



**NEPAD**  
TRANSFORMING AFRICA



# ANNUAL REPORT 2015



# KEY DEVELOPMENT RESULTS ANNUAL PROGRESS REPORT YEAR 15

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## ABBREVIATIONS AND ACRONYMS

<b>AAP</b>	Africa Action Plan on Development Effectiveness
<b>AESA</b>	Alliance for Acceleration of Sciences in Africa
<b>AfDB</b>	African Development Bank
<b>AGPP</b>	Africa Global Partnership Platform
<b>AMCEN</b>	African Ministerial Conference on the Environment
<b>AMU</b>	Arab Maghreb Union
<b>APDev</b>	Africa Platform for Development Effectiveness
<b>APRIFAAS</b>	African Platform for Regional Institutions for Fisheries, Aquaculture and Aquatic Systems
<b>APRM</b>	African Peer Review Mechanism
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>AU</b>	African Union
<b>AUC</b>	African Union Commission
<b>AU-IBAR</b>	AU Inter-African Bureau for Animal Resources
<b>CAADP</b>	Comprehensive African Agriculture Development Programme
<b>CAFRS</b>	Comprehensive African Fisheries Reform Strategy
<b>CBN</b>	Continental Business Network
<b>CDSF</b>	ClimDev-Africa Special Fund
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CRF</b>	Country Results Frameworks
<b>CSA</b>	Climate Smart Agriculture
<b>CSIF</b>	Country Strategic Investment Framework
<b>EAC</b>	East African Community
<b>ECCAS</b>	Economic Community of Central African States
<b>ECOWAS</b>	Economic Community of West African States
<b>FAO</b>	Food and Agriculture Organization

<b>FfD</b>	Financing for Development
<b>HSGOC</b>	Heads of State and Government Orientation Committee
<b>ICT</b>	Information and Communication Technology
<b>IGAD</b>	Inter-Governmental Authority on Development
<b>LAPSSET Corridor</b>	Southern Sudan-Ethiopia Transport Corridor
<b>MoU</b>	Memorandum of Understanding
<b>MTCP</b>	Malaysian Technical Cooperation Platform Programme
<b>NAIP</b>	National Agricultural Investment Plan
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NPOA</b>	National Programmes of Action
<b>NSTIH</b>	NEPAD Science, Technology and Innovation Hub
<b>OCEAC</b>	Organization for the Coordination of Epidemics of Central Africa
<b>PFRS</b>	Policy Framework and Reform Strategy
<b>PICI</b>	Presidential Infrastructure Champion Initiative
<b>PIDA</b>	Programme for Infrastructure Development in Africa
<b>PNIASAN</b>	Plan National d'Investissement Agricole et de Sécurité Alimentaire et Nutritionnelle
<b>RCM</b>	UN Regional Coordination Mechanism
<b>RECs</b>	Regional Economic Communities
<b>SADC</b>	Southern African Development Community
<b>SANBio</b>	Southern Africa Network for Bioscience
<b>SDG</b>	Sustainable Development Goals
<b>SE4All</b>	Sustainable Energy for All
<b>STISA</b>	Science, Technology and Innovation Strategy for Africa
<b>UEMOA</b>	Union Economique et Monétaire Ouest Africaine
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>WAHO</b>	West African Health Organization
<b>WHO-AFRO</b>	World Health Organization in the African Region



## EXECUTIVE SUMMARY

The New Partnership for Africa's Development (NEPAD) Agency is central to the continent's transformation efforts. The necessary political determination has been renewed by African leaders to deliver the accelerated implementation of the NEPAD Programme under the African Union (AU). Furthermore, the resounding commitment of African leaders to a Sustainable Development Agreement for the next 15 years, that is transformative and global, is proof that the African continent is ready to eradicate all forms of marginalisation and under-development.

As the technical body of the AU, the NEPAD Agency focuses on the strategic development coordination of the implementation of the continent's priority programmes and projects. This role is now more critical in the context of the African Union Agenda 2063 and the Sustainable Development Goals (SDGs).

The AU declared 2015 the Year of Women's Empowerment and Development towards Africa's Agenda 2063. Agenda 2063 envisages the effective participation of women in public and private life, through a full and fair share of economic, social, cultural and political opportunities and decision-making. The NEPAD Agency recognises that promoting gender equality is one of the most effective ways to drive inclusive growth and reduce poverty, and supports countries, women's organisations and civil society organisations to advance gender equality and women's empowerment.

In order to ensure that there are additional resources to support development projects that address gender concerns in Africa, the NEPAD Agency, with the goodwill of the Spanish Government, established the NEPAD-Spanish Fund for African Women's Empowerment. Since its inception in 2007, the Fund has contributed to women's economic empowerment through skills transfer, access to finance and the set-up of businesses, and access to land. More than half a million women have benefited directly from the Fund. At an institutional level the capacities

of government institutions and civil society organisations, including grassroots women's organisations, have been empowered.

Africa faces a large and growing unemployment challenge; half of Africa's population of 1.1 billion people is under the age of 25 years, with this population expected to double to 2.4 billion people by 2050. While youth currently constitute approximately 40% of the working age population, over 60% of them are unemployed. The design of a continental youth employment programme is under way. The programme, while aiming to enhance the engagement of youth in gainful employment, will have a dedicated focus on building skills.

Infrastructure remains Africa's top priority. This notwithstanding, the low levels of intra-



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

Under the leadership of His Excellency, Macky Sall, President of the Republic of Senegal and Chair of the NEPAD Heads of State and Government Orientation Committee (HSGOC), and following the Dakar Financing Summit, the implementation of the 'NEPAD 16 Mega Projects' commenced. Firstly, the Programme for Infrastructure Development in Africa (PIDA) Service Delivery Mechanism was established, to endow project owners with the required capacity for early-stage project preparation. Secondly, in collaboration with the Infrastructure Consortium for Africa, the Roundtable of Project Preparation Funds was set up to enhance cooperation on the funding of continent-wide initiatives such as PIDA. Thirdly, 'Africa50' was established to finance infrastructure projects, including PIDA projects.

The fourth milestone was the Continental Business Network (CBN), which serves as a high level platform for private sector involvement in the PIDA projects. The CBN, endorsed by the 24th AU Assembly, was launched in June 2015 on the side-lines of the World Economic Forum on Africa in Cape Town. The CBN is seen as an African-led movement to fast-track high-level private sector investment in Africa's regional infrastructure development.

The High Level Panel Report on Illicit Financial Flows from Africa observed that Africa loses 50 billion US Dollars per annum through illicit financial flows. In order to commence with the implementation of the recommendation on the report and the decision of the African Union Summit of June 2015, the NEPAD Agency organised the first regional dialogue on capacity building for tax and mining administration officers in the West and Central African region.

It is envisaged that this programme, designed for senior government officials, will contribute to improved tax policy design and better contract negotiation for the extractive industries.

The Financing for Development Conference in Addis Ababa in July 2015 came at a critical time. A central issue is how to reform the global financing system to allow the achievement of the SDGs by 2030. Having actively participated in the negotiation process and strengthened the African voice, the NEPAD Agency is fully involved in advancing the SDGs and helping African countries to meet the SDG targets, towards achieving the 17 SDGs by 2030. Of utmost importance is the need to maintain the coherence and alignment of the 2030 Agenda with the vision outlined in the AU Agenda 2063 and its 10-year Implementation Plan.

The African Peer Review Mechanism (APRM) is the epicentre for deepening democracy and the dissemination of best practice among African Union Member States, reflecting their commitment to improving governance at all levels. To date, 35 Member States have voluntarily joined the APRM; 17 countries have been peer reviewed and the second-cycle review process is in the pipeline. Going forward, the urgent task for the APRM is the effective implementation of the National Programmes of Action (NPOA) arising from the peer review exercises.

At an institutional level, the APR Secretariat is being strengthened through its integration into the AU and through the development of stronger collaboration and synergy with the NEPAD Agency and other relevant organisations. In this regard, the APRM is being re-positioned to effectively serve as the monitoring tool for AU Agenda 2063.

The African group of negotiators at the Conference of the Parties in Paris (COP 21) received technical and financial support, provided in collaboration with the African Ministerial Conference on the Environment (AMCEN). Furthermore, the Agency, in collaboration with the African Union Commission (AUC), the United Nations Economic Commission for Africa (UNECA) and the African Development Bank (AfDB), set up the Africa Pavilion Hub at the conference.



# INTRODUCTION

The report has been structured around the six thematic areas of the NEPAD Agency, namely:



i) Agriculture, nutrition and food security;



ii) Environment, climate and natural resource governance;



iii) Infrastructure and regional integration;



iv) Human development (science technology and innovation);



v) Governance and regional integration; and



vi) Cross-cutting issues (capacity development, gender and youth).

The results have been presented at continental, regional and national levels.





## Continental-level Results

A methodology was developed to integrate agricultural public expenditure processes into the Agricultural Joint Sector Review process. Furthermore, as a complementary tool to the revised AU Guidance Note on Agricultural Public Expenditure Review, a guide was developed to promote relatively resource-light and more frequent reviews in the agricultural sector.

A network of experts in Agricultural Public Expenditure was launched. The network will provide online and on-site support to Regional Economic Communities (RECs) and countries on undertaking public expenditure reviews in the agricultural sector.

A continental framework for Agricultural Education Skills Improvement (2015–2025) was developed. The framework aims to enhance human capital as a key driver in agricultural transformation. Implementation will commence in 2016.

As a measure to promote alignment of national and regional policies and strategies in the fisheries sub-sector, a Policy Framework and Reform Strategy (PFRS) was developed in collaboration with the AU Inter-African Bureau

for Animal Resources (AU-IBAR). In addition, the indicators to monitor the progress of alignment, as well as a mechanism to support its implementation were developed.

A continental platform, the African Platform for Regional Institutions for Fisheries, Aquaculture and Aquatic Systems (APRIFAAS) was established. The platform will co-ordinate and facilitate systematic exchange of information between regional fisheries, aquaculture and aquatic institutions; improve dialogue between the different stakeholders; and strengthen the voice of the African stakeholders on fisheries and aquaculture matters in international fora as well as in dialogue processes with partners.

A methodology for trade corridor analysis of fish and fisheries products was developed and validated by a continental think tank.

Draft Guidelines were developed to guide countries in domesticating the continental-level Comprehensive Africa Agriculture Development Programme (CAADP) Results Framework. The Guidelines highlight an integral component of review, learning and mutual accountability.







## Regional-level Results

The Agency deployed technical and financial support to various RECs, including:

- The East African Community (EAC) and the Inter-Governmental Authority on Development (IGAD), where Regional Agriculture Investment Plans were developed.
- The Economic Community of Central African States (ECCAS), where an independent technical review was undertaken for the Regional Agriculture Investment Plan.
- The Common Market for Eastern and Southern Africa (COMESA) and eight Member States, where technical training was provided to Statistics Bureaus to test real time data collection through the application of interactive templates, in order to monitor high impact indicators for Vision 2063 and other continental and global commitments.
- ECCAS, where a performance-based Memorandum of Understanding (MoU) was signed in the interests of achieving regional and continental integration. The purpose of the MoU is to establish a framework for cooperation and collaboration that is based on work and fund flow that is targeted for the implementation of high impact projects.
- A similar MoU was signed with the Economic Community of West African States (ECOWAS).

## National-level Results

Technical experts were deployed to six countries, including Chad, Congo, Swaziland, Djibouti, Seychelles and Gabon to undertake independent technical reviews of their National Agricultural Investment Plans (NAIPs).

Technical and advisory support was provided in Cameroon for the CAADP Business Meeting. The NAIP budget is XAF3 550 billion<sup>1</sup>, of which the government has already secured XAF2 000 billion through the realignment of several on-going initiatives.

Technical and advisory support was provided to the Republic of Congo business meeting for Plan National d'Investissement Agricole et de Sécurité Alimentaire et Nutritionnelle (PNIASAN) in which CFA390 billion was agreed on for seven programmes, 26 sub-programmes and 58 activities in agriculture, livestock, forestry and fisheries. The government will cover 70% of the cost, development partners 24% and the private sector 6%.

Mauritius signed the CAADP Compact during the reporting period, bringing the total number of countries with CAADP Compacts to 44. Support to Mauritius on subsequent stages of the CAADP Roundtable is ongoing.

Demand-driven, modular, short-term pilot measures for agricultural training (along selected value chains) are offered by public and private agricultural training institutions for young 'agripreneurs' and women in Benin (200: of whom 120 are female), Burkina Faso (400: 120), Ghana (400: 120), Kenya (400: 120), Malawi (200: 60) and Togo (200: 60)<sup>2</sup>

Capacities were enhanced in agricultural skills and entrepreneurial and commercial knowledge for trainers, youth and women in selected agricultural training centres in Benin,

Burkina Faso and Togo (over 3 000, with women constituting about 30%). Additionally, cooling facilities were donated to six fishing villages in Cameroon to facilitate post-harvest preservation of fish.

The 2007 ban on fish export from Guinea, caused *inter-alia* by the weak sanitary control system, was lifted, with technical support from the NEPAD Agency. Furthermore, and purposed on enabling the country to export fish into high-value markets, the NEPAD Agency equipped laboratories at the National Office of Sanitary Control. In addition, 12 laboratory technicians were trained, and a manual of procedures on the sanitary control of fish and fisheries products and services was developed.

For Guinea, a set of policies, strategies and plans will be completed in 2016, including the Fisheries Strategic Development Plan, Marine Fisheries Research Plan, Fisheries Investment Plan and Study on Value Chain to Decipher Bottlenecks in the Trade and Policies.

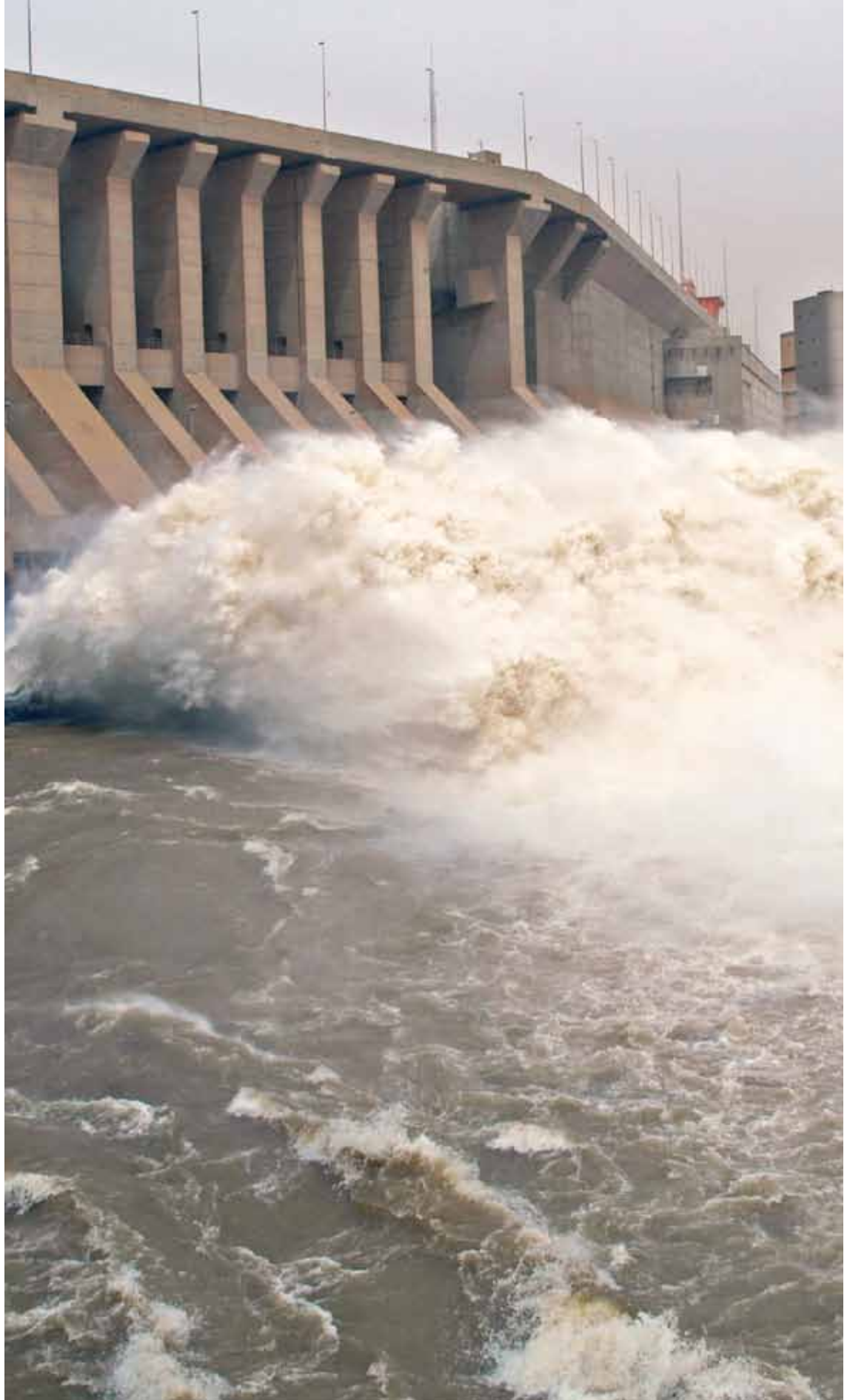
For Uganda, an Agricultural Risk Assessment was undertaken, highlighting the major risks in the agricultural sector, including plant and animal pests and diseases, price and market volatility, fake inputs, post-harvest losses, and drought spells. Mitigation and adaptation tools will be developed in 2016.

Analytical work and country stocktaking were conducted for NAIP implementation and impacts.

A strategy was developed for post-harvest fish losses for the riparian states (Mali, Burkina Faso, Benin, Togo, Côte d'Ivoire and Ghana) along the Volta Basin and aligned with the Malabo Declaration and the Policy Framework and Reform Strategy for Fisheries and Aquaculture.

1 Central African Franc - XAF CFA \$1 = XAF 577

2 Projected figures up to 2016







# ENVIRONMENT, CLIMATE AND NATURAL RESOURCE GOVERNANCE

## Continental-level Results

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In line with the AU theme for 2015 on women empowerment, women's skills and capacities in entrepreneurship were enhanced. This was achieved through a continental conference under the theme 'Women in Entrepreneurial Development: A Must for Success of the SDGs in Africa', organised by the NEPAD Agency. The conference highlighted the need to build vocational skills as a priority focus for empowering young women.

Towards achieving the target set by African leaders of at least 25 million farm households practicing Climate Smart Agriculture (CSA) by 2025, the Africa CSA Coordination Platform was

established.

The Africa Pavilion at COP 21 was a joint initiative of the NEPAD Agency, AfDB, AUC and the UNECA. NEPAD contributed an amount of EUR90 000 to the cost of the Pavilion and was either involved in or organised some of the events and meetings such as the African Heads of State high-level event, Africa Day, Financing Climate Change in Africa, Regional Flagship Programmes, Agriculture and Climate Change, Sustainable Land and Water Management, Launch of AFR100 (NEPAD, BMZ and World Resources Institute partnership), AMCEN and other bilateral meetings.

## Regional-level Results

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Policy-level discussions were held among West African States, geared at elaborating regulatory frameworks, including tax regimes, in the mining sector. The Agency will deploy experts to Member States to support the design of policies guided by the African Mining Vision.

Knowledge products exhibiting adaptation strategies to climate change in the fisheries

sector were developed and disseminated in the ECOWAS region. The knowledge products will be used to inform policy decisions for sustainable fisheries development in the region.

Technical support was deployed to the ECCAS Secretariat to strengthen its capacity for implementation and monitoring of sustainable land and water management.

## National-level Results

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Madagascar received support that saw the launch of the Country Strategic Investment Framework (CSIF) platform as part of strategic efforts to promote sustainable land and water management practices. This brings the total number of CSIFs to 12. Similar support was provided to Kenya, with the establishment of a country-level CSIF platform under way.

In an effort to combat and mitigate the challenges posed by climate change, over 1 300 women in Ethiopia were trained in entrepreneurship, leadership and environmental protection and management. This was undertaken in collaboration with the Ministry of Women, Children and Youth Affairs of Ethiopia. Relatedly, the Government of Ethiopia allocated about

60 hectares of land for afforestation, and subsequently, about 290 000 seedlings were planted.

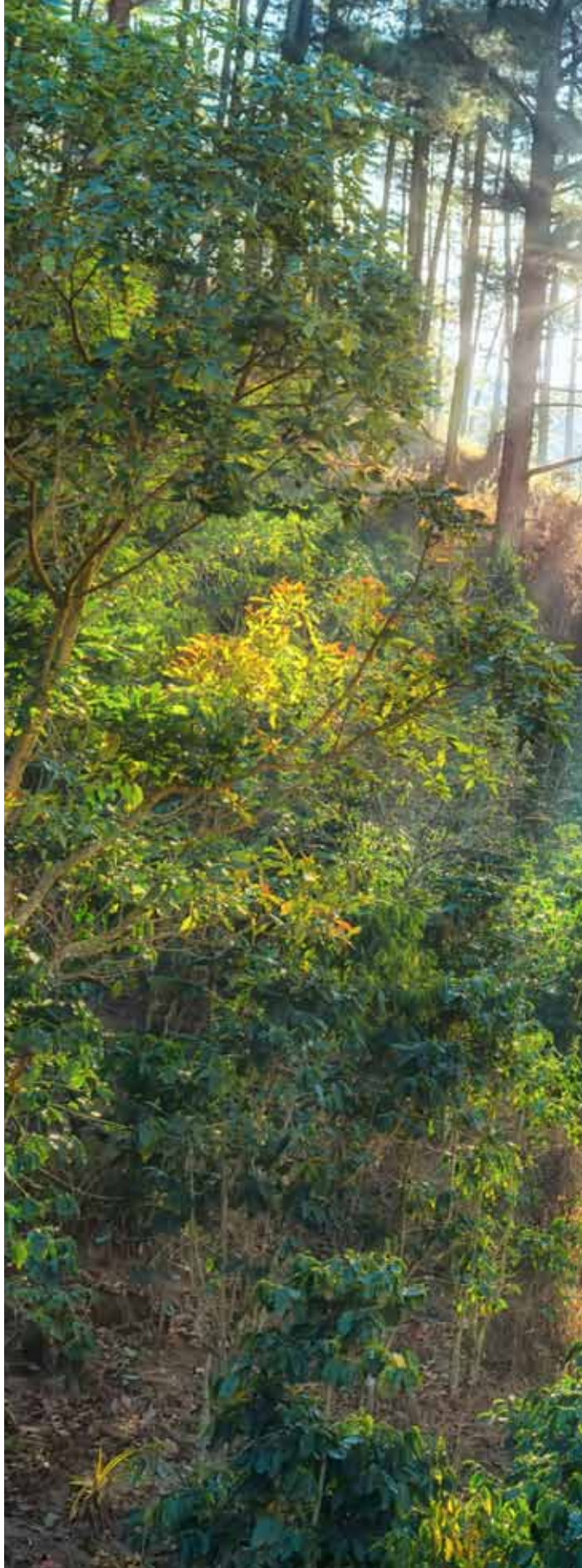
Ethiopia received technical support to undertake the stock-taking and appraisal of its CSA programmes. The NEPAD-Ethiopia CSA Alliance is expected to reach over 200 000 households within a three-year period. To date, CSA platforms for women have been established to support local CSA adaptation and up-scaling in 30 communities across five administrative regions, targeted to reach at least 36 000 households in Ethiopia. Similar efforts were made in Rwanda with a target of 12 000 households.

In Nigeria, 150 policy makers were sensitised to CSA practices and aquaculture, while 1 200 female small-holder farmers received training in the same disciplines. Relatedly, it is estimated that over three million farmers in Zambia will benefit from 17 different categories of climate smart technologies and practices. Over 80 policy makers and climate change practitioners, and about 880 000 community members in Swaziland were sensitised, through the media, on the link between agriculture and climate change, while about 1 500 farmers were trained. In addition, a compendium on Climate Smart Agriculture was developed for the implementation of CSA in Swaziland.

Joint efforts with the Government of Malawi are on-going to set up the NEPAD-Malawi CSA Alliance. With the initial step of in-country capacity skills training having been conducted, the implementation programme plans to reach and support CSA uptake in at least 80 000 households over a three-year period.

In Uganda, 80 district chief administrative officers, district planners, farmers and agricultural extension workers or production coordinators were orientated on how to deal with the effects of climate change on agriculture. In addition, a toolkit for Agricultural Adaptation to Climate Change was developed.

Gender sensitive CSA plans were integrated into National Development Plans in Namibia, Kenya, Botswana, Tanzania and Uganda. Relatedly, there are ongoing efforts by national committees







on climate change in Cape Verde, Guinea and Senegal to integrate fisheries and climate change into National Adaptation Programmes of Action.

In Niger, the National Strategy for the implementation of the three Rio conventions was developed. Furthermore, 250 hectare of degraded land was recovered through afforestation.

An Integrated Coastal Zone Management Policy Framework was developed in Cameroon. Skills in environmental protection and conservation were enhanced among village and community leaders in one municipality, Limbe, while over 100 people, including local and administrative authorities, traditional rulers and community leaders were trained in using solar dryers. Strategies were defined to facilitate adaptation and up-scaling of CSA practices among 36 000 households in the country.

In the KwaZulu-Natal and Free State provinces of South Africa, over 300 agricultural extension agents were equipped with skills for training farmers in the application of weather, climate and agro-meteorological information. Subsequently, over 400 farmers were trained, with six adaptive measures to climate change identified, namely water harvesting; land use planning; change in farming systems; crop breeding; improved climate forecasting and information, and improved insurance schemes.

Technical support was deployed to Burkina Faso, Comoros, Madagascar, Guinea Bissau, Senegal, Burundi, Uganda, Lesotho, Niger, Tanzania, Ghana, Ivory Coast, Togo, Ethiopia, Kenya, and DRC, specifically to foster linkages between landscape approach, climate change adaptation and sustainable land and water management, and to promote the effective application of climate change adaptation tools.

Technical support was also provided to the above countries on how to gain access to funding such as the Least Developed Countries Fund, the Adaptation Fund, and the Green Climate Fund.







## Continental-level Results

A service delivery mechanism was set up, aimed at purchasing capacity and hence complementing other project preparation facilities. An initial amount of USD500 000 was invested by the NEPAD Agency to set up the delivery mechanism.

Under the African Strategic Infrastructure Initiative, a pilot for a specific methodology to package projects in preparation for project acceleration, using private sector perspectives, was undertaken in the Central Corridor. The pilot is expected to enhance investor confidence; increase marketing and visibility of the corridor potential and its projects; improve public sector understanding of private finance requirements; enhance capacities of implementing agencies; and strengthen public-private relationships.

The Africa50 Fund was established to finance the implementation of PIDA and other regional infrastructure projects. To date, 20 countries and AfDB have subscribed to an initial aggregate amount of USD830 million in share capital for use in developing and financing projects. Relatedly, ongoing progress in project development and finance has been recorded by various PIDA partners and stakeholders such as the Development Bank of Southern Africa, AfDB and the Infrastructure Consortium of Africa.

The PIDA Capacity Building Project was established to provide technical assistance to the AUC, the NEPAD Agency and the eight AU-recognised RECs to undertake pre-investment work as part of accelerating project preparation. This will fast-track the translation of PIDA priority action plans to bankability stage in preparation

for financing and implementation.

The establishment of the Continental Business Network (CBN) was one of the outcomes of the Dakar Financing Summit on Africa's Infrastructure Development, hosted by Senegal's President, His Excellency Macky Sall. The CBN acts as an exclusive infrastructure investment advisory platform for African leaders, providing thought-leadership and engagement on a range of strategic issues like policy, investment risk rating(s), and project structuring, and is also geared at addressing existing constraints to the implementation of PIDA projects.

The Africa Power Vision – a long-term plan for increasing access to reliable and affordable energy by using Africa's diversified energy resources in a coherent and well-balanced manner – was launched. The vision aims to drive and rapidly accelerate the implementation of critical energy projects in Africa under PIDA.

Under the strategic leadership of His Excellency, President Paul Kagame of Rwanda, and within the framework of the Presidential Infrastructure Champion Initiative (PICI), the regional optic fibre project, connecting all five capital cities of the EAC Member States, was completed.

The first PIDA Week was held in Abidjan, highlighting Africa's collective push towards developing large-scale infrastructure projects, thereby opening opportunities for large, competitive markets, and in turn promoting regional integration. PIDA Week will become a key annual event on Africa's development calendar.



## Regional-level Results

Project name	Responsible countries/ RECs	Assistance provided by the NEPAD Agency	Project status
Abidjan-Lagos Coastal Transport Corridor	Benin, Ghana, Ivory Coast, Nigeria, Togo ECOWAS	Technical support to ECOWAS in the areas of project cycle management and expert deployment	The project treaty was signed in February 2014 and provides for a supranational corridor management authority.  The member states also agreed to a seed fund contribution of USD50 million.
Serenje-Nakonde Road	Zambia COMESA, EAC and SADC Tripartite	Technical support in the form of transaction advisory services  Harmonisation of institutional arrangements among national agencies  Supporting national agencies to prioritise projects in the wider context of the North-South Corridor	
Batoka Gorge Hydropower Project	Zambia and Zimbabwe SADC, COMESA and ECCAS		The detailed feasibility studies, market study, techno-economic study, as well as the environmental and social impact assessments were completed.
Ruzizi III Hydropower Project	Rwanda, DRC and Burundi COMESA, EAC, CEPGL and CEAC		The environmental and social impact assessments were completed and resource mobilisation, including private sector investors, is in progress. A term sheet model has been developed and a draft agreement is in place, but still needs to be finalised.
Sambangalou Hydropower Project	Gambia, Guinea Conakry, Guinea Bissau and Senegal ECOWAS and Community of Sahel-Saharan States	Technical support through a roundtable to raise project funding	

Project name	Responsible countries/ RECs	Assistance provided by the NEPAD Agency	Project status
Missing Links on the Trans-Sahara Highway	Algeria, Niger, Nigeria, Tunisia, Mali and Chad ECOWAS and Arab Maghreb Union (AMU)		The construction of the first work package (125 km) commenced in Niger on 20 November 2014. The construction of the second work package (100 km) commenced in 2015, with full project completion expected by 2016/17.
Optic Fibre Link between Algeria and Nigeria via Niger	Algeria, Niger, Nigeria and Chad ECOWAS and AMU		The Algeria section is part of the national optic fibre backbone which has been completed and is fully functional. However, it will be reinforced and secured through carrying loop systems to ensure high network availability and to meet the requirements approved by the Technical Committee in charge of the project. The AfDB provided CFA20 000 000 in funding for the feasibility study of the Niger-Chad section. This study focused on the section between Algeria and Zinder in Niger, the Nigeria Frontier, Chad Frontier and N'Djamena.
Dakar-Ndjamena-Djibouti Road/Rail Project	Senegal, Mali, Burkina Faso, Niger, Nigeria, Cameroon, Chad, Sudan, Ethiopia and Djibouti ECOWAS, ECCAS, COMESA and IGAD		The Government of Senegal has prioritised the Dakar-Bamako Rail component of the project as the first phase. This phase entails the construction of a new railway network with standard gauge running through Dakar-Tambacounda-Kedougou in Senegal, Keniebu-Bamako-Bougouni-Sikasso in Mali and Bobo Dioulasso in Burkina Faso. The Government of Senegal is negotiating with several potential funding partners, including companies from China. The West African Economic and Monetary Union will finance all technical studies, which are expected to be completed by the end of November 2015. Project implementation is expected to commence in 2018.

Project name	Responsible countries/ RECs	Assistance provided by the NEPAD Agency	Project status
Nigeria-Algeria Gas Pipeline Project (Trans-Sahara Gas Pipeline)	Nigeria, Niger and Algeria  ECOWAS and AMU		The government of Nigeria has readjusted the scope and focus of this project, and has included it in its national infrastructure development programme. Given the recent development in the global gas market, the government of Nigeria engaged a consultant to revalidate the 2006 Feasibility Study of this project. The revalidated study report was submitted in March 2014 and reconfirmed the viability and bankability of the project. The bid documents and the execution of contracts for Early Gas are being processed.
Kinshasa-Brazzaville Bridge Road/Rail Project	Republic of Congo and the DRC  ECCAS, Central African Economic and Monetary Community, SADC and COMESA		In December 2013 Maloukou Trechot was selected as the best location for the rail/road bridge crossing, and the first phase of the feasibility study was completed. Two workshops were planned for 2015 to finalise the detailed design, but did not take place. As a result, the project did not progress to the tender for the construction phase as envisaged.
Construction of Navigational Line between Lake Victoria and the Mediterranean Sea	Egypt, Kenya, Uganda, Sudan, South Sudan, Burundi, Ethiopia, DRC and Tanzania  COMESA, IGAD, EAC and SADC		Egypt successfully completed the pre-feasibility study as per the original schedule. This is a very impressive achievement given the complexity of the project and the lack of outside funding (AfDB funding to the value of USD650 000 is still outstanding). A validation workshop for the pre-feasibility study was scheduled for the third quarter of 2015.  Given the progress made to date, this project serves as a good benchmark for other PICI projects.

Project name	Responsible countries/ RECs	Assistance provided by the NEPAD Agency	Project status
North-South Corridor Road/ Rail Project	South Africa, Botswana, Mozambique, Zambia, Zimbabwe, Tanzania and Malawi  SADC, COMESA and EAC		<p>This project, championed by South Africa, has received much negative media coverage regarding the bottlenecks faced, especially relating to the Beit Bridge Border Post component of the project. For this reason, this component is being prioritised.</p> <p>The AU decision for South Africa to be the continents manufacturing and supply hub for rail stock presents some exciting possibilities for this project and South Africa is putting a mechanism in place to achieve this.</p>
Lamu Port Southern Sudan-Ethiopia Transport (LAPSSET) Corridor Project	South Sudan, Ethiopia, Uganda and Kenya  COMESA, Community of Sahel-Saharan States, EAC, IGAD		<p>The LAPSSET Project is the latest addition to the PICI project list, and was officially endorsed during the HSGOC meeting at the AU Summit in Johannesburg, South Africa in June 2015. The project comprises several components, including ports, railway, road, oil pipelines and refinery, airports and resort cities.</p> <p>Its inclusion as a PICI project gives LAPSSET the continental and authoritative recognition needed to strengthen investor confidence and its prioritisation in government development agendas and regional and continental infrastructure investment planning.</p>

## National-level Results

Under Sustainable Energy for All (SE4All), the Country Action Plan and Investment Prospectus for Kenya and Gambia were developed and validated.





# HUMAN DEVELOPMENT – SCIENCE TECHNOLOGY INNOVATION EDUCATION AND HEALTH



## Continental-level Results

The Alliance for Acceleration of Sciences in Africa (AESA) was established as a platform to support research into health in Africa. The secretariat of AESA is based in Nairobi, Kenya at the African Academy of Sciences. Funding totalling USD5.53 million has been mobilised for institutional support to AESA. Furthermore, an ICT system to manage research grants has been implemented, with the first round of research grants for health being processed.

In response to a request made by the Specialized Technical Committee on Health, Population and Drug Control, the NEPAD Agency embarked on coordinating the preparation of a research and innovation policy and strategy for health which will be integrated into the updated African Health Strategy post 2015.

A data platform and attendant indicators for tracking progress in the implementation of health policy instruments was developed. The platform, developed in collaboration with the AUC Department of Social Affairs, seeks to track

progress towards relevant goals and targets in Agenda 2063 and in the post 2015 SDGs.

A model law for regulation of medical products was endorsed by the Specialised Technical Committee on Justice and Legal Affairs, on the recommendation of the Specialised Technical Committee on Health, Population and Drug Control. This law will be tabled at the AU Summit in January 2016 for adoption.

Africa faces a large and growing unemployment challenge; half of Africa's population of 1.1 billion people is under the age of 25 years, and the population is expected to double to 2.4 billion people by 2050. While youth currently constitutes approximately 40% of the working age population, over 60% of this group is unemployed. The design of a continental youth development programme is under way. The programme, while aiming to enhance the engagement of youth in gainful employment, will have a dedicated focus on building skills.

## Regional-level Results

The profile of biosciences in the southern African region was enhanced through the NEPAD Southern Africa Network for Biosciences (SANBio). This was possible through funding support equivalent to €7.0 million and €2.5 million received from the governments of Finland and South Africa, respectively.

Funding of €6.0 million was secured from the European Union to support capacity development, research and innovation in water and sanitation in the Southern and West African regions through the NEPAD African Networks of Water Centres of Excellence.

Implementation of harmonised medical product regulatory standards in the East African Community (EAC) came into effect in January 2015. These standards are purposed on facilitating the marketing authorisation of products in the five partner States of the region.

As part of the effort to combat Ebola, regional technical working groups to provide oversight on clinical trials for candidate Ebola vaccines were established in the East and West African regions.

A regional medicines regulatory harmonisation

programme was launched in the ECOWAS region covering all 15 countries. The programme is served by a secretariat that was jointly established by the West African Health Organization (WAHO) and the Union Economique et Monétaire Ouest Africaine (UEMOA).

A tripartite agreement was concluded between the NEPAD Agency, the World Bank and the SADC Secretariat, to provide financial and technical support to the SADC Member States in order to implement their regional medicines regulatory harmonisation programmes. Initial support of USD500 000 was secured for the programme, while development of a full funding proposal is under way.

A framework for collaboration between ECCAS, the Organization for the Coordination of Epidemics of Central Africa (OCEAC), the World Health Organization in the African Region (WHO-AFRO) and the NEPAD Agency on implementation of the Central African regional harmonisation programme was signed.

### National-level Results

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Capacity development for AU Member States in collecting, managing and analysing African Science, Technology and Innovation Indicators is under way. Countries that have so far benefitted from the training include Côte d'Ivoire, Namibia, Niger, DRC, Togo, Zimbabwe, Malawi, Cape Verde and Sudan.

Twenty students from the Republic of Congo commenced specialised training in child and maternal nursing. The training is offered as part of the package provided by the NEPAD Agency's project on Nursing and Midwifery Education in Africa. On a related note, 100 nurses graduated from the nursing and midwifery programme in 2015. The graduates are from Kenya, Mozambique, Rwanda and Sudan.



# GOVERNANCE AND REGIONAL INTEGRATION



## Continental-level Results

The High Level Panel Report on Illicit Financial Flows from Africa observed that Africa loses USD50 billion through illicit financial flows per annum. Towards implementation of the recommendation in the report and in line with the decision of the African Union Summit of June 2015, the NEPAD Agency organised the first regional dialogue on capacity building for tax and mining administration officers in the Western and Central African region. It is envisaged that this programme, designed for senior government officials, will contribute to improved tax policy design and better contract negotiation in terms of the extractive industries.

Furthermore, the design of a pilot project to combat illicit financial flows commenced. Through a consultative meeting with a diverse group of stakeholders and partners, a mapping exercise of roles was undertaken.

The major global development frameworks, including the SDGs, which are geared at an enhanced fight against poverty and a sustainable future, satisfactorily took into account Africa's priorities, in part owing to a strengthened and united African position.

African countries continue to receive support in pursuit of the targets defined in the global

frameworks, within the framework of Agenda 2063. The NEPAD Agency, in collaboration with other partners, embarked on the design of implementation tools and guidelines to foster coherence and alignment of SDGs and Agenda 2063.

The Financing for Development (FFD) conference in Addis Ababa in July 2015 came at a critical time. A central issue is how to reform the global financing system to allow the achievement of the SDGs by 2030.

Africa's renewal is premised on reforms of governance systems under the African Peer Review Mechanism (APRM). To date, 35 AU Member States have voluntarily acceded to APRM; 17 countries have been peer reviewed, while the second-cycle review process is in the pipeline. Going forward, the urgent task for APRM is the implementation of the National Programmes of Action (NPOA) arising from the peer review exercises.

At the institutional level, the APR Secretariat is being strengthened through its integration into the African Union along with developing stronger collaboration and synergy with relevant regional organisations and programmes.

## National-level Results

Launched under the Africa Solidarity Trust Fund, a new project, Promoting Decent Rural Youth Employment and Entrepreneurship in Agro Business, phase 1 will be implemented in

Benin, Niger Cameroon and Uganda. The project resides under the framework of the Rural Future Programme.





# CROSS CUTTING THEMES

## Capacity Development

### Continental-level Results

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Progress was registered in the implementation of the Capacity Development Strategic Framework (CDSF), within the framework of its Capacity Development Agenda.

### Regional-level Results

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A targeted analysis and collation of the immediate short-term capacity interventions required by five AU RECs, namely, COMESA, EAC, ECOWAS, IGAD and SADC was undertaken. Subsequently, the IGAD Capacity Development Strategy was developed in alignment with the IGAD 2016–2020 Regional Development Strategy, Capacity Development Strategy and Agenda 2063.

The African Mutual Accountability Standard was developed through a strong multi-agency partnership mechanism under the Africa Platform for Development Effectiveness (APDev). Relatedly, a collective and shared pan-African agreement was developed, framed on mutual accountability principles and expectations at the country level and focusing on extractives vis-à-vis industrialisation objectives on mining for development.

An Extractives Capacity Assessment Framework was developed to foster effective accountability systems, drawing on African experiences using the APRM and ClimDev-Africa Special Fund (CDSF) as the basis. Accordingly, Kenya, Democratic Republic of Congo, Ghana, Mozambique and Uganda have piloted the Extractives Capacity Assessment tool with efforts to connect and

contribute to the Africa Mining Vision (AMV) through the Mining Vision Centre.

Africa secured the hosting of the 2nd High Level Meeting of the Global Partnership, with Kenya as the country of choice. This was attained through robust negotiation led by the NEPAD Agency, with a view to utilising the opportunity to move towards a more binding agreement between development partners and developing countries for stronger accountability in changing aid and multinational business practices, particularly in Africa.

The NEPAD Agency advocated for and secured the full involvement and participation of Africa's RECs in conducting the second global partnership monitoring exercise, as part of the efforts to enhance Africa's monitoring capacities at the regional level.

The Africa Action Plan on Development Effectiveness (AAP) was granted the status of an official Global Partnership Initiative at the Planning Meeting in Brussels. The AAP was developed by the NEPAD Agency in consultation with African stakeholders. This has enabled the Agency to successfully mobilise resources towards the implementation of the AAP.



## National-level Results

The capacities of seven countries, namely Benin, Kenya, Mozambique, Madagascar, Rwanda, Burundi and Uganda, were strengthened in the application of Country Result Frameworks (CRFs) for effective development co-operation. Support, provided under the auspices of APDev, also boosted these countries' capability to integrate accountability for results, focusing on implementation of SDGs. Accordingly, Action Plans for in-country and between-country implementation and learning on CRF development were formulated, and resources effectively mobilised from different partners to support country implementation.

### Gender

The African Union declared 2015 the Year of Women's Empowerment and Development towards Africa's Agenda 2063. Agenda 2063 envisages the effective participation of women in public and private life, through a full and fair share of economic, social, cultural and political opportunities and decision-making.

The NEPAD-Spanish Fund has supported 76 projects in 37 countries, directly benefiting over half a million African women in areas such as business skills and vocational training, agriculture, nutrition and value chain, and ICT. The fund has also supported the development of women-owned SMEs, boosted women's rights, enhanced advocacy for women's participation and leadership in decision making, supported measures against gender-based violence, and facilitated gender mainstreaming.

At institutional level, the capacities of government institutions and civil society structures, including grassroots women's organisations, continued to be strengthened. In close collaboration with Member States and development partners, support was provided through networking among women's groups and scaling up economic and business opportunities.

### Partnerships and Resource Mobilisation

In light of Agenda 2063 and the SDGs, the NEPAD Agency is at an important point in building sustainable relationships with partners. In this regard, a Partners Management Portfolio was developed to guide the review of existing relations and assist in building new partnerships.

To ensure better collaboration for effective resource mobilisation at institutional and programmatic level, a strategy on partnerships and resource mobilisation was developed. The strategy aims to guide the implementation of the institutional-level Resource Mobilisation Plan 2015–2017.

Partnership relations were built with the Association of Southeast Asian Nations (ASEAN) particularly Vietnam, Singapore, Malaysia and the Philippines. The engagements with ASEAN will bolster technical collaboration to support activities in agriculture, science and technology.

On a related note, partnership relations with the Government of Malaysia were explored. A visit by the Malaysian Deputy Minister of Science and Technology, His Excellency, Datuk Dr Abu Bakar Bin Mohamad Diah to the NEPAD Science Technology and Innovation Hub revealed that the partnership will be implemented through the Malaysian Technical Cooperation Programme (MTCP).

### Knowledge Management and Communication

Within the realm of one of its mandates, namely conducting research and undertaking knowledge management, an institutional-level strategy for facilitating knowledge (co-)creation, retention, storage, dissemination, learning and application was developed. Guided by calls to raise the Agency's visibility as a knowledge-based institution, the strategy reflects a judicious

integration of strategy, knowledge management and communication.

Relatedly, a knowledge platform with auxiliary tools, including e-learning and communities of practice pavilions, was developed. The platform will provide cutting edge knowledge services and up-to-date data on progress made in implementation by the Agency and African development issues.

Through strengthened media liaison, awareness raising and sensitisation were undertaken around key events such as the launch of the

Continental Business Network, the Africa Global Partnership Platform (AGPP) and PIDA Week. In addition, advocacy campaigns on the NEPAD Agency were conducted to raise the visibility of the Agency during strategic gatherings, such as at the 70th UN General Assembly. The visibility of the Agency has also been enhanced through increased branding of programmes, websites and publicity materials. Internal communication within the NEPAD Agency was strengthened through various measures such as 'brown bag' sessions and the establishment of a digital library.



# NEPAD PLANNING AND COORDINATING AGENCY OPERATIONAL MANAGEMENT

The operational management of the NEPAD Agency focuses on the functions of Human Resources Management; Finance, Budget and Administrative Services as well as Procurement and Supply Chain Management. In 2015, the Agency undertook the following management measures in promoting institutional effectiveness.

## Human Capital Resources Management

Guided by its vision of 'Human Resources for an Effective Organisation and Highly Motivated Staff', the Human Resource (HR) function was delivered through the execution of the HR Strategy and Implementation Plan. Based on the Recruitment Plan for 2015, nine positions were advertised, interviews were held and the placement process is in progress. A total of 33 structure positions were placed, while eight are awaiting placement and another 10 positions are to be advertised in the 2016 Recruitment Plan.

In addition to the implementation of the approved NEPAD Agency Structure, and through transparent and competitive recruitment and selection processes, the recruitment and selection for 12 positions was finalised, with new staff members appointed. Recruitment and selection are in progress for another 29 positions.

In a bid to continuously keep staff abreast of the strategic focus and the attendant operational matters, orientation sessions were held for both newly recruited and existing staff members. Training sessions were conducted for personal assistants purposed on enhancing their efficiency and improving their communication and self-management skills. Furthermore, staff from the Corporate Services Directorate underwent training on the new SAP Enterprise

Resource Planning (ERP) system. The training provided hands-on application of the system in preparation for data capture and use of the SAP ERP system for day-to-day operational activities.

## Procurement and Supply Chain Management

The procurement cycle is integral to project cycle management as 60% of the Agency's delivery is through procured services. It is envisaged that the unit will expand its capacity, as an integrated system will be introduced by early 2016 putting the work of the unit at the centre of delivery mechanisms. An annual procurement retreat was executed and clear recommendations are being implemented including the enhancement of procurement risk assessment; joint procurement planning; application of green procurement principles; and more training on travel and logistics, through an integrated service delivery model that reduces costs, increases delivery and improves accountability.

## Administration Management

The NEPAD Agency's Administration focuses on the work environment and occupational health improvements; transport management; ICT policy; devices and operations; and asset management. As of 1 December 2014, the Agency relocated to new premises at 230 15th Road, Midrand, comprising 4 500 m<sup>2</sup> made up of 91 closed offices, open plan offices, meeting rooms, server rooms, and an auditorium, among other facilities.

The new building will have a fibre optic connection to secure solid internet connection, VOIP telecommunication system and other servers and critical applications. Asset management systems have been implemented as well as fleet management systems.

## Financial Management and Budget Performance

### Overall 2015 Programme Budget Overview

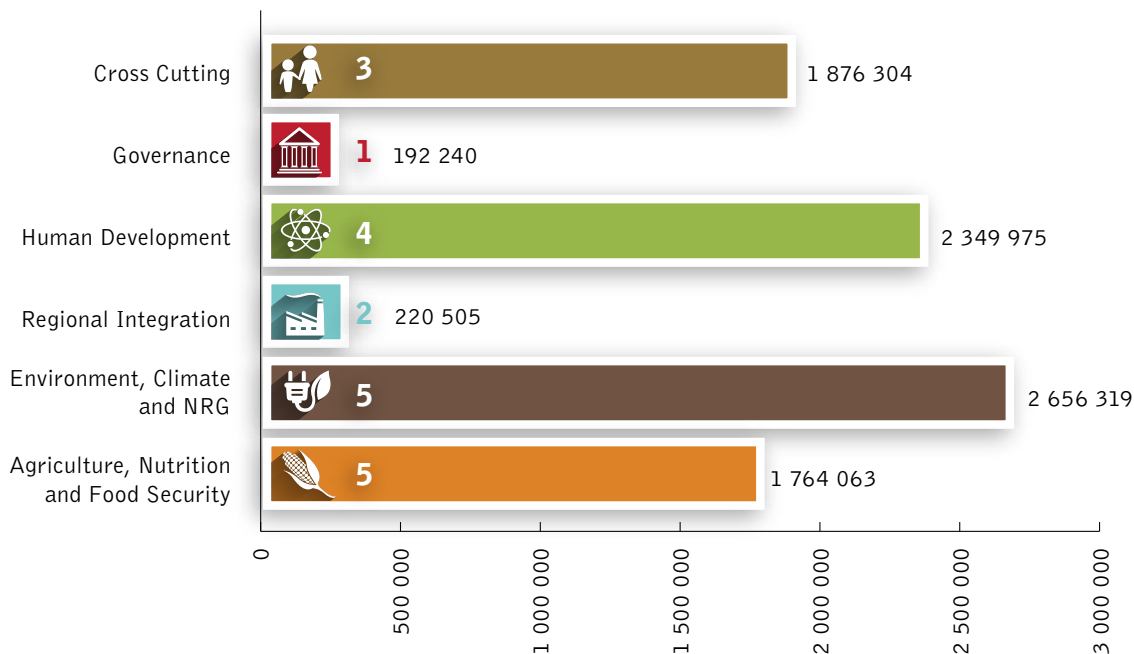
The budget is designed for the implementation of effective, co-ordinated delivery, based on the 'managing for development results' methodology. As per the AU Pillars, 57% of the resources are allocated under Pillar 2 (Socio Economic and Human Development) and 43% under Pillar 1 (Integration Co-operation and Partnership).

Specifically, the resources are allocated under projects based on the approved results-based annual work plan. Budget performance focuses on building coherence between resources allocated and results achieved.

### Programme Resources and Results

During the period under consideration, up to the third quarter of 2015, the resources executed amounted to USD9.05 million. It is expected that by the fourth quarter the execution amount will increase to USD11 million.

### Resources Executed by Projects



### Overview of Budget for the Operations

The NEPAD Agency's operational budget is made up of two components, namely the approved appropriation received from the African Union (AU) and funding received from Member State Contributions. An amount of USD7.31 million was approved by the AU for the 2015 budget, of which 73.72% had been received as at the end of September 2015. Total expenditure as at 30

September 2015 was USD4.94 million which is 67.64% of the annual budget and 91.75% of the income realised during the period. In terms of funding from the Member States, the Agency received contributions from Rwanda, Senegal, Nigeria, South Africa, Kenya, Ethiopia and Zimbabwe totalling USD2.36 million of which an amount of USD717 008 had been spent as at the end of the third quarter of the year.



# CONCLUSION

## Outlook and Opportunities to advance NEPAD in 2016

With the changing world as the background, and continual innovation on our core strengths, the NEPAD Agency is concentrated on making breakthroughs in the frontier of development. In the year 2016, the Agency will enhance its 'nexus approach' which is multidimensional, multisectoral as well as multi-disciplinary. Some areas of major interest into the future will include the role of youth in Africa's development, women's empowerment and gender equality, industrialisation, as well as security and development.

This bold vision and plan requires an institution that meets benchmarks for organisational effectiveness of the highest standards set by its peers. In this regard the Agency conducted a comprehensive techno-economic analysis that led to the design and development of an integrated ERP system, with powerful business intelligence for monitoring and reporting. The solutions will be deployed in the first quarter of 2016 and as such will enhance the Agency's ability to deliver resources with reduced transaction costs, more accountability, integrated reporting and delivery mechanisms that are organised around a focused set of results.

The NEPAD Agency appreciates the leadership and strategic guidance of African leaders, particularly the Chairpersons of the AU, the HSGOC and the AU Commission, along with AU Member States, in steering the NEPAD Agency's agenda in its second decade of implementation. The Agency also thanks the members of its Steering Committee, AU Commissioners, Permanent Representative Committees, the NEPAD Agency's Focal Points and development partners for their continued co-operation and support.





