risk factors in order to:

- ◆ Mitigate and prevent risk and build the resilience of agriculture producers and actors along the value chain through the stabilisation of production, markets and institutions;

- ◆ Support the creation of soft infrastructure to provide inclusive productive and financial services in rural areas;

- ◆ Make rural activities attractive to young people by creating a sustainable path for productivity and income growth.

In 2013, through the express demand of the country and on the basis of its advanced state in implementing CAADP, the NEPAD Agency engaged with Uganda to design an integrated system for risk management in agriculture. This includes the establishment of a national steering committee comprising ministerial departments, private sector institutions, rural producers' organisations, civil society representatives, NGOs and development partners. It also involves the identification of four risk management tools, namely: productive safety nets, warehouse receipt systems, insurance schemes and information systems.

In the pipeline

The NEPAD Agency is currently securing the formal engagement of additional countries to take part in the initiative. For the first phase of the four-year programme, nine countries across the continent are targeted for implementation. To further broaden the outreach of the programme, the NEPAD Agency has partnered with the following three institutions that will be carrying out training and capacity development on agriculture risk management in their respective regions: Uganda's University of Makerere for the East Africa region, the Niger-based AGRHYMET Regional Centre of the Permanent Inter-State Committee Against Drought in the Sahel (CILSS) for West Africa, and the University of Dschang in Cameroon for Central Africa.

Reforming Africa's Agricultural Technical and Vocational Education and Training

Farmer and producer organisations require professional capacity development and training to achieve the scale and scope of agricultural development that will transform the continent and make its rural areas food secure and poverty-free. As yet, however, the provision of agricultural skills development and vocational training in Africa has been largely inadequate across the value chain.

To address this, the NEPAD Agency has launched a new project to promote technical vocational education and training in the agriculture sector (ATVET). Developed within the framework of the CAADP programme, and with support from the German Development Agency (GIZ), the programme aims to provide support in three areas:

- Knowledge management and survey of approaches, information and best practices for ATVET in Africa;

- Anchoring of ATVET in CAADP and AU structures and in their promotion programmes;

- Development and assessment of pilot qualification measures for farmers, the youth, employed and service providers at national level.

In 2013, the NEPAD Agency's ATVET programme achieved the following results:

◈ **Revising agricultural training systems:** A pilot revision process was initiated in two countries, Ghana and Kenya, which involved curricula reforms, building the capacity of training institutions and training providers, and addressing the technical, social and entrepreneurial needs across different value chains. Eight curricula along the value chains of aquaculture, citrus, high value horticulture and pineapples were developed to be used to train young people in modern agricultural techniques. Another focus was on making the revised ATVET systems sustainable by providing training to trainers within the ministries of agriculture and education, training institutions and other private providers.

◈ **Improving the design and planning of ATVET systems across the continent:** A comparative study

of ATVET systems in Namibia, Benin, Ethiopia and Sierra Leone was carried out, along with an analysis of two prominent agricultural training institutes for the African youth – Songhai Training Centre in Benin and the Rural Development Training Programme in Uganda. The lessons learned from these case studies were used to determine best practices and fine tune the development and planning of the ATVET system in Africa.

◇ **Establishing knowledge management system:** A knowledge management portal on the CAADP website was created where ATVET best practices across the continent are uploaded to provide a knowledge platform for the youth, policymakers, trainers, institutions and other stakeholders in the agriculture sector.

- About 100 tutors (30% of which were women) from selected ATVET institutions were trained on the Value Chain Principles and Analysis so that they can train others in their specialised areas.

- 40 tutors (36.6% of which were women) participated in a ten-day training programme on Good Agriculture Practices and the post-harvest handling of pineapple, citrus and other horticultural commodities, so that they could write the study guides and assessment tools, and teach curricula developed along the value chains.

In the pipeline

In 2014, agricultural training will begin in Ghana and Kenya using the revised curricula. Building on the lessons learnt from the reform process in these two countries, four additional countries will embark on curriculum reform and development, namely Benin, Togo, Burkina Faso and Mali. The knowledge management portal will also be upgraded so that feedback on its use can be collected and processed.

By 2016, the NEPAD Agency through the support of the German government, expects to have invested approximately €11.5 million in the programme. It is envisaged that, by then, approximately one million young people across six countries would have directly benefited from the programme by learning skills that could help them find employment in the agricultural sector.

Improving Africa's Tertiary Agricultural Education

The Tertiary Education for Agriculture Mechanism in Africa (TEAM-Africa), launched in 2012, works to transform tertiary agricultural students from passive knowledge containers into active and applied knowledge creators. This is done by: (i) strengthening the relationship between education, research and extension services; (ii) bringing coherence and coordination between institutes, networks and development partners; and (iii) adapting training methods and providing access to new learning tools that better respond to the dynamic education needs on the continent today.

The mechanism emerged in response to the call, made by high level stakeholders at the 2010 Ministerial Conference on Higher Education in Agriculture in Africa (CHEA) held

in Uganda, to reinvigorate Tertiary Agriculture Education (TAE). It was developed through intensive consultations involving the AUC, the NEPAD Agency, the Forum for Agricultural Research in Africa (FARA), TAE-Networks, experts and development partners.

With support from USAID, the World Bank and the Multi-Donor Trust Fund Partners' Committee, TEAM-Africa achieved the following in 2013:

◇ **Institutionalisation and mobilisation of partners' support:** An institutional structure was set up within the NEPAD Agency's CAADP Knowledge Network, thus providing a continental operating framework for the implementation of TEAM-Africa's work programme. Consultative meetings with several stakeholders and partners were also held to create awareness about the operations of TEAM-Africa and to share lessons and

innovative practices. The IDB has agreed to come on board, while negotiations have started with the AfDB.

◈ **Knowledge sharing and mutual learning:** A workshop on rebuilding capacity in post-conflict countries was held in Kampala, Uganda, and a symposium on Agricultural Training and Education in developing countries was held together with INNOVATE (Innovation for Agricultural Training and Education)[4]. This first world symposium with INNOVATE provided TEAM-Africa, as a continental platform, the opportunity for synergy-building and to learn about best practices in agricultural training.

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4   INNOVATE is a USAID and Virginia Tech University project for building capacity in agricultural education and training, in Virginia, USA.

◈ **Strengthening regional participation in R&D networks:** TEAM-Africa contributed to strengthening teaching networks by facilitating the participation of tertiary educators and scientists in a series of regional workshops on Animal Genetic Resources in Burkina Faso, Rwanda and Botswana. These aimed at updating the professional skills of researchers and academics in animal breeding and genetics, as well as in communication and teaching methods, thereby improving their skills as supervisors of MSc and PhD students. The workshops were organised by the Swedish University of Agricultural Sciences (SLU) and the International Livestock Research Institute (ILRI), in partnership with the African Union–Interafrican Bureau for Animal Resources (AU-IBAR), TEAM-Africa and FAO.

In the pipeline

◆ Mobilisation of partners and strategic planning: With support from SLU and the Technical University of Lisbon, Portugal, a study focussing on analysing how expected changes in the agriculture-food sector should affect TAE (including higher education, R&D and technology transfer/extension) will be carried out. The findings of the study will feed into TEAM-Africa's medium to long-term (5 – 20 years) strategy for harnessing Africa-based solutions to TAE needs.

◆ Coherence and stakeholder coordination – The Sahel Development Initiative: TEAM-Africa has been involved in finding sustainable solutions for the Sahel, as part of the group promoting the Sahel Development Initiative, namely the AUC, the NEPAD Agency, the UN, the EU, the World Bank and the AfDB. A proposal was co-developed by TEAM-Africa and other development partners for the creation of a specialised centre for agriculture education in the Sahel to mobilise partners and improve governance, education systems and the quality of teaching. Implementation will start in 2014 with specific activities to include: (i) adapting the education systems to nomadic populations in the Sahel; (ii) developing strategies to integrate conventional education with Koranic schools; and (iii) creating a network of existing Sahelian universities for training in sustainable agriculture and pastoralism. As a continental platform for advocacy and synergy building in agricultural education, TEAM-Africa will keep African partners informed on this process and ensure coherence with other initiatives such as CAADP.

◆ Reforming TAE institutions to meet CAADP objectives: Following a scoping exercise of TAE institutions in Benin and Tanzania in 2012, a consultative meeting was held in 2013 to discuss the findings (inappropriate TAE governance structure, outdated curricula, declining enrolment rates of students in TAE and low financial resources) and agree on ways to implement a reform process in TAE institutions to meet CAADP objectives. The reform process is expected to begin in 2014.

◆ Defining a common agenda for Agricultural Education and Skills Improvement: The NEPAD Agency's TEAM-Africa and ATVET programmes are working with FARA and other development partners to develop a continental framework for agricultural education and skills enhancement for the next decade (2014-2023), as input for the next 10 years of CAADP.

Empowering Women Farmers to Cope with Climate Change

Recognising the gender dimension of the impact climate change will have on African agriculture, the NEPAD Agency designed the five-year Gender, Climate Change and Agriculture Support Programme (GCCASP) with support from the Norwegian government. The programme is to support the implementation of regional and country level interventions to empower rural women and other vulnerable sections of communities to cope better with the adverse effects of climate change.

To inform an effective design of programmes and ensure the equitable participation of women smallholder farmers, youths and other vulnerable groups, a situation analysis involving extensive consultations with stakeholders in five selected countries – Cameroon, Ethiopia, Malawi, Niger and Rwanda – and a regional consultation workshop involving SADC, ECOWAS, IGAD, ECCAS, COMESA were carried out.

Key challenges faced by women farmers identified through these processes include the lack of access to land, credit and markets, as well as lack of technology and agricultural extension (see box 1 below).

Based on the identified challenges, key intervention areas adopted for the programme are: (i) closing institutional gaps; (ii) capacity building of women smallholder farmers; (iii) creation and strengthening of women platforms; and (iv) investments in up-scaling innovation and successful practices.

In 2013, the programme was officially launched at the UN General Assembly in New York with the attendance of high level stakeholders. The NEPAD Agency received a grant of 1.5 million Norwegian Kroner (approximately US$1 million) to kick-start the inception phase of the programme. More countries will be included in the implementation of the programme when resources permit.

BOX 1

Challenges facing women in agriculture*

- Women produce as much as 80% of food crops, but own only about 15% of agricultural land. They have no security of tenure and generally have less fertile and smaller plots than men.

- Banks consider women to be high-risk borrowers. Without cooperatives, they are unable to access even other sources of credit.

- Women farmers lack the know-how and confidence to use improved and more expensive technologies.

- Women are often ignored in the process of agricultural extension, which generally focuses on large-scale commercial farming, or on serving men smallholder farmers with better asset holdings and who are more likely to adopt technologies.

- Women are confined to local markets.

*Gender, Climate Change and Agriculture Support Programme (GCCASP) Document, November 2012

SUSTAINING OUR ENVIRONMENT

Africa's environment continues to be threatened by the dynamics of an ever-changing world. Climate change, fast-growing populations, and expanding agricultural and industrial activities are among the major factors placing pressure on the continent's finite resources.

Working closely with African countries and Regional Economic Communities, as well as bilateral and multilateral partners, the NEPAD Agency aims to create a framework conducive to addressing Africa's short-term economic growth challenges, without undermining long-term environmental and social development imperatives.

◈ **Coordinating Africa's priority programmes on environment.** Recognising the leadership role it has assumed since its establishment, the African Ministerial Conference on Environment (AMCEN) designated the NEPAD Agency as the coordinating institution and host secretariat for the five Regional Flagship Programmes (see Box 2). The Regional Flagship Programmes are Africa's response towards implementing the outcomes of the Rio+20 sustainable development summit. The Flagships are to be implemented within the overall framework of the NEPAD Environment Action Plan.

To kick-start implementation, Concept Notes have been developed on all the five RFPs and a Plan of Action drafted on RFP 2, in collaboration with Working Groups and representatives of member states.

◈ **Shaping a common African position on climate change.** In collaboration with the AMCEN and within the framework of the Post-Kyoto negotiations on climate change, the NEPAD Agency provided technical support in shaping the African Consensus Paper and Common Position on Climate Change. The African position focuses on adaptation, particularly in agriculture, financing, capacity building and technology transfer, among others, and will feed the climate change negotiations that will be held in Paris in 2015.

◈ **Establishment of Climate Change Fund.** With support from the German government, the NEPAD Agency has established a Climate Change Fund worth €3.6 million. The fund aims at providing grants and technical support to African Union member states and RECs towards strengthening climate change resilience and the conservation of biodiversity. The Call for Proposals for administering the fund has been published and the selection process will begin in 2014.

◈ **Promotion of Africa's natural resource management.** In conjunction with the Natural Resource Charter-Revenue Watch Institute, and within the framework of the African Mining Vision, the NEPAD Agency carried out a benchmarking exercise in Tanzania to take stock of the country's natural resource potential. This exercise was to assist the government of Tanzania towards the development of a comprehensive framework for improving the governance and economic management of its natural resources.

Africa's five Regional Flagship Programmes

1. African Green Economy Partnership;

2. Land degradation, Desertification, Biodiversity and Ecosystems-based Adaptation to Climate Change;

3. Partnership for Sustainable Consumption and Production;

4. Africa Sustainable Energy Development Programme;

5. Africa Integrated Environmental Assessment for Sustainable Development Planning.

In the pipeline

◆ **Evidence-based policy design for climate smart agriculture:** A study on best practices in agricultural adaptation to climate change is being carried out in selected countries, namely Burkina Faso, Togo, Cameroon, Ethiopia, South Africa and Zambia.

◆ **Countering desertification:** Several lobbying and advocacy activities were undertaken in 2013 to boost political, technical and financial commitment to the implementation of the Great Green Wall (GGW) initiative. This transcontinental project was initiated by the CEN-SAD and is endorsed by the African Union's flagship programme, the NEPAD Environmental Action Plan for the Saharo-Sahelian area. It aims to meet the challenges of desert encroachment in 11 African countries. The Great Green Wall vision is to restore the viability of ecosystems and production systems in rural areas by 2025, in order to eradicate poverty and food insecurity and create rural hubs of sustainable development.

INTEGRATING AFRICA

Infrastructure is Africa's top priority. With low levels of intra-regional economic exchange and the smallest share of global trade, Africa is the least integrated continent in the world. Infrastructure inefficiencies are costing Africa billions of dollars annually and are stunting growth. Bridging the gap in infrastructure is thus vital for economic advancement and sustainable development. However, this can only be achieved through regional and continental cooperation and solution finding.

The NEPAD Programme on Regional Integration and Infrastructure encourages regional cooperation as a means of building mutually beneficial infrastructure and strengthening the ability of countries to trade and establish regional value chains for increased competitiveness.

Bridging Africa's Infrastructure Gap

As the unique strategic and sectoral framework to accelerate physical integration of the continent, the Programme for Infrastructure Development in Africa (PIDA) promotes the development of infrastructure projects in the areas of transport, energy, information and telecommunications technologies, as well as transboundary water.

In order to boost intra-African trade and raise the continent's competitiveness in the global economy, the programme sets out short-term goals to be achieved by 2020, medium-term goals to be achieved by 2030 and long-term goals by 2040.

Its implementation is a collective effort coordinated by the AUC/NEPAD Agency and involving African institutions and organisations at national, regional and continental level, as well as development partners.

Implementing PIDA

◈ **Moving from Planning to Implementation:** Following the approval of the PIDA programme and its priority action plan (PAP) in July 2012, the implementation of PIDA priority projects got underway in 2013, focussing on project preparation and financing. The NEPAD Agency thus undertook a consultative process at the outcome of which the 51 PIDA PAP programmes/projects were broken down into 433 projects and sub-projects. Eighty-three of these were subsequently selected to form part of the PIDA PAP for 2020.

◈ **Mobilising resources for PIDA projects financing:** Out of the 433 projects, 16 projects considered as quick-wins for financing and implementation were shortlisted (see Table 1). These projects will be showcased to mobilise financing during the Dakar Financing Summit in June 2014 in Dakar, Senegal.

◈ **Increasing bandwidth and reducing costs in ICT:** In 2013, the NEPAD Agency commissioned regional studies covering the whole continent, with the threefold aim of producing bankable projects, mapping the regional broadband connectivity scene and identifying gaps and bottlenecks in the establishment of regional cross-border networks.

The study for East and Southern Africa was completed in 2013 and took stock of the available data on broadband links in the region to increase connectivity options and overall reliability of the regional networks. This data will be reflected in an interactive online Geographic Information System (GIS) map of the whole continent when the studies for West, Central and North Africa are completed in the second half of 2014.

◈ **Developing essential regional energy infrastructure for Africa:** The NEPAD Agency is facilitating the implementation of the 15 high priority energy projects in PIDA by 2020. This includes four electrical power corridors linking the majority of the African Power Utilities, nine hydropower generation projects and two gas and oil pipelines. The power corridors will ensure that energy is generated where it is most economical and transported to where it is needed.

◈ **Reducing energy generation costs through regional trade and integration:** The NEPAD Agency is cooperating with the International Renewable Energy Agency (IRENA) to set up Eastern and Southern Africa clean energy corridors. This will supplement PIDA energy projects with additional clean energy resources in order to meet the growing demand for energy. The concept of the corridors was developed by IRENA and launched in June 2013.

◈ **Mobilising partners around energy-related NEPAD priorities:** In 2013, the NEPAD Agency worked to mobilise support from its partners and the donor community around Africa's high priority energy programmes. This included advocacy of PIDA Energy Programmes within the framework of the EU-Africa Energy Partnership, as well as through USAID Trade Department.

Table 1: Sixteen high development impact regional infrastructure projects

No	Project Name	Infrastructure Sector	Footprint Country/RECs
1	Ruzizi III Hydropower Power	Energy - Generation	SADC, EAC
2	Dar es Salaam Port Expansion	Transport - Ports	Tanzania, SADC, EAC
3	Serenje-Nakone Road	Transport - Road Infrastructure	Zambia, SADC
4	Sambangalou Hydropower Project	Energy - Generation	ECOWAS
5	Modernisation of Dakar-Bamako Rail Line	Transport - Rail	ECOWAS
6	Nigeria-Algeria Gas Pipeline	Energy - Gas	ECOWAS, UMA
7	Zambia-Tanzania-Kenya (ZTK)	Energy - Transmission	SADC, EAC, COMESA, IGAD
8	Abidjan-Lagos Coastal Corridor	Transport - Road Infrastructure	ECOWAS
9	Lusaka - Lilongwe ICT Terrestrial Fibre Optic	ICT	SADC, COMESA
10	North Africa Transmission Corridor - Project	Energy - Transmission	UMA, COMESA
11	Congo-DRC Road/Rail Bridge & Kinshasa to Llebo rail	Transport - Roads/ Rail	ECCAS, SADC
12	Abidjan-Ouagadougou Road-Rail Project	Transport - Rail	ECOWAS
13	Batoka Gorge Hydropower Project	Energy - Generation	SADC, COMESA
14	Douala-Bangui-Ndjamena Corridor / Road-Rail	Transport - Road Infrastructure	ECCAS
15	Juba-Torit-Kapoeta-Nadapal-Eldoret Road	Transport – Road Infrastructure	EAC, IGAD
16	Kampala-Jinja Road Project	Transport - Road Infrastructure	Uganda, EAC, IGAD

In the pipeline

Two capacity building projects to support PIDA PAP implementation:

- The African Development Bank (AfDB) approved the sum of US$9million to address mainly human resource and deficits in technical skills in RECs, as well as human capacity enhancements for the NEPAD Agency and AUC oversight entities of PIDA. This project, which will be executed by the NEPAD Agency, is expected to commence in the first quarter of 2014.

◆ The design of a second PIDA capacity building project for RECs was initiated, with funding from the German Development Agency (GIZ). The project is expected to address capacity constraints in PIDA database development, as well as management and reporting for the 433 PIDA projects. The GIZ-sponsored project will enhance the current NEPAD Agency-based Virtual PIDA Information Centre (VPIC) (see Box 3), and ensure linkages with RECs databases, such as the Tripartite Regional Infrastructure Projects Database (TRIPDA), jointly-owned by EAC, COMESA and SADC.

BOX 3

Making PIDA and its implementation visible

The Virtual PIDA Information Centre (VPic) was officially launched in May 2013 during the 50th anniversary celebration of the OAU/AU.

Serving as the contact point on all PIDA-related enquiries, VPic enables the public, interested partners and stakeholders to easily access accurate and up-to-date information on the implementation status of the 51 PIDA Priority Action Plan (PAP) Projects. Users can search for projects by name, country or REC.

Developed jointly with the AUC and the AfDB, and with financial and technical support from GIZ, VPic benefits from the active engagement of the RECs.

Mobilising Africa's Leaders for Infrastructure Development

Within the framework of PIDA, the NEPAD Agency coordinates and facilitates the implementation of eight regional projects identified under the Presidential Infrastructure Champion Initiative (PICI). In an effort to actualise the goals of the AU Minimum Integration Programme, the PICI is spearheaded by seven African governments: Algeria, Republic of Congo, Egypt, Nigeria, Rwanda, Senegal and South Africa (see Table 2).

Some of the PICI projects have made impressive progress in 2013:

◈ The financing gap of US$40 million to implement the **Missing Link of the Trans-Sahara Highway** has been filled. The implementation process of this project has commenced and it is expected that construction will start in June/July 2014 and be completed in 2016.

◈ The implementation of the **Algeria-Niger-Nigeria Optic Fibre Project** has reached 60% completion.

◈ The Nigerian government has readjusted the scope and focus of the **Trans-Sahara Gas Pipeline Project** and has included it in its national infrastructure development programme.

◈ In June 2013, the government of Egypt formally launched the **Navigational Route between Lake Victoria and the Mediterranean Sea** project. A pre-feasibility study was commissioned and support from footprint states and COMESA secured for coordination and resource mobilisation efforts.

In the pipeline

Discussions are ongoing to elevate the Abidjan-Niamey-Cotonou Rail Project to a PICI project, regionally championed by Côte D'Ivoire under the ECOWAS infrastructure development programme.

Table 2: Eight projects to lead Africa's integration

	Championing Country	Project Title	Beneficiary Countries and RECs
1	Algeria	Missing Links of the Trans-Sahara Highway	Algeria, Niger, Nigeria, Tunisia, Mali and Chad; ECOWAS and AMU
2	Algeria	Algeria-Niger-Nigeria Optic Fibre Project	Algeria, Niger and Nigeria; ECOWAS and AMU
3	Republic of Congo	Kinshasa-Brazzaville Bridge Road and Rail Project	Republic of Congo, DRC, Eastern, Central and Southern parts of Africa; ECCAS, CEMAC, SADC and COMESA
4	Egypt	Construction of a Navigational Line between Lake Victoria and the Mediterranean Sea (River Transport from Lake Victoria to Alexandria)	Egypt, Kenya, Uganda, Sudan, South Sudan, Burundi, Ethiopia; COMESA, IGAD and SADC
5	Nigeria	Nigeria-Niger-Algeria Gas Pipeline (Trans-Saharan Gas Pipeline)	Nigeria, Niger and Algeria; ECOWAS and AMU
6	Rwanda	Unblocking ICT Broadband and Fibre Optic Project	All African countries; all RECs
7	Senegal	Dakar-Ndjamena-Djibouti Road and Rail Project	Senegal, Mali, Burkina Faso, Niger, Nigeria, Cameroon, Chad, Sudan, Ethiopia and Djibouti; ECOWAS, ECCAS, COMESA and IGAD
8	South Africa	North-South Corridor Road and Rail Project (Cape to Cairo Corridor)	South Africa, Botswana, Mozambique, Zambia, Zimbabwe, Tanzania and Malawi; SADC, COMESA and EAC

Empowering Africans with Energy

The NEPAD Energy Programme strives to increase the African population's access to energy, in order to drive economic growth and prosperity on the continent. The programme addresses issues of regional infrastructure and market development, efficient usage and utilisation of energy resources, pertaining to all main sources of energy, namely electrical, renewable, oil and gas.

Building on progress made in 2012, the Energy Programme further implemented the Sustainable Energy for All (SE4ALL) initiative in Africa. Main achievements in 2013 include the following:

❖ After the launch of the SE4ALL African Coordination Hub in July 2013, the NEPAD Agency facilitated the organisation of expert meetings, jointly with the UNDP, AUC, and AfDB. The meetings resulted in the production of three documents: (i) SE4ALL African Action Plan Guidelines; (ii) Africa's Strategy for Decentralized Energy Solutions and (iii) Africa Sustainable Charcoal

Policy Framework. All three were endorsed by the standing committee for the Conference of Energy Ministers in Africa (CEMA).

❖ The NEPAD All Africa Sustainable Energy Programme was developed, in collaboration with the BizClim facility. The programme will assist African countries to achieve the three objectives of SE4ALL, namely, energy accessibility, doubling the share of renewable energy in the total energy mix and doubling the rate of energy efficiency by 2030. In 2013, Kenya and Gambia were identified as countries where the pilot programme will be launched. Gap analyses were carried out covering financial, technical, and regulatory and policy issues in both countries, to inform the development of an action plan and investment prospectus in 2014. The programme will be rolled-out to additional countries across the RECs, once financial resources have been secured.

In the pipeline

- ◆ Ensuring the sustainability of bioenergy development: Efforts are being made to establish a Pan-African incubation hub and fund under the NEPAD All Africa Bioenergy Programme. The aim of the incubator is to provide technical and business support to small and medium bioenergy project developers to move projects from concept to bankability. The structure of the fund is being developed and will be launched in 2014.

- ◆ South-South cooperation for knowledge exchange in bioethanol production: Within the framework of the partnership established between the NEPAD Agency and Brazil, cooperation was developed with the São Paulo Research Foundation (FAPESP), the Global Sustainable Bioenergy project and the University of Stellenbosch to transfer knowledge from Brazil to Africa and to build capacity to develop the sugarcane and bioethanol production industry in Africa.

Growing Africa's Digital Economy

Broadband access is the key to unlocking Africa's internet economy. Several and differing targets have been set at the continental level and through global forums that relate to Africa's aspirations for increased internet access in general and broadband access in particular. All, however, would require that current growth rates in internet penetration are at the least sustained, if not doubled (see Figure 1).

The NEPAD Agency's e-Africa Programme works to boost broadband access in Africa through: (i) increased bandwidth and investment in ICT; (ii) reduced costs of access to ICTs; (iii) improved online content and services; (iv) enhanced ICT skills on the continent; and (v) an enabling policy environment for ICT in Africa. It thus contributes to positioning Africa as a globally competitive digital society by promoting the relevant policies, strategies and projects.

In 2013, the e-Africa Programme focussed on developing capacity in policy and governance, promoting regional policy dialogues, securing the "dot africa" domain, facilitating PIDA ICT implementation and developing a comprehensive ICT strategy for Africa.

- ◈ Securing more online content and services for the continent through "dot Africa": With the strong commitment of African stakeholders, and under the leadership of the AUC/NEPAD Agency, "dot Africa" (.africa) was secured as a Top-Level Domain (TLD) to serve the needs and aspirations of Africa in having a unique identity on the internet. Through advocacy and lobbying, the e-Africa Programme and the Information Society Division of the AUC worked to ensure that only the AU-endorsed application for this domain name was accepted by the Internet Corporation for Assigned

Names and Numbers (ICANN). 2013 also saw the creation of an African Domain Name System Forum to address issues related to Africa's domain name industry.

◈ Developing skills and capacity for Africa's internet development: More than 30 participants from 15 different countries were trained on issues relating to internet governance and the internet economy through the inaugural Africa School on Internet Governance, jointly organised by the NEPAD Agency and the Association for Progressive Communication (APC). The school will be an annual event to capitalise on the strong interest and demand from African stakeholders, including the private sector, and to build on the linkages with similar initiatives in Europe and Latin America. The aim is to establish regional hubs in each of the 5 geographic regions of the African Union.

◈ Guiding internet and internet policy development: The NEPAD Agency has actively supported internet and internet policy development at the national, regional and continental levels. Over 60 people from 8 SADC member states were engaged in identifying priority policy issues for the internet and ICTs through the Southern Africa Internet Governance Forum (SAIGF), organised by the NEPAD Agency, APC, and the SADC

Secretariat with support from the Open Society Initiative of Southern Africa and other partners. As a result of this engagement, it was agreed to establish an operational architecture that would set up and link national internet policy dialogues to the regional level through ministerial meetings convened by the SADC Secretariat. The SAIGF has been cited as a model to be emulated by other regions.

The NEPAD Agency also facilitated the formulation of principles and recommendations for sustainable and effective multi-stakeholder participation in ICT policy processes in Africa, at an event on the sidelines of the African Internet Governance Forum (AfIGF). The recommendations were presented at the global IGF and have been referenced as a significant contribution to the ongoing dialogue on the evolution of the internet ecosystem.

◈ Celebrating Africa's ICT successes: In commemoration of the 50 years of the OAU/AU, the e-Africa Programme co-organised the Africa ICT Week in December. The event was attended by over 100 people from more than 20 countries and provided an opportunity to take stock of the gains that had been realised, the challenges encountered and what lies ahead for Africa's ICT development.

In the pipeline

♦ A roadmap for Africa's digital economy: The e-Africa Programme is leading a process to develop a comprehensive Continental ICT Strategy for Africa (CISA). The framework and strategic pillars have been identified, with input from RECs and AU specialised institutions. Targets and indicators will be developed in the first half of 2014. The strategy will be presented to the 5th Conference of Ministers responsible for Communication and Information Technologies in the latter part of 2014. CISA places high emphasis on industrialisation, research and development, as well as e-applications and services as building blocks of Africa's digital economy.

♦ Facilitating greater investment in PIDA ICT projects in West and Central Africa: Regional studies to develop bankable projects for West and Central Africa are underway and will be completed in the first half of 2014. The project will also produce GIS maps of terrestrial connectivity for the entire continent.

♦ Database of ICT expertise: A searchable database of ICT experts and expertise will be developed in 2014 and will be made available to member states and other stakeholders. Over time, the database will provide useful information on gaps and areas requiring capacity development in the furtherance of Africa's ICT agenda.

♦ Strengthening Africa's identity on the Internet: The "dot africa" registry will be launched in the first quarter of 2014. Excess funds generated by the registry will go to the Dot Africa Foundation, supporting the development of the internet and ICT on the African continent.

INTEGRATING AFRICA

Access to Broadband – the key to unlocking Africa's internet economy

Between 2005 and 2009, internet penetration in Africa grew at rates of approximately 40%, but has since then slowed down to 20-25%. Internet penetration is currently estimated at 16%. Should the current growth rate be sustained, Africa will be in a position to meet the target of tripling access to broadband services by 2020 (equivalent to 40% penetration) as set in the draft Comprehensive ICT Strategy for Africa.

Internet penetration in Africa as a function of annual growth rate

Source: Data to 2013 published by the International Telecommunications Union and projections based on a 20% annual growth rate

HUMAN DEVELOPMENT

The resources, including capital, technology and human skills, that are required to launch a global war on poverty exist in abundance and are within Africa's reach. What is required is to mobilise these resources and to use them properly. This calls for a genuine commitment to sustain human development, as well as a global partnership based on shared responsibility and mutual interest.

In working towards greater economic growth and poverty eradication on the African continent, the NEPAD programme takes an integrated approach to human development and links key areas including education, science and technology and healthcare. NEPAD thus works to increase innovation, encourage partnerships, facilitate knowledge sharing and improve the volume and quality of research and development (R&D).

From Resource-based to Innovation-led Development

African leaders have recognised the major role of science and technology in the economic transformation and sustainable development of the continent. The 2005 Consolidated Plan of Action (CPA) articulates Africa's agenda in Science and Technology and aims to:

i.   Enable Africa to harness and apply science, technology and related innovations to eradicate poverty and achieve sustainable development;

ii.   Ensure that Africa contributes to the global pool of scientific knowledge and technological innovations.

Following its review in 2012, an updated 10-year strategic plan for Science Technology and Innovation (STI) was developed, an exercise to which the NEPAD Agency actively contributed both in terms of content and process.

The vision for Africa's STI Strategy for 2014-2024 is to set up a robust STI foundation for an integrated, prosperous and peaceful Africa. The mission is to accelerate Africa's transition to an innovation-led, knowledge-based economy for sustainable growth and development through three strategic actions:

i.   Help build infrastructure, by increasing engineering capacity, domestic materials and opportunities for learning;

ii. Enhance technical competence, focussing on human and institutional capacity development for STI (advanced education and lifelong learning opportunities, research intensive tertiary education platforms, R&D facilities);

iii. Enhance entrepreneurship, to stimulate effective innovation, technology transfer and commercialisation systems.

In realising the 10-year strategy vision, the NEPAD Agency will lead efforts to embed STI in all AU sectoral policy frameworks and mobilise resources for STI-led development.

Developing Africa's Capacities for R&D and Innovation

The African Science, Technology and Innovation Indicators (ASTII) initiative is a flagship programme of the CPA. It works to improve the quality of STI policies at national, regional and continental levels by strengthening Africa's capacity to develop and use STI indicators.

The NEPAD Agency provides ASTII participating countries with financial resources and training on STI survey methodology. It also produces the African Innovation Outlook Report biennially and promotes its usage as a source for evidence-based policy and decision-making. The programme has been implemented with the committed support of the Swedish International Development Cooperation (SIDA) since 2007. Phase 2 of ASTII ran from 2010 to the end of 2013 but has been continued under a non-cost extension until the end of April 2014.

Major achievements in 2013 include:

◈ Human and institutional capacity development: The NEPAD Agency's ASTII Initiative provided training of staff for ministries responsible for STI and national statistics offices from six additional countries. The training is geared towards improving countries' capabilities and methodological knowledge to apply internationally acceptable standards to the collection of their national STI statistics. This increased the number of countries trained from 28 in 2012 to 35 in 2013. STI data is now part of national statistics in the countries that have participated in the ASTII initiative.

◈ Generating knowledge for evidence-based policy-making: Data from 21 countries that conducted national surveys on R&D and innovation statistics

ASTII-2 participating countries

2010
1. Algeria
2. Angola
3. Burkina Faso
4. Cameroon
5. Egypt
6. Ethiopia
7. Gabon
8. Ghana
9. Kenya
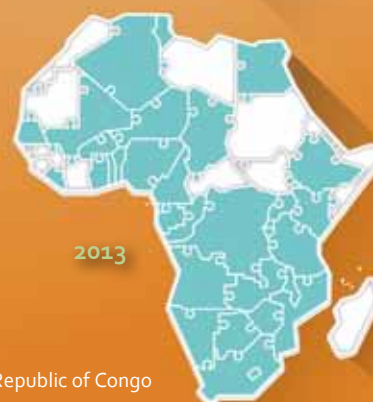10. Lesotho
11. Malawi
12. Mali
13. Mozambique
14. Nigeria
15. Senegal
16. South Africa
17. Tanzania
18. Uganda
19. Zambia

2012
20. Cape Verde
21. Equatorial Guinea
22. Liberia
23. Mauritius
24. Namibia
25. Niger
26 Togo
27. Tunisia
28. Zimbabwe

2013
29. Benin
30. Botswana
31. Burundi
32. Chad
33. Congo
34. Democratic Republic of Congo
35. Rwanda

were validated and the second edition of the African Innovation Outlook (AIO-II) was produced. Three other policy briefs on STI indicators were produced and disseminated to raise awareness on the value of quality STI indicators for evidence-based policymaking.

◈ Regional engagements with COMESA and ECCAS were intensified towards the incorporation of ASTII as a regional framework.

◈ Partnership mobilisation for ASTII implementation: Collaboration with existing partners, namely, the African Observatory for Science, Technology and Innovation (AOSTI), UNESCO Institute of Statistics, the Research Policy Institute (University of Lund, Sweden), UNU-MERIT, and the South African Centre for Science, Technology and Innovation Indicators (CeSTII), was further strengthened through various joint activities. New partnerships were also established with UNECA and the African Academy of Science (AAS).

◈ Contribution to the AU strategy for STI: The NEPAD Agency made technical inputs to the production of the AU Science, Technology and Innovation Strategy for Africa-2024 (STISA-2024), which has retained STI indicators as one of the strategic programmes for the continent.

In the pipeline

◆ ASTII - Phase 3: Following the approval of the final programme report for ASTII-2, a proposal for ASTII Phase 3 was prepared and a commitment for funding by the government of Sweden was secured for the implementation period, June 2014 to December 2017.

Success stories:

Kenya

Increase of national target for R&D expenditure as a percentage of GDP from 0.48% in 2010 to 2% in 2012.

Nigeria

African Innovation Outlook results extensively used by the government to review the country's STI policy in 2012. The new policy comes with: (i) improvement in budgetary allocation to STI; (ii) establishment of a special fund for R&D called the National Research and Innovation Fund (NRIF); (iii) increase in admission ratios in favour of Science, Engineering and Technology (SET); and (iv) establishment of nine new universities for S&T.

Tanzania

ASTII survey extended to include an assessment of the state of laboratories and scientific equipment in public institutions, on the evidence of which the government allocated a budget for their rehabilitation.

Improving Africa's Population's Access to Quality Medicines

The regulatory agencies of the African Union's member states currently operate independently. Not only has this limited intra-African pharmaceutical trade, but it has also left unhindered the circulation of substandard and fake medicines in most African markets.

The African Medicines Regulatory Harmonisation (AMRH) initiative promotes the harmonisation of medicine regulation and investment in pharmaceutical production among African countries, through the RECs. The AMRH initiative thus provides a platform for establishing regional medicines agencies, as a foundation for the creation of a single African Regulatory Agency.

Building on the start of the AMRH implementation phase in 2012, the following progress was recorded in 2013:

◈ **Medicine regulatory harmonisation programme for EAC:** Further to the launch of the programme in 2012, EAC member states have agreed on regionally harmonised standards and tools to facilitate the authorisation of medicines entering their markets. The situation analysis study report for the region has been published, and the AMRH M&E and impact assessment tool has been validated by partner states for piloting in the region, and further replication in other RECs. AMRH information, education and communication (IEC) materials have been developed for advocacy, and are regularly posted on the NEPAD Agency and AMRH websites for access by a wider audience (see www.amrh.org). Other RECs such as SADC and ECOWAS have also made major milestones in the establishment of their Medicines Regulatory Harmonisation projects.

◈ **A Model Law for medicines regulation harmonisation in Africa** has been endorsed by the Pan-African Parliamentary Committee on Health, Labour and Social Affairs, ready for stakeholders' consultation and subsequent endorsement by AU organs. The Model Law serves as a reference guide for countries to enact and/or review their national medicines laws and ensure domestication for regionally harmonised standards and regulatory frameworks.

◈ **Partnership building and knowledge exchange:** The first scientific conference on medicines regulation in Africa with the theme, "Building Partnerships for Sustainable Capacity in Medicines Regulation in Africa", and the first African regulators conference were convened in December 2013. The two multi-stakeholder conferences aimed at exchanging knowledge in addressing challenges affecting the product value chain in Africa, and brought together representatives from regulatory authorities, the private sector, academia and specialists in the field of health and pharmaceuticals from Africa and beyond. The next conference is scheduled for 2015.

BOX 4

Addressing national capacity challenges through the regional level

Most regulatory authorities in African countries lack the organisational structures to implement medical products regulatory functions and are not yet in a position to meet internationally accepted requirements for regulation. To address these challenges, the NEPAD Agency is working with the RECs towards the harmonisation of medicines regulatory policies, guidelines and standards. Some of the RECs are also working towards joint dossier reviews and inspection of pharmaceutical manufacturing plants, which is a key factor for building regulatory capacity and facilitating pharmaceutical trade among participating countries in regional harmonisation schemes.

◈ **Facilitating and coordinating medicines policy and regulatory reforms:** A Technical Working Group on Policies and Regulatory Reforms (TWG-PRR) has been established to spearhead medicines policy and regulatory reforms, with the NEPAD Agency as its Secretariat. The multi-stakeholder group serves to provide technical support on ongoing policy and legal activities within the AMRH for the effective regulation of medicines and medical products in Africa. The TWG-PRR thus supports countries and RECs in their endeavour to review and/or develop adequate policies and legislation in this respect. The first meeting of the TWG-PRR took place in 2013.

◈ **Mobilisation of partners and resources:** US$3.4 million has been mobilised from the Bill and Melinda Gates Foundation and a three-year grant signed to cover 2013 – 2016.

In the pipeline

♦ Establishment of Regional Centres of Regulatory Excellence (RCORE): A call for Expression of Interest for the establishment of RCORE and a Pool of Regulatory Expertise was launched to allow for a technical assessment and selection process in 2014.

♦ Rolling out of the AMRH Initiative in West Africa, Central Africa and Southern Africa: Consultations were held in preparation for the implementation of MRH projects with the following RECs: ECOWAS, through its health agency the West Africa Health Organisation (WAHO) and in collaboration with UEMOA; ECCAS, in collaboration with the Organisation for the Fight against Endemic Diseases in Central Africa (OCEAC), and with SADC. Commitments have been secured to launch the MRH projects for the West Africa and SADC regions in 2014.

Providing Evidence and Training for Informed Decisions on Agricultural Biotechnology Regulation

Increasing the competitiveness of African agriculture requires the adoption of powerful technologies such as biotechnology. However, harnessing the potential of modern biotechnology, especially genetically modified crops in Africa, requires adequate capacity building in biosafety.

The NEPAD Agency's African Biosafety Network of Expertise (ABNE) provides up-to-date training, education, technical support and science-based information to African regulators, to help countries make informed decisions on matters pertaining to agricultural biotechnology. ABNE was established in partnership with the Michigan State University

(MSU), with financial support from the Bill & Melinda Gates Foundation (BMGF).

In 2013, ABNE has strengthened biosafety capacity in African countries through the following:

◈ **Organizing training workshops for regulators and policymakers:** Five hundred and seventy regulators (31% of which were women) from 11 African countries were trained in 26 programmes, including workshops, short courses, internships, study tours, training of trainers and other professional development activities offered in Africa and internationally. In Malawi, the regulators trained by ABNE served as inspectors for monitoring and compliance of the first ever Bt cotton field trial conducted at Bunda College of Agriculture in 2013.

◈ In Ghana, ABNE training and support to regulators enabled the **review of four biosafety applications of genetically modified crops** including rice, cowpea, sweet potato and cotton. Through ABNE supported biosafety services, confined field trials of rice and cowpea and multi-location trials of Bt cotton were conducted in Ghana for the first time in 2013.

◈ **Technical knowledge sharing:** ABNE played a key role in sharing science-based information on biosafety regulatory issues that facilitated the shaping and adoption of an improved biosafety law in Burkina Faso. Also, ABNE offered and institutionalised a biosafety training short course at the Polytechnic University of Bobo-Dioulasso in Burkina Faso, expanding training opportunities for regulators in Africa.

◈ **Continental coordination of biosafety activities:** ABNE played a leadership role in coordinating the activities of various biosafety service providers in Africa.

◈ **Supporting the creation of an enabling policy environment for biosafety and biotechnology:** Specialised training was provided to a group of lawyers and legal advisors from nine countries (Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Nigeria, Tanzania, Togo and Uganda), focussing on science and regulations of biotechnology.

Improving Frontline Healthcare in Africa

Through its Nursing and Midwifery Education Project in Africa, the NEPAD Agency is collaborating with universities in Southern Africa to build health sciences curricula, research capacity and healthcare-related training in participating countries.

The first phase of the project saw the establishment of specialist healthcare programmes in Kenya, Tanzania, Rwanda, Mozambique and the Democratic Republic of Congo in the areas of community health nursing, maternal and child health, mental healthcare nursing, as well as critical care and trauma nursing.

With a grant received from the government of the People's Republic of China, the implementation of the second phase of the project began in 2012. Focussing on the Economic Community of Central African States (ECCAS) (in particular Cameroon, The Republic of Congo and Gabon), the main objective of the project is to upgrade the educational qualifications of nurses and midwives to First and Master's degree levels.

Progress made in 2013 includes:

◈ **Exploratory study visits** were undertaken in Cameroon, Congo (Brazzaville) and Gabon to determine the priority health needs in the countries, the strength of the healthcare human resources in terms of training and skills, and the adequacy of training institutions for upgrading the skills of the health personnel. The main objective of the study visits was to ensure that the design of programmes is demand and need driven. It was found that most nurses and midwives (the backbone of primary healthcare system) possess diplomas but critically need skills upgrades.

◈ **Programme design in response to the human resources needs in healthcare:** A training institution, where nurses and midwives can be trained, was identified in each of the countries – Yaoundé 1 University in Cameroon, Owendo University of Health Sciences in Gabon and Marien Ngouabi University in Congo-Brazzaville. Three internationally recognised universities in South Africa (KwaZulu-Natal University for Congo, University of Western Cape for Gabon, and Stellenbosch University for Cameroon) have been identified as implementing institutions, which, in collaboration and consultation with the host institutions, design training curricula for a one-year bridging programme (to upgrade the nurses' and midwives' diplomas to degree level) and a two-year Masters' programme.

◈ **Accreditation of certificates for applicants:** One objective of the training programmes is to expose the candidates from the three countries to international standards of healthcare training. In this context, they will be graduates of the South African universities at the end of their training. For this to be possible, their initial qualifications have to be accredited by the South African Qualification Authority (SAQA). Twenty-nine applications were received from Congo, and 27 of them passed the preliminary evaluation.

◈ **Mobile clinics consultancy:** At the end of the training, some of the graduates will be retained in the university system to train others and some will be deployed to the rural areas in their respective countries to strengthen the primary healthcare system through mobile clinics. A consultancy agreement for the mobile clinic operations has been submitted to the legal office of the University of Stellenbosch.

◈ **Pan-African Regional Centres of Excellence:** A background research study to identify institutions that can be upgraded to serve as centres of excellence in their respective regions in the areas of healthcare training was completed in 2013. The objective is for the identified centres to operate as hubs for research and development. The centres will concentrate on existing skills and resources to enable participants to work collaboratively across national borders and across disciplinary areas. The report was compiled and finalised in collaboration with the University of South Africa (UNISA) and the DBSA.

SUSTAINING THE DEVELOPMENT PROCESS (CROSS-CUTTING ISSUES)

Promoting Sustainable Development through Improved Governance

The Governance Programme of the NEPAD Agency is set out to analyse emerging and cross-cutting issues relating to governance and development, which are of strategic importance to Africa's socioeconomic development objectives.

Specific components of Governance Programme's agenda are to:

i.   Harness the knowledge of African countries on areas relating to governance through research and analysis;

ii.   Assist in drafting common African positions on governance issues;

iii. Review outcomes of the African Peer Review Mechanism (APRM), NEPAD's flagship governance programme aimed at promoting good governance policies and practices of participating countries, based on agreed values and standards in four thematic areas;

iv.   Provide technical support and offer strategies for the implementation of the National Programmes of Action (NPoAs) directed at enhancing good governance across the continent;

v.   Forge mutually beneficial partnerships with institutions and processes dealing with governance issues such as UNDP, AUC, RECs, NRC and other regional and global processes to develop a common continental approach to governance and development issues.

Key achievements in 2013 include:

⬥   **Supporting the effective implementation of NPoAs:** The Governance Programme focussed its efforts in 2013 on kick-starting support to the effective operationalization of NPoAs. A first step in this regard consisted of a stocktaking exercise, which synthesised priority issues from the NPoAs of the 17 countries that have been peer reviewed so far, and identified lessons learned from the review process. This will feed into the design of a strategic framework of intervention by the NEPAD Agency, and serve to inform the dissemination and popularisation of commendable practices from

the peer review process through an appropriate experience-sharing mechanism.

⬥   **Partnership building:** To take its Governance Programme forward, the NEPAD Agency is working to mobilise relevant partners by actively engaging in priority forums, inter alia, such as the African Governance Architecture (AGA). The Platform, of which the NEPAD Agency is a member, was launched in Lusaka in June 2012 as the overall political and institutional framework for the promotion of democracy, governance and human rights in Africa. Furthermore, the Governance Programme spearheads the NEPAD Agency's engagement in the UN Regional Coordination Mechanism for Africa, and is partnering with UNECA on the promotion of the NEPAD/APRM Codes & Standards on Corporate Governance in Southern Africa.

Empowering African Women as Key Agents of Change

The NEPAD Gender Programme works to ensure gender equality and the empowerment of African women, in line with the priority thematic areas of the Africa Women Decade (2010-2020) and the AU Gender Policy, as well as with other international and regional policies and frameworks.

In 2013, activities undertaken by the Gender Programme focussed on continental gender mainstreaming, and implementation of the projects approved during the second Call for Proposals of the NEPAD/Spanish Fund for African Women's Empowerment.

Gender Mainstreaming

An inception workshop was held to validate the scope and methodology for the design of the new conceptual framework for gender mainstreaming of AU/NEPAD programmes across the continent, and its four-year action plan. The workshop facilitated the incorporation of feedback from consultants and input from stakeholders, which included state and non-state actors (including community-based organisations). The draft conceptual framework has been circulated for further input prior to its final validation by the main stakeholders in 2014. Major partners of the NEPAD Gender Mainstreaming programme include the Spanish Agency for International Development Cooperation (AECID), GIZ, Nuffic and ActionAid.

NEPAD/Spanish Fund Projects

The thematic sectors covered during the second Call for Proposals by the NEPAD/Spanish Fund were streamlined to include: (i) economic empowerment; (ii) civil society strengthening; and (iii) institutional strengthening.

In doing so, the NEPAD Gender Programme has worked with various governmental institutions, RECs, civil society organisations, women networks and platforms involved in women empowerment and human rights at local, national, sub-regional and regional levels. The main areas of intervention are agriculture, food security and nutrition, advocacy for women's human rights and gender justice, business skills development, vocational training, access to microfinance, support to women SMEs, women in cross-border trade and creation of business incubators, gender mainstreaming in local governance, prevention and rehabilitation of women victim of gender-based violence, agriculture, as well as Information Technology.

Business Incubator for African Women Entrepreneurs (BIAWE) project.

COMESA has finalised the situational analysis and baseline survey of the socioeconomic and political conditions in the pilot countries. Consultative meetings have been held with stakeholders from Burundi, Kenya, Malawi, Uganda, Sudan, Djibouti and Zambia, and existing and potential business incubation centres have been assessed for suitability.
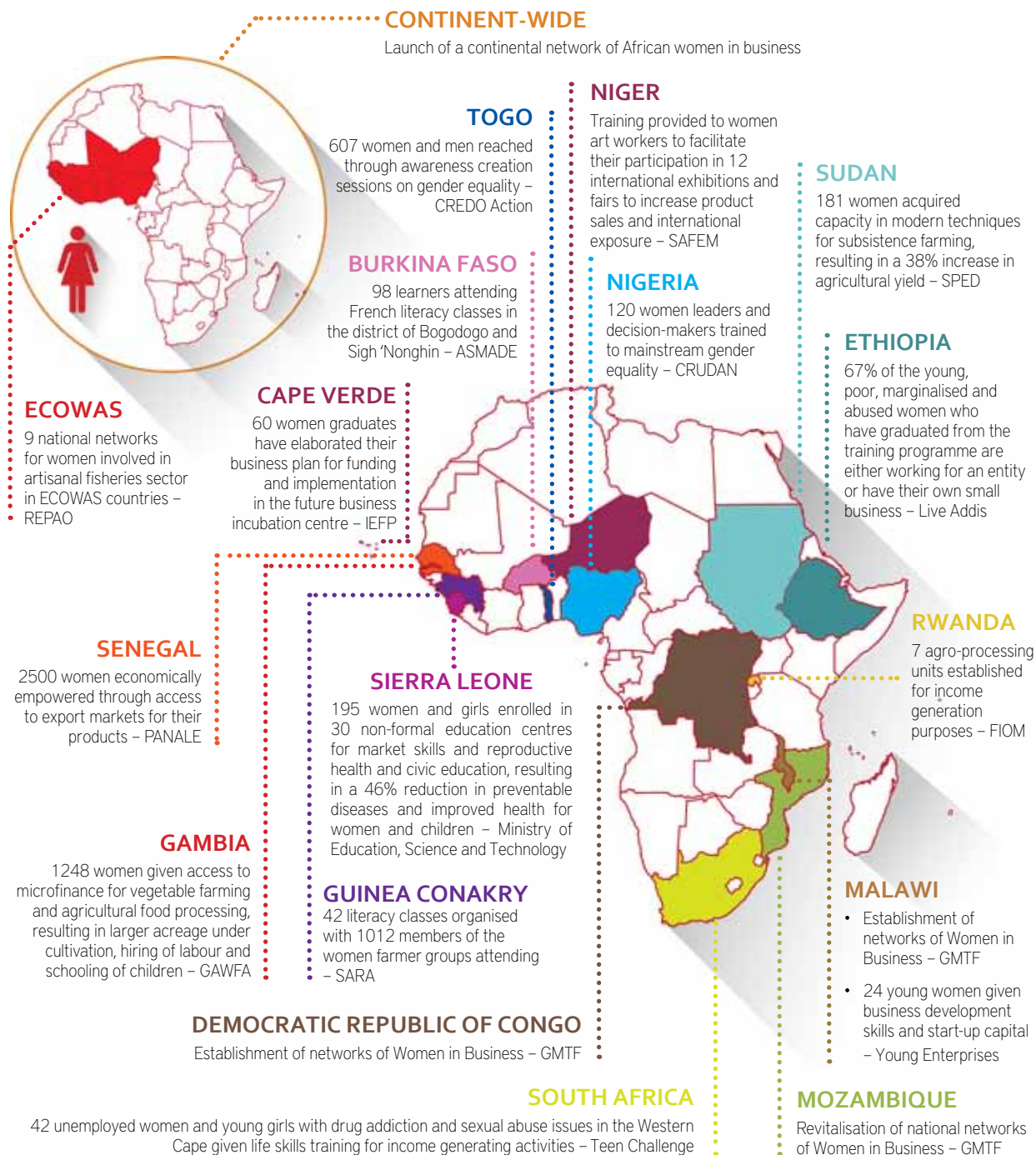
BOX 5

The NEPAD/Spanish Fund for African Women's Empowerment

Created in 2007, the NEPAD/Spanish Fund for African Women's Empowerment contributes to the eradication of poverty and the economic empowerment of women through financial and technical assistance to projects that support gender equality and women's economic, political and social empowerment. The implementation of the fund is done through Calls for Proposals and the establishment of Business Incubators for African Women Entrepreneurs in the ECOWAS and COMESA regions.

The NEPAD Agency took adequate measures to ensure a rigorous, transparent and fair appraisal and selection of applications approved for funding by the VI Steering Committee of the fund. Thirty-two projects were approved at the second Call for Proposals for a two-year implementation period, which has a budget of €8.4 million (€4.2 million for the first phase – 2013).

One of the projects did not meet the requirements for disbursement and another one could not be implemented in Guinea Bissau following AU suspension of the country.

Selected results of the second Call for Proposals of the NEPAD Spanish/Fund and responsible organisations:

CONTINENT-WIDE
Launch of a continental network of African women in business

NIGER
Training provided to women art workers to facilitate their participation in 12 international exhibitions and fairs to increase product sales and international exposure – SAFEM

TOGO
607 women and men reached through awareness creation sessions on gender equality – CREDO Action

SUDAN
181 women acquired capacity in modern techniques for subsistence farming, resulting in a 38% increase in agricultural yield – SPED

BURKINA FASO
98 learners attending French literacy classes in the district of Bogodogo and Sigh 'Nonghin – ASMADE

NIGERIA
120 women leaders and decision-makers trained to mainstream gender equality – CRUDAN

ETHIOPIA
67% of the young, poor, marginalised and abused women who have graduated from the training programme are either working for an entity or have their own small business – Live Addis

ECOWAS
9 national networks for women involved in artisanal fisheries sector in ECOWAS countries – REPAO

CAPE VERDE
60 women graduates have elaborated their business plan for funding and implementation in the future business incubation centre – IEFP

SENEGAL
2500 women economically empowered through access to export markets for their products – PANALE

SIERRA LEONE
195 women and girls enrolled in 30 non-formal education centres for market skills and reproductive health and civic education, resulting in a 46% reduction in preventable diseases and improved health for women and children – Ministry of Education, Science and Technology

RWANDA
7 agro-processing units established for income generation purposes – FIOM

GAMBIA
1248 women given access to microfinance for vegetable farming and agricultural food processing, resulting in larger acreage under cultivation, hiring of labour and schooling of children – GAWFA

GUINEA CONAKRY
42 literacy classes organised with 1012 members of the women farmer groups attending – SARA

MALAWI
- Establishment of networks of Women in Business – GMTF
- 24 young women given business development skills and start-up capital – Young Enterprises

DEMOCRATIC REPUBLIC OF CONGO
Establishment of networks of Women in Business – GMTF

SOUTH AFRICA
42 unemployed women and young girls with drug addiction and sexual abuse issues in the Western Cape given life skills training for income generating activities – Teen Challenge

MOZAMBIQUE
Revitalisation of national networks of Women in Business – GMTF

Strengthening Africa's Human and Institutional Capacity

Much of Africa's inability to successfully implement key programmes stems from system capacity weaknesses at national, sub-regional and continental levels. Previous efforts and approaches to build capacity have failed to significantly address the challenges for transformative public policy design and implementation at African institutions.

Through its Capacity Development Programme, the NEPAD Agency works to enhance the human, institutional and knowledge-based capacity of African institutions, guided by the AU-NEPAD Capacity Development Strategic Framework (CDSF), adopted in 2010.

The NEPAD Agency achieved the following results in 2013:

◈ **Provision of technical support towards continental integration:** With technical support from the NEPAD Agency, a RECs Reference Group Technical meeting validated the Multi-agency Capacity Development Support Programme[5] (M-CDP). A roadmap was also developed for a joint initiative by AUC, NEPAD, UNDP and EAC, ensuring that all the components of the M-CDP build on and add value to existing capacity interventions in the RECs.

◈ **A mapping and scoping exercise of past, current and planned CD initiatives in RECs** was carried out in ECOWAS, COMESA, IGAD, SADC, EAC and CEN-SAD, through technical and financial support from the NEPAD Agency, UNDP and UNECA. The exercise will inform the design of a comprehensive RECs M-CDP Implementation Plan and Strategy. The resulting strategy will also forge necessary functional linkages among RECS and with other AU organs, as well as foster policy coherence and effective coordination among CD initiatives across the RECs. The exercise will be completed in 2014 with the remaining two RECs (AMU and ECCAS).

◈ **The Africa Capacity Development Outlook (CDO) for 2014** on "Effective Institutions" was finalised and validated under the auspices of the NEPAD Agency, supported by UNDP, and working closely with the AUC, African stakeholders and capacity development actors within the context of the African Platform for Development Effectiveness (APDev). With 13 initial country CD profiles[6] and four regional institutional case studies, the 2014 Africa-CDO focuses on the effectiveness of African institutions to deliver using a results-based learning framework.

◈ **National capacity development dialogues** were launched in the 13 countries covered under the 2014 Africa-CDO. The national dialogues, undertaken under the leadership of CDSF focal structures in ministries of planning, aimed at strengthening the mainstreaming of CD in development planning, implementation and M&E processes, particularly for institutional reform.

◈ **Shaping a common African position for the first ministerial meeting of the Global Partnership for Effective Development Cooperation:** Under the auspices of APDev, the AUC and NEPAD Agency organised three sub-regional consultations on the implementation of the Global Partnership principles, within the framework of Africa's priorities, as expressed in the African Consensus and Position. The consultations covered the Central, West, East and Southern African regions of the African Union. A key message that emerged is that the Global Partnership and all development partnerships to Africa should focus on aid as a trigger for development effectiveness, with an emphasis on capacities for domestic resource mobilisation.

◈ **Increased utilisation of the online APDev portal:** 2013 witnessed an increase in the utilisation of the online portal and a 62% increase in membership. A bi-monthly APDev newsletter was launched, capturing major development effectiveness and CD efforts and results in Africa and beyond. Other social media tools were also activated to promote continuous dialogue among stakeholders.

◈ **Supporting the institutional set-up and knowledge exchange functions** to drive the UN's Sustainable Energy for All (SE4ALL) Initiative in Africa: With APDev as a mobilising mechanism, and in response to the task assigned to it by the Council of Energy Ministers of Africa (CEMA), the NEPAD Agency and UNDP, in collaboration with AUC and AfDB, facilitated the establishment of systems and tools for the dissemination of research results and good practices, partnership development and M&E, in support of the SE4ALL Initiative in Africa.

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5   The M-CDP is a pillar initiative in implementing the CDSF, aimed at strengthening Africa's key institutions' capacities for the effective delivery of their mandate.

6   Madagascar, Tanzania, Malawi, Zimbabwe, Rwanda, Uganda, Burundi, Seychelles, Ghana, Sierra Leone, Senegal, Cameroon and Togo

Promoting Africa's Rural Transformation

Creating welfare and jobs in rural areas is a development policy priority for the continent. Seventy per cent of Africa's rural populations derive their livelihoods from agriculture, and the number of young people living in rural areas is continuously growing and will continue to do so over the next decades.

The NEPAD-led Rural Futures Programme seeks to promote the wellbeing, gainful employment and the increasing of household incomes of rural populations through rural transformation. The programme builds on the successes and lessons from AU initiatives such as the Comprehensive Africa Agriculture Development Programme (CAADP) and the Programme for Infrastructure Development in Africa (PIDA), and aims at mainstreaming transformation objectives such as job creation, in all NEPAD programmes.

The main highlights of the programme's implementation in 2013 were as follows:

◈ Facilitating dialogue on policy and institutional innovations and reforms for rural transformation: The inaugural Africa Rural Development Forum (ARDF) was organised by the NEPAD Agency and hosted by the Republic of Benin in May 2013 under the theme, "Sustainable Rural Transformation Agenda for Africa". As a platform for policy dialogue and strategic thinking, the ARDF mobilised high-level leadership and African ownership for a pro-poor and integrated approach to rural development in Africa. The inaugural forum saw the adoption of the Cotonou Declaration on Rural Futures, which will serve as a guiding framework in designing and implementing a development strategy for transformation and growth in Africa's rural areas (see Box 6). The ARDF was organised in collaboration with AFD, IFAD, CTA, UNDP and UNECA.

◈ Fostering evidence-based policymaking: An atlas on rural development, titled "A new Emerging Rural World", was published, providing an overview and mapping statistics on rural transformation in Africa. Covering issues such as demographics, economic dynamics, urbanisation and natural resources across different regions, the atlas serves as a reference tool to inform policy debates on territorial development and structural transformation in Africa, as well as national development processes. It will be regularly updated to

monitor progress on the rural transformation agenda on the continent.

BOX 6

Cotonou Declaration on Rural Futures
Key principles to guide rural transformation in Africa

Principle 1: Redefine the understanding of "rural" to focus primarily on people, traditions and culture, as well as recognising links between rural and small urban centres.

Principle 2: Strengthen a multi-sectoral approach and realign institutions and policies in mainstreaming rural development into national strategies and long-term development planning.

Principle 3: Apply a spatial focus to public policy and investment and support a place-based territorial model for rural development.

Principle 4: Build a broader understanding of, and support to, the productive sectors in the rural areas, including addressing land reform and agrarian structure, as well as linkages between farm and non-farm economies.

Principle 5: Recognise the role played by both formal and informal social and economic actors and institutions in building local and national level consensus on rural transformation strategy.

Principle 6: Strengthen the evidence base to inform context-specific rural policy and investment planning.

In the pipeline

◆ Developing a blueprint for rural development: As mandated by the 2013 ARDF, the NEPAD Agency is developing a blueprint for rural development, to assist countries in translating the key principles adopted in Cotonou, and the success factors for sustainable rural transformation, into operational policies. The blueprint will be submitted to heads of state and governments before the end of 2014.

◆ Putting integrated approaches for inclusive development into practice: The Rural Futures Programme is currently liaising with member states to create development zones to attract young African citizens to take up job opportunities and income generating activities in various sectors, including agriculture and agroindustries. Four countries have been identified to pilot development zones starting in 2014.

◆ Identifying the job creating sectors and skills requirements in Africa: A skills and job creation audit covering 15 countries was initiated to identify the sectors that are creating employment, as well as gaps in training and resource requirements. The outcomes of the audit will be disseminated in 2014 at a job creation conference that will focus on job opportunities in the agriculture value chain, and target the African youth.

THE NEPAD AGENCY IN 2013

Institutional Developments

NEPAD Governance structures

During the 28th Session of the NEPAD HSGOC held in Ethiopia in January 2013, six countries were elected as new members, namely: Chad, Mauritania, Tanzania, Uganda, Zambia, and Zimbabwe. The same meeting reconfirmed Ibrahim Assane Mayaki as CEO of the NEPAD Agency for a second four-year mandate.

BOX 7

The NEPAD Heads of State and Government Orientation Committee

The HSGOC provides leadership to the NEPAD process and sets policies, priorities and the programmes of action.

The Orientation Committee comprises the heads of state and government of 21 African states which are elected on the basis of the five AU regions. This 21-member committee includes the five initiating countries of NEPAD. The elected membership of the HSGOC rotates every two years, or as advised, following regional consultations within the union. The country of the Chairperson of the African Union, if not already a member of the HSGOC, serves as a member during the tenure of its chairmanship. The Chairperson of the AU Commission also participates in HSGOC summits.

HSGOC meetings are held back-to-back with the AU summits and take place twice a year.

The HSGOC is supported by a Steering Committee and the NEPAD Agency serves as its Secretariat. These two bodies are responsible for developing and coordinating the detailed technical work, and for facilitating the various interactions necessary to take NEPAD forward.

Strengthening the human resource base

To operationalise the organisational structure approved in July 2012, the NEPAD Agency completed interviews for 11 professional staff and 22 general support staff, with the support of KPMG and the AUC. The report of the interviews was presented to the Appointment, Promotion and Recruitment Board (APROB) of the African Union Commission for consideration and approval, after which AU Regular Contracts will be issued to the successful candidates. An Appointment, Promotion and Recruitment Board (APROB) for the NEPAD Agency was also established in line with AU Rules and Regulations.

Alongside the recruitment exercise under the new structure, 21 staff members joined the Agency following a transparent and competitive interview and selection process. This brings the total number of staff (headquarters and regions) to 131 members, with 58 staff under the core budget, 50 under the Partner and Member State funding, and 23 on secondment.

Conclusion of the agreement establishing the NEPAD Regional Office in Dakar

The agreement between the government of Senegal and the NEPAD Agency establishing the NEPAD Regional Office in Dakar was concluded in March 2013.This will help increase the visibility of the NEPAD in the sub-region, and facilitate the mobilisation of resources and partners at the local, sub-regional and international levels. With this agreement, the NEPAD Office West Africa will also be better able to fulfil its role as a hub for coordinating and facilitating the implementation of NEPAD programmes at the level of ECOWAS, and to support Senegal in carrying out its activities as Chair of the HSGOC.

New branding and logo to reflect the Agency's mandate for transformation

A new logo was designed and adopted, symbolising the Agency's new strategic direction in transforming Africa. The Agency changed its tagline accordingly, and in an effort to reposition its identity as one of Africa's leading development agencies.

Strategic Planning and Knowledge Management

The Strategy and Knowledge Management function of the NEPAD Agency consists of four strands, namely: planning, monitoring and evaluation; quality assurance; infrastructure; and knowledge management.

◆ **Developing Africa's vision for 2063:** As a member of the technical team mandated by the July 2012 AU Summit to develop the AU Agenda 2063 (see Box 8), the NEPAD Agency, in partnership with the Pardee Center, conducted a quantitative assessment and analysis of Africa's development trajectory since the establishment of the OAU in 1963 and emerging trends. The findings of the study constitute part of the NEPAD Agency's inputs to the process of framing the Agenda 2063.

◆ **Defining the NEPAD Agency's Strategy for 2014-2017:** In alignment with the AU and AUC planning cycle, the NEPAD Agency finalised its strategic plan for the period 2014 to 2017. Four pressing challenges were identified to inform programmatic planning over this period, namely youth employment, inequality, improved natural resource management, and fair integration into the global community. The following strategic orientations will guide the NEPAD Agency's programmatic interventions to positively impact on these challenges:

i.   strengthening the role of political economy analysis as a tool for programme and project design;

ii. increasing participation of stakeholders for broad-based support of programmes and projects;

iii. fostering innovative thinking for an increased focus on impact;

iv. improving execution and innovation capacities, including through greater mobilisation of domestic resources for NEPAD programmes and projects.

The Strategic Plan guided the formulation of detailed annual work programmes and budgets for the financial year 2014.

◆ **Strengthening the Agency's capacity for M&E:** In order to strengthen the function of planning and tracking performance and results, the NEPAD Agency developed and adopted a policy framework on planning, monitoring and evaluation. In line with this, a comprehensive planning and management cycle will be implemented with adequate sequencing of the processes of planning, review, monitoring and evaluation, resource mobilisation and knowledge management.

BOX 8

AGENDA 2063, A global strategy to optimize use of Africa's resources for the benefits of all Africans

With 2013 marking the Golden Jubilee of the founding of the Organization of African Unity (OAU) in 1963, the AUC and the NEPAD Agency, supported by the AfDB and UNECA, initiated a process aimed at putting in place a continental agenda for the next 50 years.

The objective of the Agenda 2063 is to develop Africa's growth trajectory for the next 50 years, benefitting from lessons learnt over the last 50 years, and strategically exploit all possible opportunities available in the short, medium and long-term, so as to ensure positive socioeconomic transformation within the next 50 years. It represents a collective effort and an opportunity for Africa to regain the power to determine its own destiny, and is underpinned by the AU vision to build an "integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena".

Mobilising Partners for NEPAD Implementation

◆ **Mobilising UN-wide support for NEPAD implementation at the global and regional levels:** The NEPAD Agency took part in the Africa-NEPAD Week at the 68th UN General Assembly in New York. The week was co-organized with the AU Observer Mission to the UN, OSAA, UNECA, as well as the UN Department of Public Information (DPI) under the overarching theme of Pan-Africanism and the African Renaissance. The Agency particularly highlighted the accelerated shift towards achieving and reporting on concrete results in NEPAD implementation, and called for a greater alignment of UN initiatives, frameworks and institutional arrangements with Africa's priorities, architecture and the NEPAD agenda in particular. A similar message was echoed at 14th UN Regional Coordination Mechanism (RCM) for Africa, organised by UNECA, which took place in Addis Ababa in November 2013, and through which the NEPAD Agency has consistently engaged the UN system at the regional level.

◆ **Evaluating the Africa Partnership Forum (APF)[7]:** The NEPAD Agency, in collaboration with UNECA,

facilitated the African side's inputs into the evaluation of the APF, alongside the OECD-based APF Support Unit. The external evaluation was initiated by members of the Forum in December 2012, and took place over 2013 to help address the challenges of effectiveness and impact facing the Forum. Findings and recommendations were submitted for consideration to the 30th NEPAD HSGOC, prior to the January 2014 AU Summit.

◆ **A stronger African voice in the TICAD process:** The NEPAD Agency was endorsed as a formal member of the Joint Monitoring Committee of the Tokyo International Conference for Africa's Development (TICAD) process in May 2013, at the fifth TICAD Summit. This builds on the inclusion of the AUC as a co-organiser of the TICAD process at the fourth TICAD Summit in 2008, alongside the government of Japan, UN-OSAA, UNDP and the World Bank. This provides the opportunity to better engage Africa's partners on the continental and regional dimension of its development agenda and thus to strengthen the overall coherence of the TICAD process with Africa's own efforts. The first meetings of the TICAD Follow-up Mechanism will take place in the first quarter of 2014.

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7 The Africa Partnership Forum (APF) was established following the Evian G8 Summit in 2003 as a way of broadening the existing dialogue between the G8 and NEPAD to include other African institutions and Africa's major bilateral and multilateral development partners.

BOX 9

The annual Africa-NEPAD Week in New York

Organised on a yearly basis, the annual Africa-NEPAD Week provides a unique opportunity to engage with the group of African Ambassadors to the UN, as well as other UN member states and agencies, on progress in NEPAD implementation. It has proven particularly beneficial in increasing visibility and knowledge of the NEPAD agenda in New York over the years, with trickle-down effects to UN and development partners' country and regional offices in Africa.

The October 2013 Africa-NEPAD Week took place within the context of the celebrations of the 50th Anniversary of the OAU/AU and of the 10th Anniversary of the APRM, under the overarching theme of Pan-Africanism and the African Renaissance.

In the pipeline

◆ • Broadening the partnership base: The CEO's office coordinated a number of engagements in 2013 towards the conclusion of institution-wide partnerships in support of the Agency's mandate and programmes. A Memorandum of Understanding was signed with the Organisation Internationale de la Francophonie (OIF) in July 2013, in particular to strengthen the use of the French language throughout the Agency's work. Efforts were also undertaken to promote South-South cooperation with Latin American countries and discussions have been carried out with Colombia in this respect. Consultations have also taken place between the NEPAD Agency and the Japan International Cooperation Agency (JICA) for the establishment of a formal partnership. The MoUs with Colombia and JICA will be finalised for signature in 2014.

"NEPAD remains […] the essential blueprint for promoting development on the African continent. […] As President of the 68th session of the UN General Assembly, I pledge to continue to promote a good working relationship between the General Assembly and African Members States, as well as international partners, to ensure that NEPAD remains a high priority on the agenda of the Assembly."
Ambassador John Ashe, President of the 68th Session of the United Nations General Assembly.

"What the APRM does for governance, NEPAD does for development. Together, they help Africa to advance along the path of democracy and development to benefit the continent's people."
UN Secretary General, Ban Ki Moon. Remarks at the high-level panel discussion on Africa's innovation on governance through 10 years of the APRM, New York, 21 October 2013.

Financing the NEPAD Agency in 2013

The overall budget of the NEPAD Agency is approved on an annual basis by the AU Assembly. It is composed of an operational budget (funded through subvention from the AUC and member states contributions) and of a programmatic budget (funded through development partners).

In 2013, the total approved budget was of US$ 30,053,921, of which US$ 4.2 million for the operational budget and US$ 25,853,921 for the programmatic budget.

Overall, the NEPAD Agency presented a better financial position in 2013 and was able to sustain high performance levels thanks to the continued improvement of its systems and processes to deliver on its mandate.

Some of the key features of the Agency's financial performance in 2013 include the following:

◈ While the approved operational budget represents an increase of 5% from 2012, it remains significantly lower than the proposed budget of US$ 11 million. This particularly hampered the Agency's ability to recruit staff in areas strategic to the operationalization of the new organisational structure approved in July 2012.

◈ 97.5% of the approved operational budget and 86% of the approved programmatic budget were materialised.

◈ The Agency's total income increased by 11% to the amount of US$ 27,024,974.

◈ The total expenditure for the period amounted to US$ 22,694,246 representing a decrease of 0.4% in comparison to 2012 and leaving a net surplus of US$4,330,728 (see the Statement of income and expenditure for the year ended 31 December 2013 on the following page).

◈ Programme expenditure for 2013 stands at 66% of the income realised, a slight decrease from the execution rate of 70% in 2012. This is due to the diversity in programmes' performance: while some were able to mobilise and execute more than expected, the projected mobilisation or expenditure of resources was delayed for others. In broad terms, while the overall performance of high performing project is 72% of the mobilised funding, that of low performing projects stands at 14%.

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER 2013

	2013 $	2012 $
OPERATING INCOME	**28 895 575**	**24 270 732**
Funds Received	**28 238 134**	**23 792 638**
Member States Contribution	9 250 158	3 835 084
African Union subvention	4 096 377	3 828 232
Partners	14 891 599	16 129 322
Interest income	109 034	56 824
Other income	548 407	421 270
TOTAL EXPENDITURE	**22 737 071**	**22 790 553**
Staff cost	8 627 199	7 980 394
Rental and maintenance of equipment	739 432	828 713
Communication	306 375	327 130
Supplies, services and charges	1 477 320	1 073 296
Conference and meetings	5 678 287	3 677 596
Professional fees and disbursements	5 908 458	8 903 424
Surplus for the year	**6 158 504**	**1 480 179**

BALANCE SHEET AS AT 31 DECEMBER 2013

	2013 $	2012 $
ASSETS		
Non-current assets		
Property, plant and equipment	312 023	386 767
Current assets	**31 832 535**	**23 412 883**
Trade and other receivables	1 142 998	785 655
Cash and cash equivalents	30 689 537	22 627 228
Total assets	**32 144 558**	**23 799 650**
FUNDS AND LIABILITIES		
Funds		
Funding surplus	6 455 714	297 209
Non-current liabilities		
Finance lease	120 703	173 971
Current liabilities	**25 568 141**	**23 328 470**
Deferred Income	23 580 600	22 043 162
Trade and other payables	1 921 062	1 203 648
Provisions	66 479	81 660
Total equity and liabilities	**32 144 558**	**23 799 650**

Members of the NEPAD HSGOC
(Head of States and Government Orientation Committee)

1. ALGERIA

2. BENIN

3. CAMEROON

4. CHAD

5. CONGO (REPUBLIC OF)

6. EGYPT

7. ETHIOPIA

8. GABON

9. MAURITANIA

10. LIBYA

11. MALAWI

12. MALI

13. NIGERIA

14. RWANDA

15. SENEGAL (Chair)

16. SOUTH AFRICA

17. SUDAN

18. TANZANIA

19. UGANDA

20. ZAMBIA

21. ZIMBABWE

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TRANSFORMING AFRICA

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