



ANNUAL REPORT 2014

FOREWORD BY THE CEO



Dr. Ibrahim Assane Mayaki
Chief Executive Officer, NEPAD Agency
January 2015

On behalf of the NEPAD Planning and Coordinating Agency, I am pleased to present the Annual Report on the implementation of major programmes and projects for the period January – December 2014.

Our mandate is enshrined in the Decision of the 14th African Union Assembly, namely to:

- a. Facilitate and coordinate the implementation of Africa's priority regional / continental programmes and projects;
- b. Mobilise partners and resources in support of the implementation of programmes and projects; Monitor and evaluate the implementation of programmes and projects;
- c. Conduct and coordinate research and knowledge management; and
- d. Advocate for the vision, mission and core values of the AU and NEPAD Programme.

This report highlights key programme outcomes and their impact. It is organised around the five thematic programmes and the three cross-cutting themes that constitute the priority areas of the NEPAD Agency, namely: (a) Agriculture, Food and Nutrition Security; (b) Climate Change and Natural Resources Management; (c) Regional Integration and Infrastructure; (d) Human Development; (e) Governance and (f) the Crosscutting themes of Capacity Development and Gender.

The Year 2014 saw the attainment of significant milestones for NEPAD, specifically in the NEPAD Agency's two flagship programmes: the Programme for Infrastructure Development in Africa (PIDA) and the Comprehensive Africa Agriculture Development Programme (CAADP).

- Under PIDA, the first-ever financing summit targeting trans-boundary and regional infrastructure projects was held in Dakar, Senegal. The Dakar Financing Summit (DFS) for Africa's Infrastructure garnered support for the implementation of 16 identified PIDA Priority Action Plan infrastructure programmes and projects. The PIDA Service Delivery Mechanism (SDM) to support early-stage project preparation and development has now been established, based on the Dakar Agenda for Action as the key outcome of the DFS. Furthermore, the Infrastructure
- Skills for Development (IS4D) initiative was developed, following the signing of an MOU between the Government of Australia and the NEPAD Agency, with the core objective of facilitating the implementation of priority PIDA projects by enhancing capacity among project staff.
- A review process ushered in the introduction of the CAADP Results Framework, as part of CAADP implementation. The Framework serves as a key instrument for tracking, assessing and reporting progress made towards the AU Malabo Decision on Africa's Accelerated Agricultural Growth and Transformation. The Implementation Strategy and Roadmap of the Framework will be presented for endorsement at the AU Summit in January 2015.

The NEPAD Agency developed an innovative Gender Climate Change Agriculture Support Programme (GCCASP) to support the integration of women smallholder farmers into the mainstream economy, increase their productivity,

improve the quality of commodities and gain a voice in decision-making on all aspects of the agriculture value chain. The implementation of the programme will begin in 2015 in Cameroon Ethiopia, Niger, Malawi and Rwanda.

The NEPAD Climate Change Fund, in partnership with AU Member States, is implementing 11 projects in 10 African countries and in one Regional Economic Community (COMESA), within the nexus of climate change, agriculture development and poverty eradication. The Fund continues to provide technical assistance, capacity building, knowledge management and policy development on climate change issues.

The NEPAD Agency contributed to developing the Science, Technology and Innovation Strategy for Africa (STISA: 2014 – 2024), adopted at the 23rd AU Summit in Malabo in June 2014. The Strategy forms part of AU Agenda 2063, which outlines the need to ‘consolidate African initiatives and strategies on accelerated human capital development, science and technology and innovation, with a focus on issues related to Food Security, Built Environment, Water and Energy.’

The African Medicines Regulatory Harmonisation (AMRH) Initiative continues to set and improve standards and requirements for regulation and access to quality and safe drugs for African citizens. It does so within the framework of the AU’s Pharmaceutical Manufacturing Plan for Africa (PMPA) and the Roadmap for Shared Responsibility and Global Solidarity for the AIDS, TB and Malaria Response in Africa. The NEPAD Agency joined the fight against Ebola by encouraging African countries to create conducive and enabling environments for conducting vaccines clinical trials.

During 2014, the NEPAD Agency developed the following key institutional and cross-cutting interventions and strategies:

- a. NEPAD Agency Partnerships Strategy 2015-2017, in the context of the NEPAD Agency Strategic Plan 2014-2017.
- b. The NEPAD Governance Implementation Framework (GIF) 2015-2017, a support programme for the accelerated implementation of the NPoA of reviewed countries under the APRM.
- c. The Capacity Development Implementation Plan 2015-2025 for RECs, which highlights key priorities and estimates the resources needed to implement

programme activities at regional level under the AU Multi-Agency CD Support Programme for the 8 AU-recognised RECs.

- d. The NEPAD Spanish Fund for African Women Empowerment provided 25 grants of EUR 500,000 each.

NEPAD remains at the heart of Africa’s transformation agenda. The NEPAD Agency ensures that political will and commitment at the highest level in African countries contributes to accelerating the implementation of NEPAD programmes and projects.

NEPAD Agency’s successes for the year reviewed are based on the following specific measures:

- a. Reaffirming the strong political will and commitment of AU Member States to accelerate the implementation of regional programmes under the auspices of NEPAD;
- b. Accelerating programme implementation and coordination, premised on the NEPAD Agency Strategic Plan 2014-2017, in conjunction with AU Member States, the AUC, RECs and relevant regional and global partners;
- c. Mobilising African governments, the public and private sectors, women and youth, as well as development partners for the sustainable implementation of NEPAD programmes and projects;
- d. Enhancing programme harmonisation between the AUC, NEPAD Agency and RECs as well as aligning partners to foster economic integration on the continent;
- e. Closer and meaningful interaction with the African private sector on greater ownership, buy-in and investments in NEPAD programmes for better results and impact; and
- f. Scaling up of the engagement with NEPAD Coordination Structures and Focal Points at all levels for effective coordination, and improved harmonisation and implementation.

The NEPAD Agency is grateful to African leaders, in particular the Chairperson of the AU, HSGOC and AU Commission, as well as AU Member States, members of the NEPAD Steering Committee and Commissioners and its development partners for their support to the accelerated implementation of the NEPAD Agenda.

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ABBREVIATIONS AND ACRONYMS

ABI	-	African Biosciences Initiative
ABNE	-	African Biosafety Network of Expertise
AfDB	-	African Development Bank
AfriNIC	-	African Network Information Centre
AGPP	-	Africa Global Partnership Platform
AMCEN	-	African Ministerial Conference on the Environment
AMRH	-	African Medicines Regulatory Harmonisation
AMU	-	Arab Maghreb Union
APDev	-	Africa Platform for Development Effectiveness
APF	-	Africa Partnership Forum
APRM	-	African Peer Review Mechanism
APROB	-	Appointment, Promotion and Recruitment Board
ASTII	-	African Science, Technology and Innovation Indicators
AU	-	African Union
AU-IBAR	-	AU Inter-African Bureau for Animal Resources
AUC	-	African Union Commission
BADEA	-	Arab Bank for Economic Development in Africa
BizClim	-	Business Climate Facility
BMGF	-	Bill & Melinda Gates Foundation
BWG	-	Business Working Group
CAADP	-	Comprehensive Africa Agriculture Development Programme
CAFRS	-	Comprehensive African Fisheries Reform Strategy
CAMFA	-	Conference of African Ministers of Fisheries and Aquaculture
CD	-	Capacity Development
CDSF	-	AU-NEPAD Capacity Development Strategic Framework
CEMA	-	Council of Energy Ministers of Africa
CENSAD	-	Community of Sahel-Saharan States
CITMC	-	African Union Conference of Ministers responsible for ICT
COMESA	-	Common Market for Eastern and Southern Africa
CPA	-	Consolidated Plan of Action for Africa's Science and Technology
CSIF	-	Country Strategic Investment Framework
CSOs	-	Civil Society Organisations
DE	-	Development Effectiveness
DFI	-	Direct Foreign Investment
EAC	-	East African Community

EAP	-	AU-NEPAD Environment Action Plan
EC	-	AU Executive Council
ECCAS	-	Economic Community of Central African States
ECOWAS	-	Economic Community of West African States
EPAs	-	Economic Partnership Agreements
FfD	-	Financing for Development
HGSFP		NEPAD Agency Home-Grown School Feeding Programmes
HSGOC	-	NEPAD Heads of State and Government Orientation Committee
ICT	-	Information and Communication Technology
IGAD	-	Inter-Governmental Authority on Development
IGF	-	Internet Governance Forum
IPPF	-	NEPAD Infrastructure Project Preparation Facility
IS4D	-	Infrastructure Skills for Development Programme
ISBU	-	Infrastructure Strategic Business Unit
JICA	-	Japan International Cooperation Agency
MDGs	-	Millennium Development Goals
MDTF	-	Multi-Donor Trust Fund for CAADP
M&E	-	Monitoring and Evaluation
MoU	-	Memorandum of Understanding
MRDE	-	Mutual Review of Development Effectiveness
NAIPs	-	National Agriculture (and Food Security) Investment Plans
NBF	-	NEPAD Business Foundation
NEPAD	-	New Partnership for Africa's Development
NPCA	-	NEPAD Planning and Coordinating Agency or NEPAD Agency
NSF	-	NEPAD Spanish Fund
NSTIH	-	NEPAD Science, Technology and Innovation Hub
OECD	-	Organisation for Economic Cooperation and Development
PAF	-	Partnership for African Fisheries
PAP	-	Pan African Parliament
PIDA	-	Programme for Infrastructure Development in Africa
PPPs	-	Public-Private Partnerships
PRC	-	AU Permanent Representatives Committee
RCM	-	UN Regional Coordination Mechanism
RECs	-	Regional Economic Communities
R4HA	-	Research for Health Africa Initiative
R&D	-	Research and Development
SADC	-	Southern African Development Community
SANBio	-	Southern Africa Network for Bioscience

SE4ALL	-	UN Sustainable Energy for All
SC	-	NEPAD Steering Committee
SIDA	-	Swedish International Development Agency
SLWM	-	Sustainable Land & Water Management
SREAPs	-	Sub-Regional Environment Action Plans
SSC	-	South-South Cooperation
STI	-	Science, Technology and Innovation
STISA	-	Science, Technology and Innovation Strategy for Africa
SUN	-	Scaling-Up Nutrition Movement
TAP	-	Tourism Action Plan
TICAD	-	Tokyo International Conference on African Development
UNCCD	-	United Nations Convention to Combat Desertification
UNCTAD	-	United Nations Conference on Trade and Development
UNDP	-	United Nations Development Programme
UNECA	-	United Nations Economic Commission for Africa
UNEP	-	United Nations Environment Programme
UNFCCC	-	United Nations Framework Convention on Climate Change
UN-OSAA	-	United Nations Office of the Special Adviser on Africa



PROGRAMME DEVELOPMENT, IMPLEMENTATION AND COORDINATION

Agriculture, Food Security and Nutrition

Despite the fact that 70% of Africa's young population lives in rural areas and depends on agriculture for their livelihood, more than 20% of Africans are hungry due to unfavourable agricultural policies, climatic stressors, poor technological development and the low cost of agricultural produce. Confronting Africa's agricultural challenges, therefore, has the potential to engender inclusive economic growth, benefit smallholder farmers, boost food production and end hunger. The NEPAD Agency's work in the area of Agriculture, Food Security and Nutrition is aimed at accelerating the transformation of Africa's agricultural systems in order to stimulate improved and sustainable agriculture performance, contribute to food security, impact economic growth and, ultimately, foster inclusive development. This work is pursued largely through the framework of the Comprehensive Africa Agriculture development Programme (CAADP) and other complementary programmes.

Comprehensive Africa Agriculture Development Programme (CAADP)

The Comprehensive Africa Agriculture Development Programme (CAADP) is the African Union's framework for realising sustainable and inclusive economic growth through agriculture-led development. The CAADP aims to eradicate hunger, poverty and food insecurity, and contribute to Agriculture, Food Security and Nutrition by (a) promoting agricultural production, productivity and wealth creation; and (b) through agriculture transformation, capacity strengthening and promoting an enabling environment for agricultural growth and development. The CAADP is implemented at country-level, while the NEPAD Agency provides implementation support to AU Member States, working closely with the African Union Commission, Regional Economic Communities and development partners.



KEY ACHIEVEMENTS

- a. In June 2014, the 23rd AU Summit in Malabo reaffirmed the relevance of the CAADP vision and set targets for the next decade. The NEPAD Agency and the African Union Commission subsequently designed an implementation strategy and roadmap for the AU Malabo Declaration on Africa's Accelerated Agricultural Growth and Transformation.
- b. The CAADP Results Framework was developed, for tracking, assessing and reporting progress made under the AU Malabo Declaration. An assessment of the status and challenges in monitoring and reporting on CAADP implementation at country level is underway. Its findings will guide support for countries to internalise the CAADP Results Framework.
- c. The AU-NEPAD Guidance Note on the Classifications of Functions of Government (COFOG) was revised to guide monitoring and reporting on the levels and quality of public expenditure in relation to the CAADP target; to compare country performance of countries; and inform in-country policy and programme decisions.
- d. 50 AU Member States are involved in implementing the CAADP: 40 have signed the CAADP Compacts, and 25 are implementing National Agriculture and Food Security Investment Plans. The NEPAD Agency contributed expert support to facilitate analytical work-pieces such as independent technical reviews in Rwanda and São Tomé & Príncipe, and specialised thematic studies in climate smart agriculture, irrigation and gender, among others.
- e. The Malabo Declaration emphasises tracking, reporting and mutual accountability in respect of AU initiatives in support of agricultural transformation. To this end, there are on-going efforts to support Ethiopia, Ghana, DRC, Mozambique, Rwanda, Senegal, Togo and Zambia to establish country-level Strategic Analysis Knowledge Support Systems (SAKSS), to strengthen data gathering, monitoring and evaluation. In line with strengthening mutual accountability, Agriculture Joint Sector Reviews were undertaken in Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal and Tanzania. Finally, expert support was provided to Botswana, Chad, DRC, Sierra Leone and South Africa to complete their agriculture public expenditure studies.
- f. The NEPAD Agency has developed an innovative Gender Climate Change Agriculture Support Programme (GCCASP) to support the integration of women smallholder farmers into the mainstream economy by increasing their productivity, improving the quality of their commodities, gaining a voice in decision-making around all aspects of the agriculture value chain and building adaptive capacity to mitigate climate externalities. The programme design and planning phase was participatory, involving a wide spectrum of actors, and will be implemented in 2015 in Cameroon, Ethiopia, Niger, Malawi and Rwanda.
- g. The Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture endorsed the AU Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa in May 2014, and committed to governance reforms of fisheries and aquaculture, and to develop the sub-sector as an integral component of the Sustaining CAADP Momentum Results Framework.

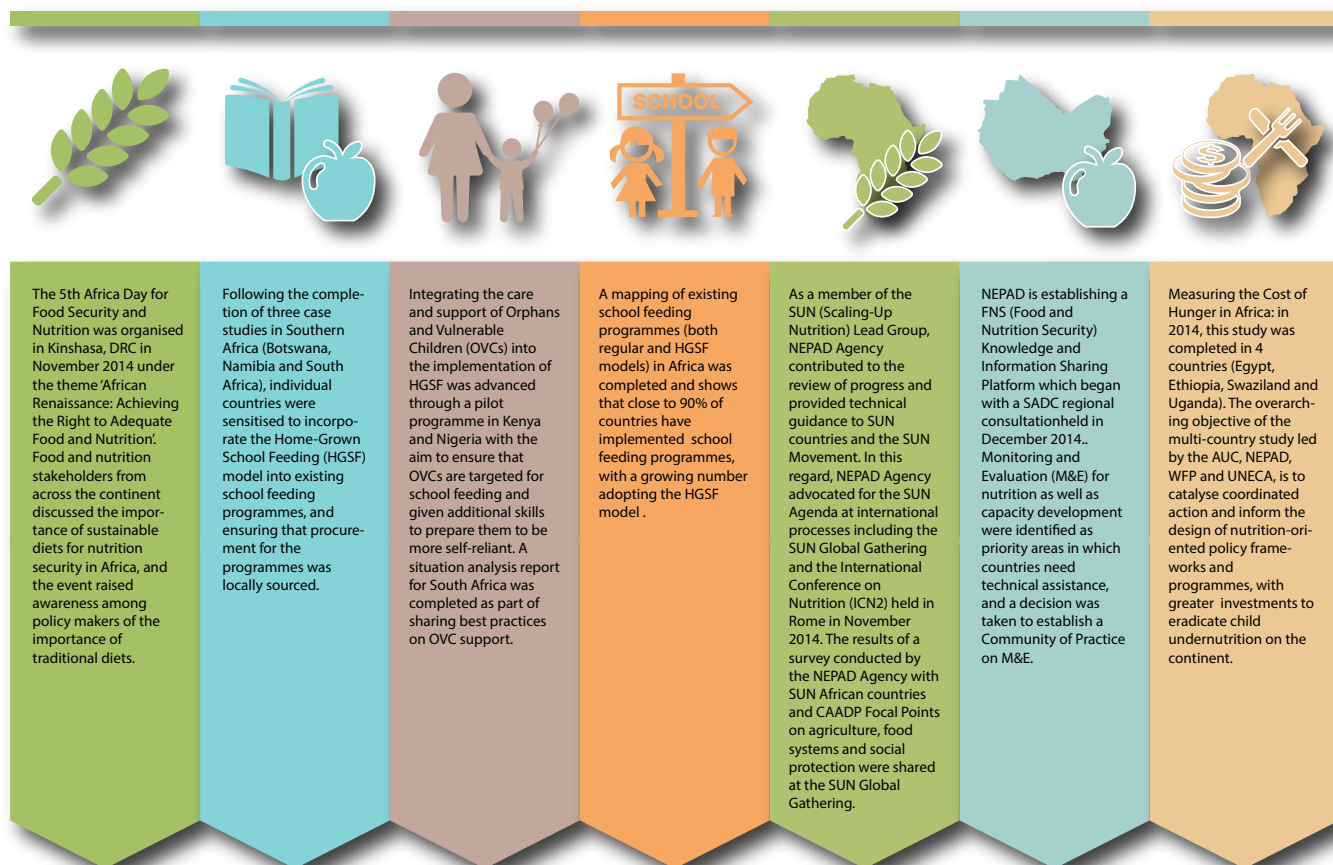
- h. The continental framework for Agriculture Education and Training saw the enhancement of human capital through the establishment of agriculture education and training knowledge hubs in Benin, Burkina Faso, Côte d'Ivoire, Gabon, Kenya, Malawi, Niger, Togo, South Africa and Zambia. The mapping of agriculture risks (climate, price volatility, markets and post-harvest losses) was completed in respect of Niger, Ethiopia and Uganda. By 2016, at least 300,000 farmers in Niger, Ethiopia and Uganda should have received Agriculture and Food Insecurity Risk Management (AFIRM) Tools (insurance schemes on selected crops, agriculture and market information, storage, reduced post-harvest losses and social safety nets).
- i. The NEPAD Agency facilitated the training of farmer organisations in areas such as leadership and management, within the framework of an MoU signed with the Pan African Farmers Organisation (PAFO) and its affiliate regional farmers organisations. In addition, the NEPAD Agency provided technical and financial support to planning, review, peer support and mutual learning sessions for apex farmer organisations.
- j. Private sector participation in Africa's agricultural development continues to grow. Working with the Grow Africa Partnership, private sector funds have been raised for the full spectrum of agricultural development activities. There are joint efforts to strengthen the participation of youth in private sector investments in agriculture through internships. Private Sector Investment was scrutinised within Joint Agriculture Sector Reviews as part of the mutual accountability agenda.
- k. Agribusiness chambers were strengthened in Botswana, Chad, Democratic Republic of Congo (DRC), Sierra Leone and South Africa. Models for agribusiness chambers and commodity-specific frameworks were produced, following a stocktaking analysis and institutional assessment of National Agribusiness Chambers in the respective countries. The report will help all AU Member States understand how to strengthen agribusiness chambers and replicate successful models

Food Security and Nutrition Programme

The NEPAD Agency's Food Security and Nutrition Programme aims to improve the food and nutritional impact of CAADP agricultural investment plans by

promoting a multi sectoral approach and strengthening the capacities of stakeholders.

KEY ACHIEVEMENTS



In the pipeline:

- A pilot study in five SADC countries to promote knowledge sharing and monitoring of the Food Security and Nutrition Situation in the SADC region.
- Mobilising resources at global, continental and regional levels to support and sustain the NEPAD Food Security and Nutrition Programme.
- Developing an accountability mechanism to monitor commitments and actions towards addressing hunger and malnutrition in Africa: including a scorecard and an Africa Annual Report on Food Security and Nutrition.

TerrAfrica

TerrAfrica is a regional initiative to support African countries develop harmonised and programme-based initiatives in Sustainable Land and Water Management (SLWM). It also works to improve coordination between African governments, the international development community and other global and regional stakeholders. The programme contributes to realising the objectives of CAADP and the Action Plan of the NEPAD Environment Initiative.

KEY ACHIEVEMENTS

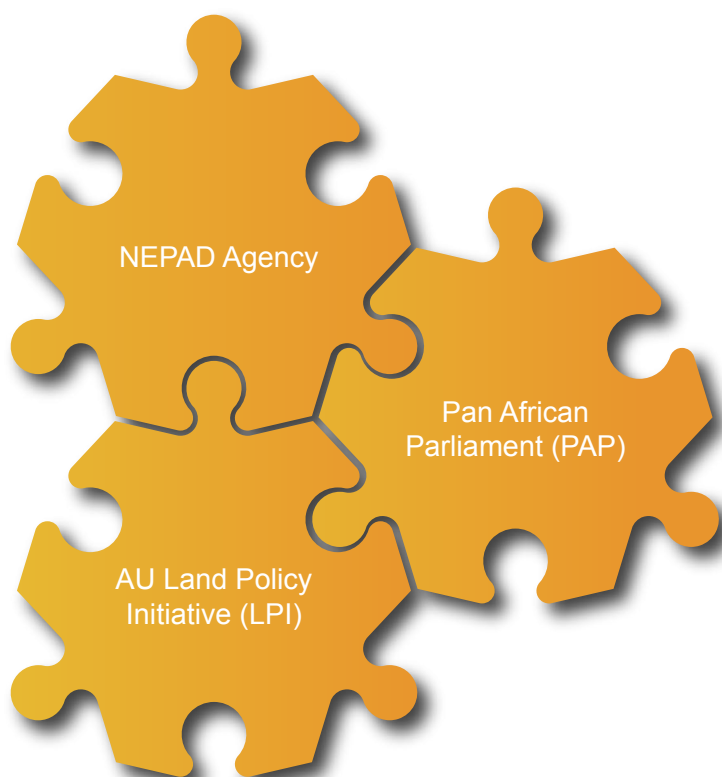
- a. Technical support to Burkina Faso, Burundi and Lesotho for cost-benefit analyses, as well as coordination of the formulation and implementation of the Country Strategic Investment Framework (CSIF) on SLWM.
- b. 12 civil society organisations identified and documented best practices in Sustainable Land and Water Management (SLWM), after undergoing a needs-based training programme on SLWM and Climate Change.
- c. The NEPAD Agency helped mobilise USD 226,000 for the harmonisation of indicators to monitor and evaluate SLWM in ECCAS and COMESA. Preparatory work for the same was also undertaken by ECOWAS.
- d. A training programme on SLWM towards Climate Change was also organised in partnership with the World Bank Institute, for the benefit of the COMESA Secretariat and 12 AU Member States.



Climate Change and Natural Resources Management

In Africa, the environment is subject to the same threats as the rest of the world: climate change, fast growing populations, expanding agricultural and industrial activity and pressure on the continent's finite resources. Under the AU/NEPAD Environment Action Plan, the NEPAD Agency is working closely with African countries and Regional Economic Communities, as well as bilateral and multilateral partners, to confront these challenges. It has established a growing number of initiatives and programmes, which will help address Africa's short-term economic growth challenges without compromising the long-term imperatives of environmental protection and social development.

Partnerships



In partnership with the NEPAD Agency and AU Land Policy Initiative (LPI), the Pan African Parliament (PAP) reaffirmed its desire to strengthen land governance in Africa through the project 'Making Investment Work for Africa'. It aims to strengthen capacity on land governance and land administration, and see Members of Parliament play an active role in policy formulation and monitoring. It includes policy guidelines on managing large-scale land investments in Africa.



Three major programmes are currently under implementation:

NEPAD Climate Change Fund

The NEPAD Agency established the NEPAD Climate Change Fund with financial support of EUR 3.6 million from the German Government. It is currently implementing 11 approved projects in the nexus climate, agriculture and poverty eradication in Burkina Faso, Cameroon, Ethiopia, Niger, Nigeria, Senegal, South Africa, Swaziland, Zambia, Uganda, and COMESA. The 11 projects relate to adaptation of agriculture to climate change, biodiversity conservation, access and benefit sharing, development and implementation support to National Adaptation Plans (NAPs), and mainstreaming climate change into the National Agricultural Investment Plans.

The Fund is aligned with the CAADP and the Environment Action Plan. It allows the NEPAD Agency to provide grants to strengthen African countries against climate change by building national, sub-regional and continental capacity. The NEPAD Agency specifically offers technical assistance, knowledge management and policy development. The current phase runs from November 2013 to December 2015, with more projects due to follow in 2015.

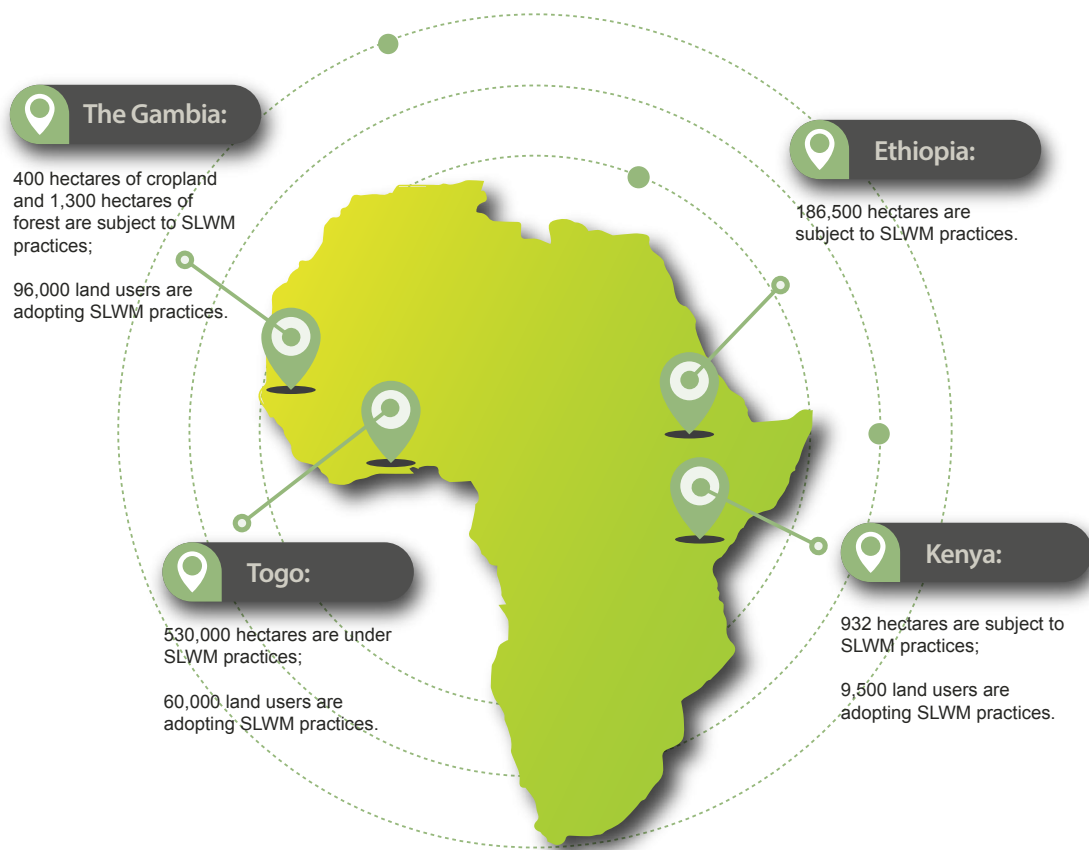
AU-NEPAD Agriculture Climate Change Adaptation–Mitigation Framework

Launched under the AU-NEPAD Environment Action Plan, the implementation of the Gender Climate Change Agriculture Support Programme will begin in 2015. Phase 1 will cover Ethiopia, Cameroon, Malawi, Niger and Rwanda. Phase 2 will extend coverage to other countries. The programme is designed to enable vulnerable communities become more climate resilient, practice gender balanced agriculture, and experience growth and wealth creation. With the NEPAD Agency, a Partnership Alliance with 5 international NGOs was established to strengthen grassroots adaptive capacity for resilient communities. The programme hopes to give 6 million households practicing family farming the means to practice climate-smart agriculture by 2025.

Sustainable Land and Water Management (SLWM)

Twenty-seven (27) African countries and four (4) RECs (COMESA, ECOWAS, SADC and ECCAS) are engaged in SLWM investment planning. Twelve countries have completed the CSIF: Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mali, Mauritania, Niger, Nigeria, Senegal, Togo and Uganda, three in 2014. While rolling out technical support in the preparation of CSIF, the NEPAD Agency provided various agricultural models of good sustainable land practice in the Burundi provinces of Mwaro and Gitega, and donated 200 weeding hoes to local women farmers.

Other country-related NEPAD support activities under SLWM include:



Two emerging programmes are currently under implementation:

Rural Futures Programme

The vision of the Rural Futures Programme is people-centered rural transformation based on equity and inclusivity, where rural men and women can develop their potential and reach their aspirations, including income security, while securing environmental sustainability. The overarching purpose of the Rural Futures Programme is to facilitate new thinking and broad agreement on the pathways to African development with respect to the vision, strategies and plans for rural economic development and the reduction of rural poverty and inequality.

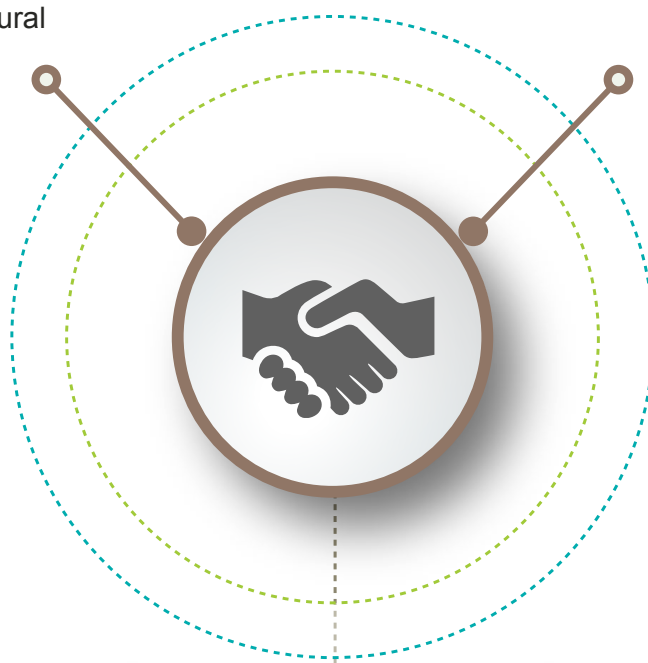
KEY ACHIEVEMENT

- a. The Rural Futures Programme conducted a skills audit for rural development transformation and the attainment of national development strategies, and produced analytical reports for Benin, Burkina Faso, Cameroon, Ethiopia, Malawi, Nigeria, South Africa, Togo, Uganda and Zambia.

Partnerships

Promoting Decent Rural Youth Employment

Enhancing Entrepreneurship in Agriculture and Agribusiness Employment Opportunities



FAO further signed a Letter of Intent on Rural Futures in December 2014, committing USD 4 million from the African Solidarity Trust Fund.

Malawi

Niger

Implementation
2015

Benin

Cameroon

Natural Resources Governance

The objective of the Programme is to improve efficiency, transparency and sustainability of extractive industries in Africa in order to eradicate poverty and ensure maximum benefits for the population at local, regional and national levels. In order to achieve this objective, the NEPAD Agency will support the implementation of the African Mining Vision in the Member States in coordination with other initiatives such as the Country analysis process based on the Natural Resource Charter or the Extractive Industries Transparency Initiative (EITI) process.

KEY ACHIEVEMENTS

- a. A strategy and action plan for the management of extractive industries has been developed and shared with partners.
- b. Stakeholders and international partners shared insights and strategic guidance on Extractive Industries in Africa in October 2014 in Midrand. The experience sharing platform focused on the strategic directions of the various institutions in the field of extractive industries in Africa. Three points emerged from the discussions: (a) Improving coordination; (b) Knowledge management and sharing; and (c) Capacity development.
- c. At the Africa Mining Indaba, the NEPAD Agency mobilised partnerships around its NRG Programme with major partners such as GIZ or BMGF. The NEPAD Agency produced a policy paper on natural resource governance and a brochure entitled 'The NRG programme in brief'.

Partnerships



Implementing

The NEPAD Agency is implementing an MOU signed with Natural Resources Charter in 2013 (now Natural Resources Governance Institute)



On-going

The NEPAD Agency is also engaging with ISLP (International Senior Lawyer Project) to schedule a regional consultation in September 2015.

NEPAD Tourism Action Plan (TAP)

Under the umbrella of NEPAD, the Tourism Action Plan (TAP) was originally developed in May 2003 with the guidance of African Ministers of Tourism in Luanda, Angola and adopted by the AU Assembly in Addis Ababa in July 2004. TAP was a carefully considered strategic intervention in the tourism sector at continental level, designed to act as a catalyst for growth in other areas of the economy, particularly agriculture, horticulture and the service sector.

The Agency facilitated dialogue to review the TAP, as well as to attract additional partners to enhance sustainable tourism on the continent. The African Ministers of Tourism Working Group, meeting in the Seychelles in March 2014, acknowledged TAP as the overarching framework for sustainable tourism in Africa, called for its review in the light of AU Agenda 2063, and continued to assess national / regional touristic assets in Africa.

The NEPAD Agency spearheaded the re-introduction of TAP at the 39th Congress of the Africa Travel Association (ATA) in Kampala, Uganda in November 2014. ATA presented the NEPAD Agency with an award for its leadership and commitment to strong partnerships in support of tourism sector development. In November 2014, NEPAD Agency published an article entitled 'Building Infrastructure to Spur Intra-African Trade and Tourism' in the African Tourism Monitor.

Partnerships





Regional Integration and Infrastructure

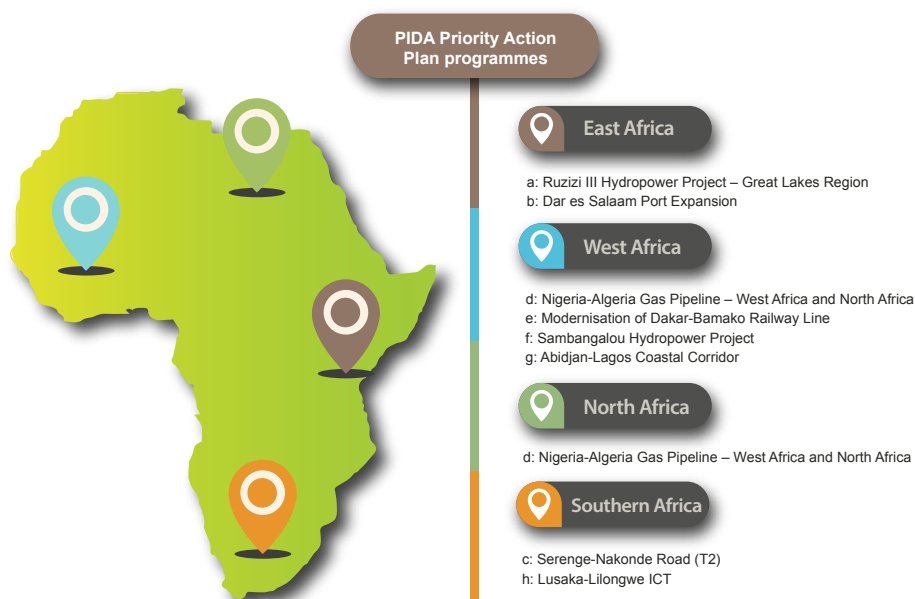
Infrastructure is at the heart of regional integration and development and, therefore, one of Africa's top priorities. As the least integrated continent, Africa as a continent is characterised by low levels of intra-regional economic exchange and the smallest share of global trade. Building new infrastructure and making existing infrastructure more efficient is vital for economic advancement and sustainable development. The NEPAD Programme on Regional Integration and Infrastructure falls under the AU Programme for Infrastructure Development in Africa (PIDA) and encourages regional cooperation as a means of building collectively beneficial infrastructure, strengthening trade and investment between countries, and establishing regional value chains for increased competitiveness. It includes the following initiatives and programmes, thematic areas and strategic partnerships:

PIDA Capacity Building

The PIDA Capacity Building Project was launched in 2014, designed to strengthen the capacity of African countries to plan, prepare and coordinate the implementation of regional infrastructure programmes and projects. The launch followed the signing of the Capacity Building Project Agreement between the African Union Commission (AUC) and the African Development Bank (AfDB) during the AU Summit in Addis Ababa, Ethiopia, in January 2014.

Dakar Agenda for Action on Financing Africa's Infrastructure

The Dakar Agenda for Action is a high-level platform established to facilitate public-private sector dialogue under the Dakar Financing Summit (DFS) for Africa's Infrastructure. It aims to garner support for 8 PIDA Priority Action Plan programmes:



KEY ACHIEVEMENTS

- a. The DFS which was co-organised by the Government of Senegal and the NEPAD Agency in collaboration with the AUC, UNECA, AfDB, UNDP and the World Bank, created synergies between the public and private sectors to mobilise pan-African and global financial investments for infrastructure development on the continent. The Dakar Agenda for Action (DAA) on Financing Africa's Infrastructure was a key outcome of the DFS. The NEPAD Agency has further developed the Post-Dakar Implementation Strategy for Accelerating the Implementation of the 8 PIDA Projects.
- b. Subsequently, the NEPAD Agency and AUC, in collaboration with partners, have established the PIDA Service Delivery Mechanism (SDM) to support early-stage project preparation and development. The NEPAD Agency is also collaborating with JICA towards implementing the support mechanism aimed at boosting project preparation activities for PIDA infrastructure projects. The NEPAD Agency's current priority is to galvanise partners around an acceleration strategy. The SDM will complement the NEPAD Infrastructure Project Preparation Facility (IPPF) based at the African Development Bank.

NEPAD Presidential Infrastructure Champion Initiative (PICI)

The Presidential Infrastructure Champion Initiative involves seven regional infrastructure projects covering the five AU regions and championed by African Heads of State and Government themselves.

KEY ACHIEVEMENTS

- a. USD 40 million was mobilised for the Missing Link of the Trans-Sahara Highway Project (225 km of road), and the project divided in two: 125 km headed by BADEA, now completed; and 100 km headed by AfDB, for which tender submissions are currently being evaluated. Construction will begin in early 2015.
- b. A Steering Committee was set up as an outcome of the COMESA Ministerial meeting in Djibouti in October 2014 relating to the River Nile Project – the Navigational Line from Lake Victoria to the Mediterranean Sea. The Committee will oversee the feasibility study for the project and provide technical oversight to all the foot print states (Burundi, DRC, Ethiopia, Kenya, Rwanda, Tanzania, Uganda, the Sudan and South Sudan). The pre-feasibility study received USD 500,000 from the Government of Egypt and USD 2.5 million from the AfDB. The study should be completed in May 2015, and has been expanded to include all the concerns of the foot print states, including environmental and socio-economic studies, capacity building and knowledge transfer as well as the hosting of technical workshops. The AfDB has also shown willingness to finance the feasibility study to the tune of USD 10.5 million, after the completion of the pre-feasibility study.

- c. Progress is also being recorded in other PICI projects, such as the prioritisation of the Dakar-Bamako Railway Project by the Government of Senegal, being the first phase of the Dakar-Ndjamena-Djibouti Road/Rail Project. This project was featured as a bankable PIDA project during the DFS and the World Bank has expressed interest in financing it. The Government of Senegal has received private sector interest in funding the Dakar-Bamako Rail Project, and the project is being prepared for a possible Public Private Partnership venture.
- d. The Government of Australia and the NEPAD Agency signed an MoU on the Infrastructure Skills for Development (IS4D) Programme. One of the major objectives of the MoU is to facilitate the implementation of priority PIDA projects by capacitating the individuals responsible for the projects while they are 'on-the-job', and enable them achieve the broader project management competencies necessary to effectively fulfill their role in the development and delivery of the large scale infrastructure projects they are working on.
- e. NEPAD and the Australian Government jointly developed a dossier of priority PIDA projects to benefit from the IS4D Programme and visited Senegal (Dakar-Bamako Project and New Port of Dakar project), Kenya (Northern Corridor Transit and Transport Coordination Authority (NCTTCA), Kenya Electricity Transmission Company, and Kenya Power and Lighting Company), and Tanzania (Tanzania Power Authority).
- f. The Africa Strategic Infrastructure Initiative (ASII) designated the Central Corridor as the pilot project to demonstrate a model for increasing private sector funding for infrastructure. ASII will facilitate the domestic and global visibility necessary to attract investments to implement Africa's regional infrastructure projects through PIDA PAP. In the process, it is anticipated that there will be knowledge transfer to RECs and countries on ASII replicable processes, aimed at accelerating regional infrastructure projects through the private sector.
- g. ASII stakeholders concluded that the ASII Secretariat be located in the NEPAD Agency by May 2015. In addition to the capacity that will be created through future Infrastructure Strategic Business Unit (ISBU), further resources are needed from the Business Working Group (BWG), the African private sector and DFIs. At the WEF high level consultations in May 2014, it was agreed to provide the initiative's BWG the mandate to continue its work on the acceleration of the Central Corridor and further pilot projects.

The NEPAD Agency is committed to making ASII a flexible ring-fenced entity hosted within the NEPAD Agency, for the purpose of managing private sector engagement and the replication process. The convening power of the NEPAD Agency and the Dakar Financing Summit will be key to the success of ASII, for which the support of Heads of State and Government is requested in order to mitigate future obstacles facing the delivery of the initiatives.

Energy

The NEPAD Energy Programme works in a number of key areas to facilitate the development and growth of the energy sector across Africa. Priority areas include Energy Infrastructure development in Africa up to 2040; Bio energy development for energy and food security; energy accessibility through renewable energy solutions; development of African nuclear power resources; energy efficiency; regional energy market development and capacity development.

The NEPAD Agency has produced the Africa Power Vision (APV) in partnership with the AUC, UNECA, and the Government of Nigeria to identify high priority energy projects with broad-ranging regional impacts for rapid implementation. With the APV's clear implementation plan and the identification of selected projects, the APV is well placed to accelerate the development and advance the implementation of Africa Priority Energy Projects at all levels. The APV ensures a reasonable mix of energy resources in Africa, including renewable energy resources and energy efficiency solutions. This will have a considerable impact on security of energy supply at all levels, the utilisation of Africa's large and untapped energy resources, the development of regional energy markets and trade. The initiative will contribute significantly to energy policy / vision through the acceleration of priority energy projects.

KEY ACHIEVEMENTS

- a. Initiated by African leaders at the 2014 World Economic Forum in Davos and the US-led Power Africa Initiative, Africa Power Vision (APV) was produced by the NEPAD Agency, AUC, UNECA, and the Government of Nigeria to identify high priority energy projects with broad-ranging regional impacts for rapid implementation. Founded on the PIDA Priority Action Plan (PIDA PAP), APV is a continental initiative for increased access to reliable and affordable energy. To ensure the political support for the APV Initiative at the highest levels, the initiative was endorsed by the NEPAD HSGOC in January 2015.
- b. The NEPAD Agency and FAPESP, the largest research foundation in Sao Paulo, Brazil, signed an MoU on the sustainable use of bioenergy resources in Africa, to ensure security of energy, food and the environment. African countries are better able to do bioenergy resources assessments, and identify the resources and the technology for the optimal and sustainable use of bioenergy to meet the increased demand on modern energy resources.
- c. Development and validation of the First Action Agenda and Investment Prospectus of SE4ALL in Africa.
- d. Funds were mobilised through NEPAD / BizClim and UNDP country offices to provide technical assistance and training to government officials, carry out exhaustive consultations and implement all the components of NEPAD / BizClim projects in The Gambia and Kenya.

Partnerships

The NEPAD Agency signed an MoU with USAID to use their resources and expertise to accelerate the implementation of high priority energy projects in six African Countries: Ethiopia, Ghana, Kenya, Liberia, Nigeria and Tanzania. The development of the SE4ALL Action Agenda and Investment Prospectus for Kenya and The Gambia were produced under the NEPAD SE4ALL Programme, with the NEPAD Agency providing technical assistance and training to the relevant government officials and the main energy stakeholders in Kenya and Gambia.

Through the technical assistance of the NEPAD / BizClim Project, The Gambia and Kenya are the first two countries in Africa to develop and validate an Action Agenda (AA) and Investment Prospectus (IP) of Sustainable Energy for All in Africa (SE4ALL). NEPAD / BizClim carried out extensive consultations with the main energy stakeholders to ensure that the AA and IP reflect the Gambian and Kenyan people's wishes and energy needs.





Impact at National Level

Develop plans of action to fill the gaps and to achieve the country-set goals of sustainable energy for all by 2030.

Develop an attractive environment for investment in energy projects in The Gambia and Kenya.

Advance the development and implementation of high priority energy projects under the rubrics of access, renewable energy and energy efficiency in Gambia and Kenya.

Accelerate country plans to make energy available, accessible and affordable to the majority of the population in The Gambia and Kenya.



Impact at Regional Level

Implement ECOWAS Energy Policy for the West Africa Region.



Impact at Continental Level

Implement Africa Energy Vision and Agenda 2063.



Impact at Global Level

Demonstrate Africa as the leader in responding to and implementing the UN Secretary General's initiative of Sustainable Energy for All by 2030.

Information & Communications Technology (ICT)

The NEPAD Agency's e-Africa Programme works to boost regional integration and position Africa as a globally competitive digital society 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.

The e-Africa Programme continued to focus on developing capacity in policy and governance, promoting regional policy dialogues, securing the dotAfrica name space, facilitating PIDA ICT implementation and developing a comprehensive ICT strategy for Africa.

KEY ACHIEVEMENTS

- a. A digital namespace for Africa - The dotAfrica project will enable Africa's share of the market to grow by allowing business and entities to uniquely brand their African focus and by creating opportunities for digital entrepreneurs that will offer information, content and services under the dotAfrica brand.
- b. The NEPAD e-africa Programme has developed an online database to help locate African ICT skill and expertise, which will be launched in June 2015. Over time, the database will serve as a useful diagnostic tool for capacity development in the ICT sector.
- c. FSF launched a new model of the flagship NEPAD e-Schools Initiative in Senegal. The Government of Senegal, which will fund a nationwide roll out and is leading the implementation of impact evaluation of e-schools through a NEPAD project supported by the International Initiative for Impact Evaluation (3ie). Scoping and training were conducted in 2014 and preliminary results are expected in 2015.
- d. The NEPAD Agency launched two national public policy dialogues in Malawi and Mozambique and convened the 3rd SAIGF, resulting in the establishment of the SAIGF Multi-stakeholder Team. The Team will be coordinated by the SADC Secretariat to convene ICT / Internet Governance public policy dialogues for Africa. The NEPAD Agency supported the Africa IGF held in Abuja, Nigeria and the global IGF held in Istanbul, Turkey. Thirty-five participants from across Africa were trained in Internet Governance during an eight-week online programme facilitated by the DiploFoundation, and a further 45 were trained through the Africa School on Internet.
- e. The AU Convention on Cyberspace Security and Protection of Personal Data was adopted by the AU Summit in June 2014, helped by the NEPAD Agency, UNECA. 2015 is the year for its promulgation and ratification.

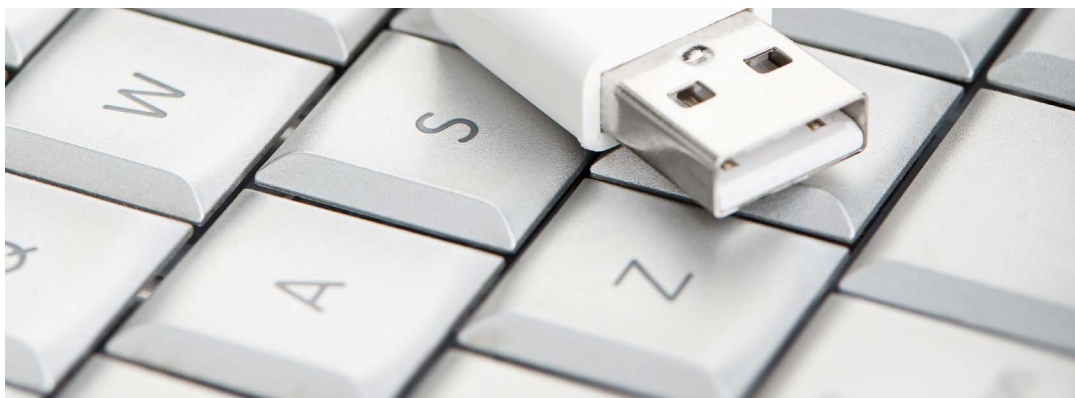
Africa's aspirations for the Internet and its Governance



- a. The NEPAD Agency coordinated submissions from African stakeholders to the Global Dialogue on Internet Governance – NetMundial – in Brazil in April 2014. They show that Africa wants an Internet that is inclusive, open, secure, governed transparently and that assures every citizen of their rights and freedoms both online and offline.
- b. The NEPAD e-Africa Programme completed broadband studies and updated the broadband component of PIDA's Africa Infrastructure Database, which is on the PIDA website in Geographic Information System (GIS) format.
- c. The NEPAD Agency's e-Africa Programme facilitated the development of a pilot online training programme in Internet Governance and ICT Policy for African stakeholders with 90 African participants. It also supported dialogues on Internet policy through the Africa Internet Governance Forum, the 3rd SAIGF and the global IGF.
- d. The NEPAD Agency facilitated African contributions to the global policy processes through the International Telecommunications Union (ITU), the Internet Corporation for Assigned Names and Numbers (ICANN) and the Global Multi-Stakeholder Dialogue on the Future of Internet Governance (NetMundial).
- e. The 2nd African School on Internet Governance was organised in collaboration with the Association for Progressive Communication (APC) and AfriNIC, and led to the development of a curriculum on Internet Governance and ICT and the training of more than 50 African stakeholders. Smart Africa Alliance has raised nearly USD 1 million for a scholarship fund.
- f. A Comprehensive ICT Strategy for Africa (CISA), has been finalised and will be presented for approval to the Conference of Ministers responsible for ICT (CITMC). The NEPAD Agency supported the establishment of the Smart Africa Alliance and is contributing technical resources to the establishment of its secretariat.

In the pipeline

- Smart Africa – Job creation for youth through ICT entrepreneurship and innovation
- AU Cybersecurity Convention – Promulgation and ratification by member states
- Comprehensive ICT Strategy for Africa – Priority projects and quick wins





Human Development – Science & Technology, Health, Education and Youth

Africa has an arsenal of human and economic capital with which to launch a continental war on poverty. Mobilising these resources and using them effectively requires a genuine commitment to sustain human development, as well as a global partnership based on shared responsibility and mutual interest. NEPAD takes an integrated approach to human development for greater economic growth and poverty eradication in Africa, linking the key areas of education, science and technology and healthcare. NEPAD works specifically to increase innovation, encourage partnerships, facilitate knowledge sharing and improve the volume and quality of research and development (R&D) in Africa.

Overarching achievements

- The NEPAD Agency provided technical backstopping in finalising the continental framework Science, Technology and Innovation Strategy for Africa (STISA 2014 – 2024), which was adopted at the 23rd AU Summit in Malabo in June 2014. The Strategy is part of the long-term Agenda 2063 to “consolidate African initiatives and strategies on accelerated human capital development, science and technology and innovation and to focus on issues related to Food Security, Built Environment, Water and Energy”.
- Investment in science, technology and innovation (STI) is critical for resolving current health challenges in Africa. Linking STI and health R&D efforts has the potential to transform health challenges and enhance economic growth and sustainable development. The existing strategies and political commitments provided the basis for mobilising investments in an Africa-led Grand Challenges project on health and nutrition.
- A platform for supporting research in the health sector is being established by the NEPAD Agency in partnership with the African Academy of Sciences, to translate the commitments of African leaders into new transformative approaches for good health. The platform will have the potential to stimulate breakthrough innovations that will improve the livelihoods of disadvantaged, marginalised, stigmatised and hard-to-reach communities.

African Science and Technology Innovation Indicators (ASTII)

Science, technology and innovation (STI) indicators are critical in monitoring Africa’s scientific and technological development. At the first African Ministerial Conference on Science and Technology (AMCOST I), countries committed themselves to developing and adopting a common set of indicators. The general objective of NEPAD’s work on ASTII is to build Africa’s capacity to develop and use STI indicators.

KEY ACHIEVEMENTS

- a. Having received technical support, 35 countries have been capacitated to collect and analyse data on science, technology and innovation at the national level for publication in the African Innovation Outlook. A third phase began in 2014 in which the target is to increase the number of participating countries to 40.
- b. Consolidation of lessons learned and knowledge gained from ASTII-1 and ASTII-2 to increase the quality of R&D and innovation survey processes to be undertaken, and to expand the scope of indicators, in order to better inform policy making in Africa.
- c. Expansion of current programme to address emerging issues that require empirical evidence, such as methodologies for assessing the mobility of researchers and the value they add to Africa's development; improving the performance measurement of Africa's innovation system; and integrating STI, health and education indicators into the assessment process of the African Peer Review Mechanism (APRM).

African Medicines Regulatory Harmonisation (AMRH)

The African Medicines Regulatory Harmonisation (AMRH) Initiative aims to set and improve standards and requirements for the regulation of and access to quality and safe drugs for African citizens. This is done by promoting the harmonisation of medicines regulation among African countries through RECs, and by reviewing their policies and putting in place relevant legal frameworks. This occurs within the framework of the AU's Pharmaceutical Manufacturing Plan for Africa (PMPA) and the Roadmap for Shared Responsibility and Global solidarity for AIDS, TB and Malaria Response in Africa.

KEY ACHIEVEMENTS

- a. Working through the NEPAD Agency, the EAC Secretariat collaborated with its five member countries to complete the development of harmonised technical requirements for medicines regulation. These were endorsed by the 9th EAC Sectoral Council of Ministers of Health in April 2014, and approved by the EAC Council of Ministers in September 2014.
- b. In a demonstration pilot project completed in March 2014, five multi-source products were jointly reviewed by EAC Partner States, with the WHO Prequalification Programme, and are now being registered in all five countries. Two Antimalarial and three Reproductive Health products under the trade names Falcimon, Misoprost 200 and Pill 72 were jointly reviewed and accepted by WHO and the EAC in under one year. This is 30-40 % faster than the average Prequalification Process for generic medicines. It is also the first time ever that EAC countries review applications together, resulting in a major impact on reduction of costs and registration time lines.
- c. Systemic capacity and mutual trust have been enhanced through collaboration between regulatory authorities and the promotion of staff exchange programmes between National Medicines Regulatory Authorities in the EAC. Furthermore, national and regional competences in regulatory sciences have also been enhanced in the EAC region, with specific regard to medicines assessment and evaluation, quality management systems and good manufacturing practices.

- d. A draft Model Law on Medical Products Regulation and Harmonisation in Africa has been produced, in response to the challenges faced by many countries of limited access to affordable, safe, quality and efficacious medical products owing to weak or inexistent medical products regulatory systems. The Model Law is expected to facilitate a systematic approach to the development of legislation on medical products regulation in African countries, promote local production of pharmaceuticals and thus protect public health and contribute to economic growth.
- e. Building on the foundation that has been laid by the AMRH programme, the NEPAD Agency has joined in the fight against Ebola. Here, the thrust is placed on mobilising African countries to create conducive and enabling environments for conducting clinical trials to test candidate vaccines against Ebola.
- f. The NEPAD Agency contributed to the African Regulators and Ethics Committees process on Phase III Clinical Trials of Vaccines against Ebola, convened by the WHO in Geneva, Switzerland on 17 December 2014. The Agency, in collaboration with the West African Health Organisation (WAHO), will convene a follow-up process of African Regulators and Ethics Committees on 4 February 2015 in Accra, Ghana to operationalise agreements from the Geneva meeting.

Partnerships



Building on the lessons learned in the EAC, the NPCA in collaboration with WHO and the World Bank is now working with the other regional economic communities towards the launch of regional medicines harmonisation programmes in West and Southern Africa in 2015.

In the pipeline

- The NEPAD Agency and the AUC are collaborating on facilitating the establishment of an African Medicines Agency as an offshoot of AMRH. This follows a decision of African Ministers of Health made during a meeting held in Luanda, Angola in April 2014 to establish a continental medicines agency.

Nursing and Midwifery Education in Africa

The goal of the NEPAD Project on Nursing and Midwifery Education in Africa is to strengthen health systems by improving nurses' competence and skills to deliver high quality primary health care services. In addition, this intervention also focuses on reducing the burden of diseases as well as improving health equity through the establishment of collaboration sub-regional centres for nursing and midwifery higher education development. The programme is currently being implemented, initially in three countries of the Economic Community of Central African States (ECCAS): Cameroon, Republic of Congo and Gabon.. Lessons learned from the current phase will be used to build on the programme, which will be extended to the other Francophone countries.

Key Achievements

- a. NEPAD Agency supported clinical course work and a research Master's Degree in Nursing and Midwifery towards; improving the level of clinical competence in specific areas of nursing and health care; equipping specialist nurses to do clinical and health systems research in their field of work; improving the programme and the regional health management skills of specialist nurses; ensuring sustainability of the programme by capacitating the host institutions to take over the presentation of the Master's programme once the first cohort of students have completed their studies; and ensuring that graduates are placed in the rural areas and economically disadvantaged communities with a need for Primary Health Care services.
- b. Through NEPAD Agency, students from Mozambique graduated with a Master's Degree in Nursing and Midwifery Education. In June 2015, eight students will graduate with a Master's Degree in Nursing and Midwifery Education. The NEPAD Agency has signed the MoUs with the Governments of the Republic of Cameroon, the Republic of Congo and the Republic of Gabon.
- c. An MOU has been signed with the University of KwaZulu Natal as the coordinating institution. The Masters Project has started in the Republic of Congo with 28 students enrolled. An Honours/Bridging course has been introduced to access the students for the Master's Degree Programme in 2016.

Centres of Excellence in Science, Technology and Innovation

The NEPAD Agency has supported the establishment of four networks of centres of excellence, intended to serve as regional mechanisms for implementing regional programmes in science, technology and innovation. The centres include (i) the African Laser Centre, (ii) the African Water Sciences and Technology Initiative, (iii) the African Mathematical

Institutes Network (AMINet) and the African Biosciences Initiative (ABI), and (iv) the Southern Africa Network for Biosciences (SANBio).

KEY ACHIEVEMENTS

- a. The centres of excellence implemented several programmes during the reporting period and attracted funding for programme implementation. SANBio secured ZAR 12.5 million over 5 years from the South African Department of Science and Technology and there are on-going discussions between the SANBio Interim Management Team and the governments of Lesotho, Malawi, Mozambique and Zimbabwe to co-fund project activities.
- b. The EVAL-HEALTH project produced and disseminated various knowledge products, including a validated Impact-Oriented Monitoring methodology with online tools for data collection; an Impact Scoring Matrix to track public health research projects results; a manuscript on Impact-Oriented Monitoring submitted to the Evaluation Research Journal; and 4 policy briefs on M&E systems (in Africa, Asia, Latin America and Europe).

African Biosafety Network of Expertise (ABNE)

Operated by the NEPAD Agency, ABNE is a biosafety resource network for African regulators and policy makers aimed at enhancing the capacity of African countries to build functional biosafety regulatory systems to harness modern agricultural biotechnology and assess the technology, with minimum risks to the environment and to human / animal health.

KEY ACHIEVEMENTS

- a. Technical capacities were strengthened in 11 countries (Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Tanzania, Togo and Uganda) to establish and manage functional biosafety systems for the safe use of modern agricultural biotechnology. Policy makers and regulators toured countries that have functioning biosafety regulatory systems and have adopted GM crop varieties. Other technical support included national biosafety training workshops, biosafety short courses at African institutions and partner institutions outside Africa, notably at Michigan State University in the USA, biosafety internships, technical consultation support, and biosafety information resources.
- b. Biosafety short courses form an integral component of ABNE activities in Africa. In 2014, ABNE presented a biosafety short course at Makerere University in Uganda and agricultural biotechnology short courses at Michigan State University in the USA. A total of 24 regulators drawn from Ethiopia, Kenya, Malawi, Mozambique, Tanzania, Uganda and Zimbabwe gained broad insights into the basics of biosafety science, policy and regulation, GM crop risk assessment and management, and biosafety communication and awareness creation.

- c. Networking among African regulators and policy makers has shown the benefits of cross-country experience sharing. Ghana was able to move straight to multi-location testing of cotton by using data portability from Burkina Faso. In turn, Ghana's experience with multi-location testing is being shared with other countries through various consultations.
- d. Through high-level policy dialogue, ABNE has supported Mozambique and Tanzania to fast track the process of establishing functional biosafety mechanisms.
- e. Increased awareness on biosafety from the publication of 17 policy briefs and 3 newsletters.
- f. Communication and awareness raising will also be strengthened through the on-going compilation of experiences and best practices on biosafety in a book titled 'Biosafety in Africa: Experiences and Best Practices'.
- g. The basis for policy formulation and implementation regarding genetically modified (GM) crops was strengthened among Members of Parliament from Uganda through information and real-life experience of small-scale farmers in South Africa.
- h. Members of Parliament from Benin, Burkina Faso and Togo received guidance on formulating and implementing laws that stimulate technology innovation and adoption.



Governance

Good governance underpins sound economic and political development and demands the active participation of both state and non-state actors. The NEPAD Agency helps African countries address cross-cutting issues relating to the four governance thematic areas which emerge from the African Peer Review Mechanism (APRM) exercise. In taking forward the outcomes of the APRM review process, the Agency provides technical support for the implementation of the National Programmes of Action (NPoAs) directed at enhancing good governance on the continent

The GIF embraces the adoption of a rigorous monitoring and evaluation system during the planning stage, synchronised with the NEPAD Agency's Strategic Plan 2014-2017. The Framework clarifies, among others, what is to be monitored (scope); who is responsible for monitoring and evaluation activities at various levels (role definition); when monitoring and evaluation activities are planned (timing); how monitoring and evaluation is to be carried out (methods); and what resources are needed (financing, human and technical).

KEY ACHIEVEMENT

- a. The NEPAD Agency finalised the NEPAD Governance Implementation Framework (GIF) in collaboration with the AUC, UNDP and APRM Secretariat. As a programme to support the accelerated implementation of the NPoA of reviewed countries under the APRM, the Framework focuses on the enhancement of NPoA implementation, especially in three thematic areas linked to NEPAD priority programmes: Economic Governance and Management (EGM), Corporate Governance (CG) and Socio-economic Development (SED). In this regard, the Agency conducted an in-depth evaluation on facilitating the accelerated NPoA implementation in 15 countries that have undergone the review process.

Partnerships

- a. The NEPAD Agency facilitated the establishment of a network on governance in the Pan African Parliament (PAP), with membership cutting across Parliamentary Committees. The network comprises 'Champions of Good Governance' and functions as a driver for governance-related activities at the PAP and in national Parliaments.
- b. Working with the OECD Secretariat, the NEPAD Agency and APRM Secretariat jointly contributed to finalising the Guidelines on the Governance of State-Owned Enterprises for Southern Africa. Launched in November 2014 in Lusaka, Zambia, the Guidelines will enhance the performance of state-owned enterprises in the region through improved governance.



Cross Cutting Themes – Capacity Development and Gender

Capacity Development

The general dearth of human capacity, and the paucity of leadership, for transformative public policy in Africa pose significant challenges in the implementation of development programmes across the continent. 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.

An AU-RECs High-Level Retreat on the need to scale-up the strengthening of capacities for regional integration was held in Durban, South Africa. Its key conclusion was a mandate for the NEPAD Agency Chief Executive Officer to take the lead in consolidating the implementation of the Multi-agency RECs Capacity Development Programme (M-CDP).

The AU Transformative Leadership Programme is a key NEPAD initiative to contribute to the development of leadership capacities that are attuned to and can be effective drivers of Africa's inclusive growth and transformation. The Programme is implemented by the NEPAD Agency and is built on foundations in the AU-NEPAD Capacity Development Strategic Framework (CDSF) Cornerstones 1 and 2 relating to Citizen Empowerment and Transformative Leadership.

KEY ACHIEVEMENTS

- a. A 2015-2025 RECs Capacity Development Implementation Plan, containing key priorities and an estimate of resource requirements, was developed and finalised. The Plan supports the realisation of the 2nd Decade of NEPAD was completed, as were the Post-2015 Development Agenda and the first 10 years of Agenda 2063.
- b. Growth in the partnership base towards a coherent and common framework for CD implementation. This is aimed at attuning agencies' policies and practices to the broader regional integration and development aspirations of the AU and RECs and orchestrating a systematic move away from further ad hoc and fragmented initiatives.
- c. Establishment of a RECs CD Community of Practice, involving RECs M-CDP focal points under APDev, will contribute to making CD a core element of regional integration efforts. The CoP also serves as a mechanism to better coordinate the CD interventions in RECs of development partners for coherence and results
- d. An evolution in global recognition of the development of capacities for Domestic Resource Mobilisation (DRM) as a key priority, guided by the logic that aid should be used as a catalyst for this important driver of development effectiveness.
- e. Represented by the AUC and NEPAD Agency, the AU secured a seat on the GP Steering Committee, thus strengthening Africa's voice and participation, as well as support to countries.

- f. Increased global visibility of illicit financial flows from Africa, through harmonised regulations such as in international banking, corporate governance issues in extractive industries and support for local private sector growth.
- g. Broadening of Domestic Resource Mobilisation beyond improvement in tax administration to include Africa's key thrusts, involving fundamental innovative financing instruments like regional infrastructure bonds as leverage areas.
- h. The NEPAD Agency contributed to the building of an African, context-specific, evidence base through leadership research, thus generating knowledge for wider dissemination to influence system-wide leadership training and impact.
- i. Leadership development support through course modules, in partnership with the Albert Luthuli Centre for Responsible Leadership at the University of Pretoria, South Africa that translates principles into coaching material for leadership activation (role-modelling).
- j. An initial rollout through a pilot phase by Africa University in Mutare and the Women's University in Africa, in Harare. The Vice-Chancellors of both these Zimbabwean universities have made firm commitments as Southern African hubs, while the NEPAD Agency and four other universities agreed to serve as coordinating hubs in the other four AU regions.
- k. Mapping major African institutions and role players involved in leadership training and advocacy for one aligned Programme that involves common transformative leadership principles; and the design of a framework for linking African leadership resources and the creation of a coordinating structure for the Programme across all AU regions.

Africa Platform for Development Effectiveness (APDev)

- a. The links between Financing for Development (FfD), South-South Cooperation and Capacity Development have been consolidated under the Africa Platform for Development Effectiveness (APDev) of the NEPAD Agency and AUC.
- b. With financial support from the United Kingdom through DFID, the NEPAD Agency developed a programme on 'Advocacy for the Common African Position (CAP) on the Post-2015 Development Agenda and Africa's Development Effectiveness Priorities'. The programme is geared towards enhancing the negotiating capacities of the African Group of Nations in the UN Open Working Group on Sustainable Development Goals, with particular focus on the Post-2015 Development Agenda.

Specific achievements:

- a. An increased number of active Communities of Practice (CoPs), along with the setting up and operationalisation of the first continental Sustainable Energy for All (SE4All) Communication Network.
- b. The redesign of the NEPAD Coordination Structures and Focal Points Platform and the migration to the APDev portal was completed, and the process of operationalisation is underway. The Platform aims to strengthen stakeholders' active involvement and engagement in the swift implementation of the 2nd decade of the NEPAD Agenda.
- c. The UNDP AFIM African Women and Youth Finance Directory is now operational, and aims to ease access to finance for women and youth on the continent and link women and young entrepreneurs for lessons in enterprise development.
- d. The NEPAD Agency was instrumental in increasing the financial resources to support the implementation of Africa's capacity development agenda articulated in the CDSF, with new partners DFID, OXFAM, Action Aid, the EU and the IMF.
- e. Overall, APDev witnessed remarkable growth in 2014 with double the usage of its portal www.Africa-platform.org with 95,726 hits between January and October 2014 (see graphic representation below).



Partnerships



The RECs Capacity Development Programme forms part of the overarching AU institutional capacity development initiative, which aims to forge the necessary linkages between RECs and AU organs and institutions for sustained regional integration efforts in Africa. The partnership currently involves the NEPAD AGENCY, the AUC, UNDP, UNECA and ACBF.



As the coordinating secretariat of the Global Partnership for Effective Development Cooperation (GPEDC), the NEPAD AGENCY continued to facilitate Africa's quest for a responsive and results-oriented partnership with its development partners.



Working with the AUC, NEPAD through APDev scaled up its engagement with policymakers and practitioners to further strengthen Africa's capacity for advocacy and negotiation.



Africa is better engaged on development cooperation, with development partners recognising the continent as an important voice. This was reflected in the negotiations of the Mexico High-Level Meeting (HLM) Communiqué, which included all of Africa's key priorities for development cooperation as articulated in the Abidjan Africa Action Plan (AAP).



The Agency also helped secure political leadership to steer Africa's preparations for the 1st High-Level Global Partnership Meeting held in Mexico in April 2014, involving a Ministerial team made up of the governments of Côte d'Ivoire, Djibouti, DRC, Mauritania, the Sudan and Togo.

In the pipeline

- It is critical to note that while the long-term strategy was being developed, the M-CDP and its partner UNDP continued to implement short-term interventions in two the RECs, namely COMESA and ECOWAS. Planning is on-going with ECCAS and IGAD for the start of their priority CD initiatives.
- The M-CDP will focus on the mobilisation of coordinated and CDSF-aligned technical and financial resources / support for the targeted implementation of short to medium term CD priorities, and the implementation of CD Action Plans.
- The NEPAD Agency and partner institutions are working towards the coordinated Monitoring and Evaluation of CD initiatives for coherence, sustainability and continuous improvement, with knowledge / experience sharing and learning platforms.
- There is great scope to align the NEPAD and RECs' knowledge management strategy and system as a key systemic capacity priority.
- The RECs CD knowledge exchange mechanism and APDev-based CoPs can be up-scaled to other NEPAD areas. This can be fully exploited to engender NEPAD Agency-RECs joint annual work planning and stock taking processes aimed at identifying priority actions, and the technical and financial resources required to deliver such actions.
- The NEPAD Agency is strengthening its development partnership base for adequate coordination of Africa's response on capacity for development cooperation matters, based on strong back-stopping support connecting RECs to individual countries.
- The NEPAD Agency is promoting the high-level commitment of African leaders to mutual standards and systems to curb illicit financial flows and uneconomical tax exemptions to foreign companies, which result in outflows of profits and capital.
- A dedicated web space on APDev is being designed to facilitate e-discussions, knowledge exchange and the coordination of face-to-face meetings geared towards the United Nations General Assembly in September 2015. Within the NEPAD Agency, APDev is supporting PIDA through its Energy Programme and the operationalisation of the NEPAD Coordination Structures & Focal Points Platform and its database in the context of the Nairobi Commitment.



Gender

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's Decade (2010-2020), AU Gender Policy, MDG 3, as well as with other international and regional policies and frameworks. At its core is the Spanish Fund for women, whose fundamental understanding is that gender concerns and women's empowerment objectives must form an integral part of the development agenda if stakeholders are to make significant strides towards equitable and sustainable economic development.

The NEPAD Spanish Fund for African Women Empowerment is the principal vector for the NEPAD Gender Programme. Women's empowerment and gender equality remain vital elements in the fight against poverty and the attainment of MDGs. The NEPAD Spanish Fund (NSF) is a significant financing mechanism that supports the empowerment of African women through poverty reduction, stopping gender-based violence, women's empowerment, the socio-economic development of communities and gender equality in African countries. This occurs through the following initiatives:

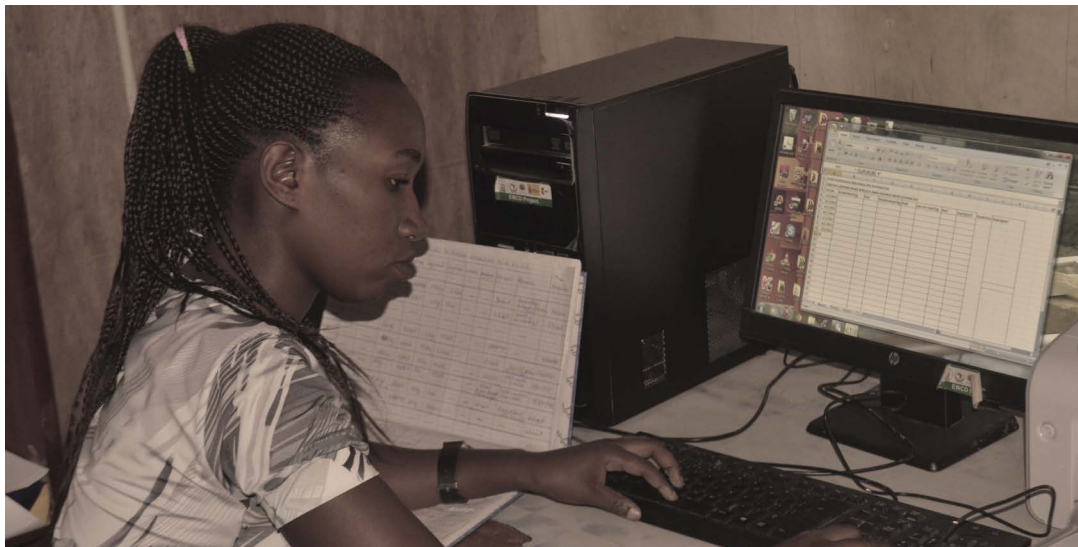
- a. Supporting interventions that promote gender equality and women's empowerment and enhance

the capacities and autonomy of African women in order to accelerate the achievement of MDGs in Africa, and in particular MDG 3;

- b. Effective management and timely delivery of projects coordinated and managed by the NEPAD Agency;
- c. Making a positive impact in project implementation by strengthening the institutional and policy architecture of NGOs, women's organisations and CSOs to advance rural transformation;

Mainstreaming gender in NEPAD policies and programmes.

2014 represents an important period in consolidating various initiatives, including the provision of technical and financial expertise to grantees, capacity strengthening of project implementation teams and the monitoring and evaluation of projects. This has resulted in a more efficient management of the NEPAD Spanish Fund as well as enhancing the ability of organisations to implement their projects in an efficient, effective and timely manner. The operationalisation of a results-based approach (project matrix) is challenging to most grantees under the NSF. The NEPAD Agency has an obligation to strengthen the capacity of RECs, which are the delivery mechanism to Member States. However, the lengthy administrative procedures and reforms of RECs have tended to delay the implementation of the Business Incubator for African Women Entrepreneurs (BIAWE) projects in ECOWAS and COMESA.



KEY ACHIEVEMENTS

- a. The Agency facilitated the disbursement of 25 grants worth EUR 500,000 each to African bodies under the Second Call for Proposals of the NEPAD Spanish Fund for African women empowerment. By 2015, it is expected that about 2,000 women each year will be able to earn their own income through the creation of sustainable and financially viable small and medium-size enterprises (SMEs) in handcrafts, textile production, agribusiness / agroprocessing, mining, trade, commerce and the service industry.
- b. Drawing on lessons learned during the first call for proposals, the NEPAD Agency disbursed funds in a timely manner and improved the management of projects. These were completed on time and correctly reported upon, thanks to feedback and one-on-one mentoring provided by the technical management team.
- c. The NSF increased evidence-based planning that is resulting in optimum service delivery. Expected outputs include the reduction in the proportion of women, men and youth engaged in vulnerable employment and an increase in the percentage of women engaged in productive and informed agriculture, agribusiness and SMEs. Similarly, the following are anticipated: a reduction in gender-based violence resulting from the lower economic and social status of women and girls, a reduction of gender disparities at regional and national levels in Africa, and an increase in the proportion of seats held by women in national parliaments.
- d. In Angola, Cameroon, Guinea, Mozambique and South Sudan, 2,317 women and their families received agricultural assistance to boost production for both consumption and commercial purposes. Women groups are receiving financial and agricultural education assistance to enable them venture into agroprocessing for commercial purposes. There is equally considerable improvement in food and nutrition security resulting from 8,452 women having received agricultural assistance to boost agricultural production for consumption and commercial purposes in Angola, Cameroon, The Gambia, Guinea, Mozambique, Rwanda, Sierra Leone and South Sudan. Agricultural assistance includes extension services, training, seed and other inputs, promotion of crop diversification, distribution of hybrid and local seeds and fertiliser to households, distribution of farm equipment for communal vegetable gardens, and the construction and maintenance of irrigation systems and security fences in communal vegetable gardens.
- e. Through the NEPAD Spanish Fund, micro-credit schemes have been set up in several countries, including Burkina Faso, The Gambia, Guinea, Malawi, Senegal, Sierra Leone, South Africa and Togo.
- f. Over 8,000 women have benefited from low interest loans to recapitalise their small and medium-size businesses and improve the well-being of their families; 3,087 women and men entrepreneurs have been trained in small business management and enterprise development and are operating their enterprises effectively in Burkina Faso, Cape Verde, Niger, Malawi, Rwanda, Senegal, Sierra Leone and South Africa. Women and men have been trained to prevent gender-based violence. A number of local communities in Mali and in Namibia have set up neighborhood watch committees to monitor incidents of gender-based violence.

- g. A Legal handbook and manual titled 'A Guide to Using the Protocol on the Rights of Women in Africa for Legal Action' has been developed to lobby countries to ratify the African Protocol on the Rights of Women. The NEPAD Agency has been promoting links between gender and governance to assist AU Member States address critical regional needs for gender-responsive policy coherence at municipal, local government and state levels in Ethiopia, Namibia and Nigeria.
- h. The NEPAD Agency has established partnerships on African women empowerment with a broad range of stakeholders and partners at all levels, including non-state actors and the private sector, for the strategic management of the Fund. It is working towards a fruitful partnership with UNDP, UN Women, FAO and the Coca-Cola Foundation. Efforts will be made to renew support and sustain the concept by positioning gender and development within the NEPAD Agency as the primary mechanism for generating wealth and inclusive growth; and to promote employment creation and poverty reduction in a gender-responsive manner. The NEPAD Agency's role is critical for providing leadership for economic transformation.

In the Pipeline

- By the end of 2015 two Business Incubation Centres for Women Entrepreneurs will be functional in ECOWAS and COMESA to provide business management services to women entrepreneurs.
- Opportunities to advance the programme may be realised by broadening its scope to undertake internal and external gender mainstreaming. In addition, developing new programmes on women's empowerment and undertaking gender-inclusive research provides scope for new areas of work. The development of strategic alliances is also critical in exploring opportunities for programme advancement. The NEPAD Agency Gender Programme is currently collecting project data and success stories, which will feature in the NEPAD Agency knowledge management framework.



PARTNERSHIPS AND INSTITUTIONAL DEVELOPMENT

Partnerships and Resource Mobilisation

In February 2014 the NEPAD Agency activated a fully functional Partnership and Resource Mobilisation Division, responsible for mobilising resources for programme implementation and institutional-level operational functioning. As a result, the NEPAD Agency has redirected its overall partnerships approach towards strengthening engagement at three levels identified in the NEPAD base document of October 2001, namely: among Africans at all levels of the society including the diaspora; between African countries in the Continent; and a new and creative partnership between Africa and the rest of the world.

Furthermore, the NEPAD Agency undertook an approach of blending institutional partnerships coordination and programme-based partnerships engagement. This new approach to building partnerships will be implemented within the institutional-level Partnership Strategy 2015-2017. The elaboration of the Strategy has enabled the NEPAD Agency to (i) encourage internal coordination to demonstrate the impact of NEPAD partnerships on a global scale; (ii) promote better collaboration with its partners; and (iii) ensure effective communication of resource utilisation in implementing programmes and projects.

KEY ACHIEVEMENTS

- a. The NEPAD Agency developed a Partnerships and Stakeholders Strategy which was adopted by the NEPAD HSGOC in January 2015
- b. Partnership relations with research institutions, foundations and other development agencies the Memoranda of Understanding (MoUs).
- c. The expansion of the areas of partnership among its four sources of funding, namely AU Member States, financial appropriations from the regular AU budget, grant management fees, and partner programme funding. The aim is to go beyond fundraising to include building partnerships for technical support, including knowledge management, as a key input expected from partnership arrangements.
- d. Resource Mobilisation Plan was designed identifying 4 additional resource streams: (i) country-specific contributions on programme implementation; (ii) engaging private foundations and charities, including key personalities from the global entertainment industry; (iii) harnessing private sector financial resources to support programme implementation; and (iii) tapping into the African Diaspora.

Strengthening UN System-wide Support to NEPAD

- a. The NEPAD Agency has scaled-up partnerships with UN Member States, Organisations and Agencies, resulting in reassured and continued support for the implementation of the NEPAD Agenda and the Agency's regional / continental programmes and projects. To this end, the 2014 Africa-NEPAD Week was held during the 69th UN General Assembly in New York in September 2014, under the theme 'The Future We Want – UN System-wide Support for the African Union's Agenda 2063'. The NEPAD Agency engaged with African countries, development partners, US-based academia, African youth in the Diaspora and the business community on sustaining Africa's growth momentum.
- b. High-level UN support for NEPAD was expressed directly by the President of the 69th UN General Assembly, the UN Deputy Secretary-General, and the UN Under-Secretary-General and Special Adviser on Africa. Emphasis was placed on the UN Post-2015 Development Agenda and Sustainable Development Goals (SDGs) as complementary to AU Agenda 2063 in helping to stimulate Africa's transformation. The NEPAD Agency also promoted investment opportunities in the PIDA projects with US entrepreneurs and financiers at a Business Forum, based on the outcomes of the Dakar Agenda for Action on Infrastructure Financing in partnership with the UN Global Compact.
- c. The UN Regional Coordination Mechanism (RCM-Africa) continues to be a viable policy instrument to promote better coordination between the AU, NEPAD and RECs. RCM-Africa has become the premier UN forum for engaging in dialogue with the AU on African development. The 15th RCM in Abuja, Nigeria and its Sub-Regional Coordination Mechanism (SRCM) endorsed the AU and NEPAD Agency's Strategic Plan 2014-2017. Through RCM, UN agencies recommitted to aligning their programme activities to the needs of the AU and NEPAD, based on the second triennial review of the Ten-Year Capacity-Building Programme (TYCBP) and the proposed Regional Development Cooperation Framework.
- d. The NEPAD Agency stepped up partnership and cooperation engagements with several UN Agencies and Organisations, especially UNECA, UNDP, FAO, WFP, UNEP, OSAA, DPI, UN Women, UNCTAD, UN-DESA and UNESCO.

Establishment of the Africa Global Partnership Platform (AGPP)

- a. On 27 June 2014 during the 23rd African Union Assembly Decision African leaders approved the establishment of the Africa Global Partnership Platform to replace the Africa Partnership Forum (APF). Following this, the NEPAD Agency undertook a number of actionable measures to support the implementation of the AU Decision.
- b. Based on the Assembly Decision, key deliverables include the démarche to the seven new members of the Platform (China, India, South Korea, Turkey, Australia, Brazil and Indonesia), spearheaded by the Government of Senegal with the technical support of the NEPAD Agency and AUC.

- c. The leaders of the seven countries were formally notified of their membership of the AGPP in July 2014. As a member of the G20 group of nations, the Government of South Africa held discussions with the Government of Australia, as 2014 G20 Chair, on its willingness to join the AGPP and on the setup of the G20-Africa Outreach. Turkey was approached simultaneously as 2015 G20 Chair. Co-Chairs and Friends of the Platform, which was convened in Paris in September 2014, have monitored the AGPP démarche. It approved additional practical modalities for the launch of the AGPP by raising awareness and encouraging the active involvement of potential new members through direct interactions during the 69th UNGA High-Level Segment in New York. Similarly, the NEPAD Agency approached the diplomatic representatives of the seven partner countries accredited to the AU to encourage their governments to join the Platform.
- d. The NEPAD Agency provided technical inputs on the representation of all 'constituencies' on the Platform, namely the G7, G20, non-G7 OECD and emerging economies, as well as co-chairing arrangements for international partners. This was considered a 'Bureau' for the Platform. On the African side, the co-chairs agreed that countries chairing the NEPAD Heads of State and Government Orientation Committee (HSGOC) and the African Union remain in the Bureau.
- e. Africa and its development partners have moved closer to establishing the AGPP, in accordance with the AU Assembly Decision and in pursuit of the positive responses from newly identified partner countries. Under the leadership of the Government of Senegal, partner countries are now designating 'Sherpas' for the Platform.

In the Pipeline

- The possibility of securing UN assistance will be explored, to create institutional adaptation capacity in Africa to tackle multi-sectoral challenges in implementing NEPAD programmes. Emphasis will be placed on concrete accountability mechanisms to monitor global consensual agendas, for increased governance improvements.

Corporate Operational Management – Human Resources, Financial Management and Budget Performance, Administrative Services and Procurement Services

The operational management of the NEPAD Agency focuses on the following three functions: Human Resources Management; Finance and Budget, Administrative Services and Procurement. In 2014, the NEPAD Agency undertook the following management measures in promotion of institutional effectiveness:

Human Resources Management

The vision of the NEPAD Agency Human Resources (HR) Division is 'HR for Effective Organisation and Highly Motivated Staff'. To this end, the HR Division has continued to execute the HR Strategy and Implementation Plan in support of the NEPAD Agency Transformation Process.

KEY ACHIEVEMENTS

 <p>The highest priority was the NEPAD AGENCY's new organisation structure, approved in July 2012, and progressively being implemented in accordance with the Recruitment Plan. Of the 42 positions advertised in the 2013/2014 Recruitment Plan, recruitment and Selection was completed for 29 positions, of which, 23 have been offered and filled.</p>	 <p>Performance Management Training Programme. The NEPAD AGENCY undertook performance management training in November 2014, involving 60 employees, as part of efforts to continuously improve NEPAD AGENCY Staff Performance Appraisals and effectively manage employee performance. Among others, the training exercise sensitised staff on responsibilities and methods of conducting effective employee performance appraisals and the importance of the feedback process.</p>
 <p>With respect to the 2014/2015 Recruitment Plan, 9 positions have been advertised, based on the Member States budget approved for 2015. Applications closed on 29 September 2014 and recruitment and selection is underway and should be finalised by March 2015. With regard to staff recruitment for partner positions and short-term contracts, the NEPAD AGENCY completed recruitment and selection in respect of 24 positions. Of these, 17 positions have been finalised and staff members appointed. Recruitment and selection is in progress for the remaining seven positions.</p>	 <p>Team Secretary / Administrator Training exercise. Conducted in November 2014, this exercise involved 20 staff members and resulted in enhanced competencies of general service (GS) staff, who gained enthusiasm, confidence, trustworthiness and initiative. This has enabled the GS staff members concerned to learn better management and organisation of administrative work. NEPAD AGENCY payroll management continues to ensure that all payroll transactions and processes are efficiently and effectively executed and that staff members are paid on time every month.</p>
 <p>Implementation of the HR Strategy and Operating Model. This is progressing significantly, with key deliverables focused on the HR Strategy implementation Process, and internal consultations with staff members recording the major results as presented in the evaluation report:</p> <ul style="list-style-type: none"> • Increased awareness generated for all NEPAD AGENCY employees on the HR Strategy and Operating Model; • Staff engagement and provision of inputs into the HR Strategy Implementation Plan 2014/2015; • Support gained through greater staff participation in implementing the HR Strategy and Operating Model. 	 <p>AU Laissez Passer and staff accreditation. The HR Division facilitated the issuance and renewal of AU Passports / Laissez Passer and staff accreditation in a timely manner, in accordance with the provisions of the Host Agreement between the Government of South Africa and the AU.</p>
 <p>Learning / Training and Development. As part of efforts to strengthen the Agency's institutional capacity, the NEPAD AGENCY conducted a staff orientation exercise in June 2014 for 25 new and existing staff members. The programme familiarised staff members with the work streams of the NEPAD AGENCY based on the links between the various Directorates, Divisions, Units and Programmes. Between February and June 2014, 24 staff members completed French language training, aimed at enhancing the language abilities of professional and general support staff, in line with AU practice.</p>	

Administrative Services

The Agency's administration focuses on improvements to the work environment and occupational health, transport management, Information Technology (IT) policy, devices and operations and asset management.

KEY ACHIEVEMENTS



A Service Level Agreement for connectivity, hosting exchange (MS Outlook) and the management of the NEPAD Agency's servers was re-assigned to two efficient IT solution companies.



The NEPAD AGENCY has continued to improve communication through increased coverage of cellular telephones and a prestige account facility with a South Africa-based operator. The Agency renewed the entire cell phone 'park' with smartphone handsets to ease the connectivity and communication challenges of staff members.



Internet Solution manages Internet connectivity, which has been upgraded to 10 Megabit from 2 Megabit and hosts the exchange. Each staff user's mailbox now operates at a 5-Gigabyte capacity, up from 2 Gigabytes.



Asset Management System. In line with the AU Finance Rules and Regulations, (FRR) the NEPAD AGENCY Administrative Unit has implemented a fully functional asset management system to create a comprehensive fixed asset register. This has been accomplished by attaching a pre-numbered tag to each asset, identifying it as 'property of the African Union'.



XPANDIT manages the Agency's 11 servers remotely, with permanent staff placed within the NEPAD Agency to assist with the IT help desk issues. In July, the Agency moved from the APN Internet connectivity to the traditional 3G solution.



Transport management. In March 2014 the NEPAD AGENCY adopted new operating guidelines for fleet management relating to the use and maintenance of its five official vehicles, based on the principle of revised transport requisition for required service. The vehicles are now branded with the NEPAD Agency logo to promote ownership and visibility. In December 2014, the NEPAD AGENCY also took delivery of three project vehicles provided by GIZ to facilitate programme implementation.

Procurement Services

The Agency has stepped up efforts to ensure that procured goods and services for the operations of the NEPAD Agency are delivered in a timely manner, are of the right quality and quantity, and are competitively priced. This is according to AU procurement policies, rules and procedures, based on the principles of transparency, efficiency and fairness.

KEY ACHIEVEMENTS



Adoption of Guidelines and standard templates for half-year / annual Procurement Plans by the NEPAD AGENCY. A number of NEPAD AGENCY Divisions / Programmes now operate on a procurement-planning basis: e-Africa/ICT, CAADP-MDTF, ASTII, AMRH, PAF, Capacity Development Division and Education Programmes.



Non-consultancy goods and services totaling USD 1,253,157 include costs of translation and interpretation, office equipment / supplies, ground transport, accommodation, cleaning, security and promotional material. These goods and services were procured in accordance with AU practice using the Request for Quotations (RFQ) procurement method.



The NEPAD Agency Tender Board Committee (TBC) facilitated and engaged in the procurement of technical consultancy services at a cost of USD 950,824 from January to October 2014. Competitive and restricted methods of procurement were used during the procurement process, thereby virtually eliminating the use of waivers.



In furtherance of the NEPAD AGENCY training and development practice, the Agency undertook a procurement enlightenment programme in May 2014, which has contributed to the improvement of the procurement services at NEPAD AGENCY.



Travel services for the Agency were procured under the two selected travel agencies, Magic Travel and Travel with Flair, following a competitive process completed in 2013.

SELECTED ACTIVITIES BY NEPAD NATIONAL OFFICES

NEPAD Kenya

The Government of Kenya, through the NEPAD/APRM Kenya Secretariat as a semi-autonomous agency under the auspices of the Ministry of Devolution and Planning, has prioritised the coordination of the implementation of NEPAD programmes and projects in line with the AU/NEPAD Action Plan and Kenya's economic blueprint – Vision 2030.

KEY ACHIEVEMENTS

- a. Through the collaboration with AfDB, a jointly developed 'Work Plan: 2014-2015' is operational, with the goal of supporting effective delivery of NEPAD Kenya Secretariat's mandate of coordinating the implementation of NEPAD programmes in the country and in the EAC region.
- b. NEPAD Kenya is collaborating with the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor Authority, which will become Kenya's second biggest transport hub, covering Kenya, South Sudan, Ethiopia and Uganda. With seven components comprising Lamu port / road and railway, oil refinery and pipeline, airports / resort cities, the project will support regional integration and facilitate trade.
- c. NEPAD Kenya is currently making efforts to include LAPSSET in the Presidential Infrastructure Champion Initiative (PICl), giving it high-level political attention, resource mobilisation and goodwill for its accelerated implementation.
- d. The Government of Kenya has launched the Agricultural Sector Development Strategy (ASDS) 2010-2020 towards domesticating CAADP in Kenya. It also signed the CAADP Compact and designed the agricultural sector's Medium-Term Investment Plan (MTIP): 2010-2015.
- e. NEPAD Kenya, in collaboration with the Agricultural Sector Coordination Unit (ASCU), is in the process of developing Agriculture Incubation Centres to attract and engage the youth in the agriculture sector.
- f. NEPAD Kenya and the NEPAD Agency coordinated stakeholders' consultations in June 2014 aimed at creating an enabling environment for private-public investments in the energy sector, as well as identifying priority projects to attain the SE4ALL goals for Kenya. A profile of all NEPAD programmes in Kenya is also being compiled.
- g. NEPAD Kenya has prioritised the creation of improved communication through a newly developed Communication Strategy in partnership with the NEPAD Agency. The NEPAD Communication Strategy helps publicise the organisation's strengths, and takes advantage of opportunities that focus public awareness on the NEPAD agenda.

- h. NEPAD Kenya has been at the forefront of re-energising NEPAD implementation through improved coordination of stakeholders. To this end, it worked with the NEPAD Agency and UNECA to launch the NEPAD Focal Points Platform in Nairobi, Kenya in May 2014. The Platform is the multi stakeholder mechanism within the framework of the Africa Platform for Development Effectiveness (APDev). It offers the opportunity for enhanced South-South learning for NEPAD implementation at country and regional level.
- i. The NEPAD Kenya Secretariat also undertook a working / learning visit to the NEPAD Agency in June 2014. The study tour led to enhanced peer learning, the sharing of experiences and the identification of areas for future collaboration.

NEPAD Nigeria

NEPAD implementation in Nigeria is anchored in the Transformation Agenda of H.E. Goodluck Jonathan, President of the Federal Republic of Nigeria. The national priority policies and programmes targeted at transforming the Nigerian economy are in line with the themes enshrined in NEPAD.

KEY ACHIEVEMENTS

- a. Through the implementation of the Agricultural Transformation Agenda (ATA) launched in 2011 within the CAADP Framework, Nigeria's guiding philosophy is based on treating agriculture as a business rather than a development programme. Its goal is to add 20 million metric tonnes (MT) of food to the domestic food supply and to create 3.5 million jobs by 2015. The Government of Nigeria is driving import substitution by accelerating the production of local food staples, to reduce dependence on food imports and turn Nigeria into a net exporter of food.
- b. The Federal Ministry of Agriculture has introduced several major innovations as part of the ongoing fundamental restructuring of the agricultural landscape in Nigeria. These include the first ever database of farmers in the country, which was launched as a basis for the efficient and effective distribution of subsidised seeds and fertilisers through mobile phones in 2012 as part of the Growth Enhancement Scheme.
- c. Social safety net policies are being used to reduce vulnerability, especially for women and children through conditional cash transfers, school feeding programmes and nutritional interventions. The 'Saving One Million Lives' initiative aims to reduce under-nutrition. In an effort to build food reserves, Nigeria has built up its silo storage capacity network to 1.3 million MT, making it the largest in West Africa.

- d. On job creation, the National Action Plan on Employment Creation (NAPEC) aims to create 5 million new jobs annually over the next 3 years, through the establishment of Skills Acquisition Centres; the implementation of Local Content Policy, especially in the Oil and Gas Industry, aims to boost job creation in the country; and the Youth Enterprise With Innovation In Nigeria (YOUWIN) programme for aspiring young entrepreneurs has generated over 110,000 new jobs.
- e. The health sector witnessed tremendous improvement following the launch of the National Strategic Health Development Plan. Emphasis was also placed on the provision of infrastructure and facilities to public hospitals and the development of an effective control and containment strategy for transmissible diseases like HIV/AIDS, Ebola etc.
- f. In line with the policy thrust of the Environmental Renewal and Development Initiative, approval was granted for a National Climate Change Policy for Nigeria, which will provide strategic direction to the country's transformation agenda. The National Adaptation Strategy and Plan of Action (NASPA) on Climate Change for Nigeria was also approved.
- g. Nigeria has introduced various women development and girl child education programmes, resulting in 35% affirmative action being implemented in line with the AU Maputo Declaration. The Youth Enterprise with Innovation in Nigeria (YouWiN) Programme for women university graduates under 45 years aims to opening access to life-changing opportunities for girls and women in diverse fields through its Girls and Women Initiative in Nigeria (G-Win) Programme.
- h. NEPAD Nigeria is playing a leading role in the operationalisation of the NEPAD Focal Points Platform launched in Kenya in May 2014. Both NEPAD Nigeria and NEPAD Kenya have established institutional linkages to share experiences and lessons learned in implementing NEPAD programmes at country level, through dedicated, specialised national bodies.
- i. The NEPAD Agency and UNECA has provided technical support to NEPAD Nigeria on institutional transformation efforts and corporate image building, helping Nigeria mobilise policymakers, stakeholders and NEPAD Coordinators at State / Provincial level to fast track the implementation of and generate greater awareness around NEPAD.



DATE	DESCRIPTION	AMOUNT	BALANCE
1/1/20	OPENING BALANCE	100.00	100.00
1/5/20	PAYROLL	50.00	50.00
1/10/20	RENT	25.00	25.00
1/15/20	SALES	75.00	100.00
1/20/20	EXPENSES	30.00	70.00
1/25/20	INCOME	40.00	110.00
1/30/20	CLOSING BALANCE	110.00	110.00

1/1/20
1/5/20
1/10/20
1/15/20
1/20/20
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FINANCING THE NEPAD Agency IN 2014

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 2014, the total approved budget was US\$ 40,402,243, of which US\$ 10.7 million for the operational budget and US\$ 29.7 million for the programmatic budget.

Overall, the NEPAD Agency was able to sustain high performance levels due 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 2014 include the following:

While the approved operational budget represents an increase of 5% from 2013, it remains significantly lower than the appropriation receipts of US\$4.4 million. The AUC did however provide an additional amount of US\$2.5 million to be charged to the General Fund to assist with the recruitment of staff in areas strategic to the operationalization of the new organisational structure which was approved in July 2012.

The Agency's total income decreased from US\$ 28.8 million in 2013 to US\$ 21.7 million in 2014 with a significant decrease to the tune of US\$ 7.3 million in the contributions received from member states as well as a slight decrease in programmatic funding to the tune of US\$ 1.9 million.

88% of the approved operational budget and 81% of the approved programmatic budget were materialised.

The total expenditure for the period amounted to US\$21,229,019 representing a decrease of 6.63% in comparison to 2013 and leaving a net surplus of US\$545,697 (see the Draft Income Statement for the year ended 31 December 2014 on the following page).

Programme expenditure for 2014 stands at 53% of the income realised, a significant decrease from the execution rate of 60% in 2013. The low rate of financial execution on the programmatic funding is mainly due to: 1) the Agency providing support to national and regional partners of which capacities need to be improved for better absorption of resources; 2) the delay in commencing with project implementation due to the lengthy processes of consultation with stakeholders prior to implementation; and 3) the lengthy reporting processes during implementation by the sub-grantees in their quarterly performances (in case where NEPAD provides grants) as well as an arduous process to finalize high quality Memorandum of Understanding (MOUs) with the sub-contractors, states/governments. These issues point to the critical dimension of capacity building which is becoming more and more embedded in our projects formulations.

NEPAD PLANNING AND COORDINATING AGENCY

DRAFT ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

INCOME STATEMENT

	2014 \$	2013 \$
REVENUE		
Non exchange transactions		
African Union subvention	6 161 441	4 096 377
Member States contribution	1 934 634	9 250 159
Development partners funding	12 988 029	14 891 599
Miscellaneous Income	690 612	657 441
Total Revenue	21 774 716	28 895 576
EXPENSES		
Staff cost	9 175 784	8 627 199
Rental and maintenance of equipment	628 216	739 868
Supplies, consumables and charges	1 319 140	1 640 249
Conference and meetings	4 327 642	5 678 967
Professional fees	1 152 977	994 520
Disbursements	4 492 470	4 922 844
Depreciation	132 790	133 423
Total expenditure	21 229 019	22 737 071
Surplus/(deficit) for the year	545 697	6 158 505

BALANCE SHEET AS AT 31 DECEMBER 2014

	2014 \$	2013 \$
ASSETS		
Current assets		
Trade and other receivables	1 327 391	1 142 998
Cash and cash equivalents	28 250 190	30 689 537
Total current assets	29 577 582	31 832 535
Non-current assets		
Property, plant and equipment	298 408	312 023
Total assets	29 875 989	32 144 558
LIABILITIES		
Current liabilities		
Current portion of finance lease	32 858	67 891
Deferred Income	20 723 627	23 580 600
Trade and other payables	729 930	1 921 062
Employees benefits	1 388 167	66 479
Total current liabilities	22 874 582	25 636 032
Non-current liabilities		
Finance lease	-	52 812
Total liabilities	22 874 582	25 688 844
Funding balance	7 001 410	6 455 714
TOTAL EQUITY	29 875 991	32 144 558

CASH FLOWS FROM OPERATING ACTIVITIES

	2014 \$	2013 \$
Cash receipts from funders	21 827 664	29 252 917
Cash paid to suppliers and employees	(21 098 464)	(22 006 847)
Cash (utilised)/generated from operating activities	729 200	7 246 070
Interest received	248 840	109 034
Net cashflow from operating activities	978 040	7 355 104
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(56 165)	(62 282)
Net cash flows from investing activities	(56 165)	(62 282)
CASH FLOWS FROM FINANCING ACTIVITIES		
Movement in deferred income and other reserves	(3 347 053)	822 753
Lease liability	(14 170)	(53 267)
Net cash flows from financing activities	(3 361 223)	769 486
Net (decrease) / increase in cash & cash equivalents	(2 439 348)	8 062 309
Cash and cash equivalents at beginning of period	30 689 537	22 627 228
Cash and cash equivalents at end of period	28 250 189	30 689 537

CONCLUSION

NEPAD remains at the heart of sustaining the realisation of Africa's transformation agenda. Through the NEPAD Agency, high-level political will and commitment to accelerating the implementation of NEPAD programmes and projects is critical to achieving better development results and impact. The NEPAD Agency, as the technical body of the African Union, will step up its efforts in programme implementation and coordination, based on the four-year Strategic Plan 2014-2017.

Programme-related and institutional challenges and risks

- a. Inadequate resources, especially financial, technical and human to support NEPAD Agency delivery of its mandate;
- b. High level of dependence on external partners' funds to implement NEPAD;
- c. Low participation and investment of the African private sector in NEPAD projects; and
- d. Weak internal capacity based on approved NEPAD Agency organisational structure.

Outlook and Opportunities to advance NEPAD in 2015

- a. Reaffirmation of strong political will and commitment by AU Member States to accelerate the implementation of regional programmes under the auspices of NEPAD;
- b. Accelerated programme implementation and coordination, premised on the NEPAD Agency Strategic Plan: 2014-2017 in conjunction with AU Member States, the AUC, RECs and relevant regional and global partners;
- c. Mobilisation of African governments, the public and private sectors, women and youth, as well as development partners for the sustainable implementation of NEPAD programmes and projects;
- d. Enhanced programme harmonisation between the AUC, NEPAD Agency and RECs as well as alignment by partners to foster economic integration of the continent;
- e. Closer and meaningful interaction with the African private sector on greater ownership, buy-in and investments in NEPAD programmes for better results and impact; and
- f. Scaling up of the engagement with NEPAD Coordination Structures and Focal Points at all levels for effective coordination, improved harmonisation and enhanced implementation.

The NEPAD Agency is grateful to African leaders, in particular the Chairpersons of the AU, HSGOC and AU Commission, as well as AU Member States, NEPAD Steering Committee members and AU Commissioners for their continued leadership and support. The NEPAD Agency appreciates their strategic guidance in steering the NEPAD agenda in its second decade of implementation. The Agency thanks members of the NEPAD Steering Committee, and NEPAD Focal Points as well as development partners for their generous and sustained support.



FOR MORE INFORMATION CONTACT:

Office +27 (0) 11 256 3600

Web: www.nepad.org

Twitter: [@nepad_au](https://twitter.com/nepad_au)

Facebook: www.facebook.com/nepad.org



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