



**AUDA-NEPAD**  
AFRICAN UNION DEVELOPMENT AGENCY

# ENERGIZE AFRICA INITIATIVE

Preparatory Phase (2023-2024)  
Project Document



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ISBN: 978-1-7764306-6-6

April 2023

This work is a product of the African Union Development Agency - NEPAD.

Recommended citation:

Energize Africa Initiative, Project Document - Preparatory Phase 2023-2024. 2023. AUDA-NEPAD, Midrand, South Africa.

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## PROJECT SUMMARY

<b>Project Title</b>	AUDA-NEPAD Energize Africa Initiative: Catalyzing Opportunities for Africa's Youth
<b>Background and Justification</b>	AUDA-NEPAD has had extensive engagements with Member States involving high-placed officials of their Ministries of Finance and Economic Planning, other key sector ministries, and some Heads of State and Government (HoSG). The HoSG have been resolute in their call for specific interventions to rally increased participation of young women and men in economic activities - utilising their skills and competencies to reinvigorate competitive, resilient, and highly productive economic and industrial activities. This includes strengthening and ensuring fit-for-purpose and gender-responsive public sector service delivery systems. Therefore, the AUDA-NEPAD Energize Africa Initiative is a unique flagship programme responding to this call.
<b>Vision</b>	Enhanced economic outlook and inclusive development.
<b>Expected Impact</b>	Africa's youth capabilities harnessed to drive accelerated and inclusive socio-economic growth through innovation and improved public service delivery.
<b>Strategy</b>	Enhance the ability of AU Member States to engage youth in strategic public-private ventures while strengthening national and regional innovations and innovation ecosystems.
<b>Outcome 1:</b> Enhanced Youth Participation for Effective and Efficient Public Service Delivery	<b>Output 1.1:</b> Youth potential harnessed in support of public sector functions
	<b>Output 1.2:</b> Continental Digital Common Marketplace of skills and competencies established
	<b>Output 1.3:</b> Regional Qualification Regulatory Framework established to enable skills movement across borders
	<b>Output 1.4:</b> Effective gender mainstreaming approach adopted across sectors and economic value chains
<b>Outcome 2:</b> Strengthened Innovation Ecosystems for Active Youth Participation in An Agile Private and Public Sector	<b>Output 2.1:</b> Existing and new innovation hubs strengthened for effective National Innovation Ecosystems and enhanced youth participation
	<b>Output 2.2:</b> Youth and gender-responsive financial services systems to support innovations developed
<b>Outcome 3:</b> Increased Sustainability of Youth-led/Youth-focused SMEs to Boost Performance of Strategic Economic Sectors	<b>Output 3.1:</b> Capacity and knowledge of youth-led SMEs enhanced to enable them to grow as viable and competitive businesses.
	<b>Output 3.2:</b> Youth-led SMEs are supported to access financing and financial services for increased contribution to strategic sectors
	<b>Output 3.3:</b> Trading capabilities of SMEs and their benefit from the AfCFTA enhanced
<b>African Union Alignment</b>	Project synchronised with the AU Medium-Term Framework and Agenda 2063 Second Ten-Year Implementation Plan (STYIP) and the African Women's Decade for Financial and Economic Inclusion (2020-2030).
<b>Participating Countries</b>	The Initiative is designed to collaborate with and support all AU Member States by crafting a delivery model driven by Member States and aligned with their systems. This will be realised through a cohort of countries that will champion the implementation of activities under each priority area in the preparatory phase. Thus, Member States' readiness and interest are essential to the engagement criteria.
<b>Implementation Framework:</b> Partners and Counterpart(s)	Implementation modalities for the Initiative are inherent within the AUDA-NEPAD planning, management, and delivery systems. Core partners are AU Member States, Regional Economic Communities, and relevant Development and Technical Partners. There are different partners for different countries for the same outcome.
<b>Preparatory Phase</b> (Start and End Dates)	January 2023 to June 2024

<b>Main Phase</b> (Start and End Dates)	June 2024 to June 2029
<b>Contribution to AUDA-NEPAD Strategic Framework</b>	Alignment with Regional (within Africa) and Global development trends
<b>Contribution to Africa Union 2063 Aspirations and Goals</b>	<p>ASPIRATION 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development; GOAL (4) Transformed Economies (PRIORITIES Sustainable and inclusive economic growth, STI driven Manufacturing / Industrialization and Value Addition. Economic diversification and resilience)</p> <p>ASPIRATION 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law; GOAL (12) Capable institutions and transformative leadership in place (PRIORITIES Institutions and Leadership; Participatory Development and Local Governance)</p> <p>ASPIRATION 6: An Africa whose development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children; GOAL (17) Full Gender Equality in All Spheres of Life (PRIORITIES Women and Girls Empowerment); Violence and Discrimination against Women and Girls); GOAL (18) Engaged and Empowered Youth and Children; (PRIORITIES Youth Empowerment)</p> <p>ASPIRATION 7: An Africa as A Strong, United, Resilient and Influential Global Player and Partner; GOAL 20 Africa takes full responsibility for financing her development (PRIORITIES African Capital market; Fiscal system and Public Sector Revenues; Development Assistance)</p>
<b>Alignment and Contribution to SDGs</b>	The project aligns itself with the following SDGs: SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation, and Infrastructure; and SDG 10: Reduced Inequality.
<b>Total PREPARATORY PHASE Budget</b>	The AUDA-NEPAD Energize Africa overall budget estimate for the Preparatory Phase (January 2023 to June 2024) is to the tune of USD 10,164,224 inclusive of USD 1,137,000 for overall coordination of the programme and stakeholder engagements.



## ACRONYMS

<b>AfCFTA</b>	African Continental Free Trade Area Agreement
<b>APRM</b>	African Peer Review Mechanism
<b>AU</b>	African Union
<b>AUC</b>	African Union Commission
<b>AUDA-NEPAD</b>	African Union Development Agency
<b>CAADP</b>	Comprehensive African Agricultural Development Programme
<b>CFTA</b>	Continental Free Trade Areas
<b>CoE</b>	Centres of Excellence
<b>EAI</b>	Energize Africa Initiative
<b>GSMA</b>	Global System for Mobile Communications Association
<b>HoSG</b>	Heads of State and Government
<b>HSGOC</b>	Heads of State and Government Orientation Committee
<b>ICT</b>	Information and Communication Technologies
<b>IDIA</b>	International Development Innovation Alliance
<b>IES</b>	Innovation Ecosystems Summit
<b>ILO</b>	International Labour Organization
<b>IPR</b>	Intellectual Property Rights
<b>KMPE</b>	Knowledge Management and Programme Evaluation
<b>MOU</b>	Memorandum of Understanding
<b>MS</b>	Member States
<b>MSMEs</b>	Micro, Small and Medium Enterprises
<b>NEET</b>	Not in Employment, Education or Training
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NGOs</b>	Non-Governmental Organisations
<b>PAP</b>	Pan African Parliament
<b>PIDA</b>	Programme for Infrastructure Development in Africa
<b>PITT</b>	Participatory Monitoring and Evaluation Framework
<b>PDCP</b>	Programme Delivery and Coordination Directorate
<b>R&amp;D</b>	Research and Development
<b>RECs</b>	Regional Economic Communities
<b>SMEs</b>	Small and Medium Enterprises
<b>STI</b>	Science, Technology and Innovation
<b>STISA</b>	Science, Technology and Innovation Strategy for Africa
<b>STYIP</b>	Second Ten-Year Implementation Plan
<b>UN</b>	United Nations
<b>UNGA</b>	United Nations General Assembly

## DEFINITIONS

**ACCELERATOR** – An accelerator is a structure that offers cohort-based and fixed-term programmes to support growth-stage ventures to achieve scalability and self-sufficiency by offering advisory services, mentorship, workshops, networks and usually investments in cash or in-kind.

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**AUDA-NEPAD FLAGSHIP PROGRAMME** – AUDA-NEPAD will also implement Catalytic AU Flagship Programmes. These are distinct national, multi-national or regional programmes designed and implemented primarily for catalytic transformation. The programme will: (a) demonstrate solution/s or (b) investigate the problem/identify a solution, or (c) prime some partnership arrangements, especially in private-public-civil society collaborations and joint implementation deals.

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**CO-WORKING SPACE** – A co-working space is a shared physical workspace that provides office facilities and a community to start-ups, small companies and independent workers - offering reasonable and flexible contracts for its users and encouraging peer-learning, networking, capacity development, and collaboration.

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**ECOSYSTEM** – An ecosystem is a dynamic framework encapsulating a mix of stakeholders – start-ups, hubs, investors, academic institutions, public institutions, and corporations - that interact with each other to take hold of new opportunities, encourage innovation and strengthen the overall business environment for entities at different stages, sectors, and geographical locations.

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**GENDER EQUALITY** – Refers to the absence of discrimination based on gender in allocating resources and benefits or accessing services, rights and opportunities. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity of different groups of women and men. Gender equality between women and men is seen as a human rights issue and a precondition for and indicator of sustainable people-centred development.

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**HACKATHON** – A hackathon is a tech-focused event taking place across a set timeframe which can usually span between one day to a week, and that gathers specialists in computer programming, digital creation, technology or software development to collaborate on specific ideas or concepts to find solutions to a problem or to design, develop and create Minimal Viable Products.

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**HUB** – A hub is a centre, structure or network comprising actors supporting or facilitating the development of an environment conducive to entrepreneurship or innovation. Cities are also often defined as hubs when they represent important nodes for business and investment.

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**HACKERSPACE AND MAKERSPACE** – A makerspace is a physical facility or lab fitted with machinery, technological tools, and other equipment to help communities and individuals co-create and explore ideas, create prototypes, and test products, as well as develop technical skills and knowledge.

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**INCUBATOR** – An incubator is a support structure that helps early-stage start-ups transform from idea to venture by offering advisory services, resources, workshops and hands-on training that guide entrepreneurs in defining and refining their business models and value propositions with the goal of becoming sustainable businesses. They sometimes have a limited pool of cash to support businesses.

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**INITIATIVE** – is the readiness and ability to initiate action that requires the convergence of several other important stakeholders.

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**INNOVATION** – In its broadest sense, innovation covers the activities and processes associated with generating, disseminating, adapting and utilising technology and knowledge. Only when the knowledge is converted into products and processes and used by society in an economically meaningful way it becomes an innovation (Anonymous). Innovation is a new solution with the transformative ability to accelerate impact. The solution can be a product or service fuelled by technology or involve new working methods, business models, or other pathbreaking improvements in delivering essential services to solve a complex problem (IDIA).

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**INNOVATION ECOSYSTEM** – is the evolving set of actors, activities, and artifacts, and the institutions and relations, including complementary and substitute relations, that are important for the innovative performance of an actor or a population of actors. It is “a community of interdependent heterogeneous actors coordinated through a co-alignment structure who collectively deliver an ecosystem-level output”. It is also “co-innovation networks, in which actors from organisations concerned with the functions of knowledge production, wealth creation and norm control interact with each other in forming co-evolution and interdependent relations (both direct or indirect) in cross-geographical contexts, and, through which new ideas and approaches from various internal and external sources are integrated into a platform to generate shared values for the sustainable transformation of the society”.

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**INNOVATION HUB** – An innovation hub is a learning, ideating, and co-creation centre. It serves as a community that nurtures innovative ideas and market disruption and supports creative ways of solving problems by offering on-the-ground support across the entirety of the start-up lifecycle.

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**INNOVATION SYSTEM** – “the network of institutions in the public and private sectors whose activities and interactions initiate, import, modify and diffuse new technologies.” (Freeman, 1987). “... the elements and relationships which interact in the production, diffusion and use of new, and economically useful, knowledge ... and are either located within or rooted inside the borders of a nation-state.” (Lundvall, 1992) “... a set of institutions whose interactions determine the innovative performance ... of national firms.” (Nelson, 1993) “the national institutions, their incentive structures and their competencies, that determine the rate and direction of technological learning (or the volume and composition of change generating activities) in a country.” (Patel and Pavitt, 1994) “That set of distinct institutions jointly and individually contribute to the development and diffusion of new technologies and provides the framework within which governments form and implement policies to influence innovation. As such, it is a system of interconnected institutions to create, store and transfer the knowledge, skills and artefacts which define new technologies.” (Metcalf, 1995)

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**PORTFOLIO** – It is a grouping of individuals or organisations that have either completed (part of) a hub programme or are beneficiaries of direct or indirect investment by an investor or Fund.

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# 1. INTRODUCTION

## 1.1 Scope and Rationale

The AUDA-NEPAD Energize Africa Initiative (EAI) is a direct response to calls from Member States for concerted and sustained gender mainstreaming interventions to deliver, at scale, income (job and entrepreneurship) opportunities for young women and men, with a particular emphasis on young women. Africa is the continent with the most youthful population worldwide. As of 2022, about 60% of the population was under 25. By 2035, Africa's working-age population is expected to grow by 450 million or nearly 70%<sup>1</sup>. The youth represent a significant asset base (in terms of intellectual and technical skills, etc.) in making the African continent globally competitive and helping propel Africa's economic growth and development. On the other hand, Member States continue to highlight the generally low performance of the public service, adversely impacting business and economic performance and inclusive development.

Through extensive consultations with Member States in the second half of 2022, AUDA-NEPAD leadership has explored options for bold circumstance-specific and results-driven and gender-responsive interventions to rally increased the participation of young women and men in economic activities - utilising their skills and competencies to reinvigorate competitive, resilient and highly productive economic, industrial as well as public service activities. Therefore, the AUDA-NEPAD Energize Africa Initiative is a unique AU flagship initiative responding to Member States' expressed needs. The Flagship Initiative elaborates context-specific problem-solving programme interventions aimed at galvanising concerted systems-based **policy decision** and **set of actions** to deliver change, specifically in terms of more effective, efficient, fit-for-purpose and accountable public service delivery systems and, on the other hand,

mutually complementary expended income opportunities for youth employment and entrepreneurship on the other. The Initiative will rally desired active political will and interests, technical capabilities and intellectual asserts, institutional alignment, and investment financing resources from various sectors, disciplines and levels into **active** and systematically coordinated Interventions.

The Initiative brings in systems-wide integrated approaches to delivery, at scale, transformative impact along Africa's Agenda 2063 goals and targets. Specifically, the Initiative will catalyse and facilitate the expansion of local capacity to engage and use the skills and competencies of young women and men in robust economic and industrial activities, thereby opening up more income (jobs and entrepreneurship) opportunities for young women and men take into account the different roles and responsibilities assigned to women and men in a specific socio-cultural, economic and political context and their diverse needs. In this way, the Initiative will directly contribute to accelerating gender equality, transformational change and impacts on key Agenda 2063 goals.

The Initiative comes within the overall scope of the AUDA-NEPAD programme of work. It will be implemented and supported through collaborative and partnership alliances and joint programmes. Engagement and participation of Member States remain one of the cardinal pillars driving implementation and rationale for the Initiative. An increasing number of Member States have endorsed the idea and pledged to collaborate in domestication and execution in their countries.

The concept of the Initiative was formally launched in September 2022 in a series of public events held in the margins of the 2022 United Nations General Assembly (UNGA). Several potential partners have also expressed willingness to collaborate and support the Initiative in either technical or investment financing form.

<sup>1</sup> The World Bank (2017) Creating Jobs for Africa's Growing Population. Available at: <https://www.worldbank.org/en/topic/competitiveness/publication/creating-jobs-for-africas-growing-population>

### 1.1.1 Positioning of the Energize Africa Initiative



**Figure 1 - Four Lenses of the Energize Africa Initiative**

As partners and collaborators expand in numbers and diversity, EAI is a growing 'movement' driven by the initiative's unique agenda and innovative solutions to young women and men's inclusion in economic transformation efforts. The movement is growing in readiness and ability to initiate action that converges many important stakeholders, garnering stronger political will, common interests, technical, intellectual, and financial resources, capabilities and assets. Greater institutional alignment in this movement will lead to systematically coordinated interventions and

investment financing resources across sectors. EAI adopts a youth-centred approach in conceptualising, designing and implementing its programmes and activities. The youth are the main catalysts in driving public service reforms, innovation ecosystem transformation, and more dynamic youth-led and owned businesses. EAI, therefore, has youth as the main beneficiaries of the interventions. A key measure of success will be the visibility of young women and men, their leadership, innovations, and energy in all activities of the Initiative.



## 2. DEVELOPMENT PROBLEM (CHALLENGES AND OPPORTUNITIES)

### 2.1 Situational Analysis

Africa is the youngest and fastest-growing continent in the world. Studies show that by 2030, the number of young people in the African labour force will increase to 375 million<sup>2</sup>. According to the International Monetary Fund, the current forecast on population growth on the continent, more young Africans will be entering the workforce each year than in the rest of the world combined by 2035. However, the challenge with this growth trajectory is the significant gap between the number of young people seeking work and the limited opportunities available. Moreover, there is a mismatch between the skills of young people entering the workforce and the needs of employers or requirements to start a business.

The general exclusion of young Africans from the mainstream economy and business sector, national economic policy praxis, and public service structures and delivery is present in all African nations on which the EAI is directly focused. In addition, the otherwise creative young Africans generally cannot convert their “daring fresh ideas” and potential innovations into vibrant businesses that drive entrepreneurship. Furthermore, young people are often side-lined from decision-making, and their potential and ideas are not part of mainstream research.

Energize Africa Initiative, therefore, embraces the call to action by the African Union Youth Charter proclamation, and the initiative will be an implementation platform of the charter. This Initiative draws on the charter’s recognition **“that the young women and men are partners, assets, and a prerequisite for sustainable development and the peace and prosperity of Africa with a unique contribution to make to the continent’s present and future development”**. EAI seeks to invigorate and utilise the innovativeness and creativity of Africa’s youthful population in driving the growth and transformation of African economies through the creation of jobs, innovation, and entrepreneurship.

#### 2.1.1 Low performance in public service delivery systems

Public Service delivery remains a pressing issue throughout Africa and, from the perspective and experience of

general populations, constitutes one of the underlying “development factors” of primary concern. Moreover, the public service currently hardly harnesses the youthful workforce (most just graduated from Universities and Colleges) to reinforce specialised-expert capacities in public service. Youth representation in public institutions is critical to ensuring that public decisions take into account different perspectives, policy solutions benefit from a range of experiences and skills, and that policy outcomes are sustainable and responsive to all citizens’ interests, needs and specificities OECD (2020), There is an urgent need for public service systems to use fast-emerging technologies and innovations for efficient and effective management and delivery systems: For example, improving on timeliness, predictability, accountability, and value for money. Policies do not include the concerns of younger citizens, even though the youth make up nearly 60% of the total population.

The experiences of COVID-19 are just one case in point that put a spotlight on the inadequacies and fragilities in public service delivery systems. This is significantly and directly affecting not just the quality of livelihoods but also one of the critical factors constraining economic growth. Calls for better (effective, efficient and appropriate) public service provision are urgent and imperative. Africa’s public service performance lags behind other developing countries and is considerably more inefficient and costly (Foster & Briceno, 2010<sup>3</sup>). As an enabler to business and economic growth undertakings, the low/poor public service delivery factor becomes a fundamental constraint in member states’ economic growth and development efforts.

The reasons for this low performance in public service delivery vary across the continent, and they are also dynamic and range from technical to social issues, including values and norms. One common thread on the social factor is that of skills and competencies, especially on the enormous inclusive economic development agenda. As the delivery of public goods and services becomes more complex, the public sector’s resilience to adapt and respond to both (a) what is delivered and (b) how it is delivered becomes an issue of critical attention for all member states. It is of concern to governments and the public sector as much as it is for the private sector.

<sup>2</sup> [https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS\\_570043/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/mission-and-objectives/features/WCMS_570043/lang--en/index.htm)

<sup>3</sup> Foster, Vivien; Briceno-Garmendia, Cecilia. 2010. Africa’s Infrastructure: A Time for Transformation: A Time for Transformation. Africa Development Forum. World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/2692> License: CC BY 3.0 IGO.

### 2.1.2 Challenges to achieving gender equality and women's empowerment

Women's empowerment means women's ability to participate equally in social, economic, and political spheres. It further denotes their access to and control over productive resources, decent work, control over their own time, an increased voice and meaningful participation in economic decision-making at all levels, from the household, the neighbourhood, the community, and parliaments to international institutions. Women are the backbone of our African societies; thus, they foster economic growth and sustainable development when empowered. Without their equal and effective participation in all spheres of life, the vision of Agenda 2063 will not be attained.

Across the economic sectors, African women play a vital role yet lack supportive systems. Regarding gender empowerment, the link between political commitments and operational implementation is yet to be connected. The AU gender frameworks and policies consistently lack progress reports on domestication and implementation by the Member States, presenting difficulties in accurately tracking, monitoring, and evaluating progress made in women's equality and empowerment. Furthermore, there are no consequences for failing to report on gender mainstreaming, further weakening the enforcement and implementation system. Limited resources additionally weaken commitments to gender equality and women's empowerment.

### 2.1.3 Innovation Ecosystems for Innovation and Entrepreneurship Performance

Innovation and entrepreneurship are critical for systemic development in Africa. The potential creativity and innovativeness of Africa's youth have to be activated by purposefully engaging them as major players in four (4) ecosystems: knowledge, innovation, digital, and entrepreneurship. Creativity is learned and is a matter of ideas, knowledge, time, and effort. The youth have fresh ideas and need practical support to pursue them. EAI is the conduit to engage the youth in Africa's development. For EAI to address some of Africa's unique challenges and realise the goals and targets of Agenda 2063 (and Agenda 2030), there is a need to invest in knowledge and technology development research. A starting point could be for African countries to fund research and development to achieve the 1% Gross Expenditure on R&D as a share of their Gross Domestic Product set by the African Union. To date, no African country has

achieved this level of investment in R&D performance—a critical driver of knowledge (i.e., generation and use), technological progress, and innovation. However, innovation performance is supported by both R&D and non-R&D activities. High economic returns usually driven by radical innovations (compared to incremental) are knowledge-based and medium-to-high R&D-intensive. For example, sectors such as digital technology (i.e., semiconductors, telecommunications, software, and IT services), aircraft manufacturing, pharmaceuticals, computers, electronic and optical products, and computer software are highly R&D-intensive. Sectors such as the chemical industry (excluding pharmaceuticals), transportation equipment (excluding aircraft), electricity and other mechanical equipment, information technology services, and scientific instruments are medium R&D-intensive.

In Africa, the knowledge-based economy is lagging, and most economic activities are within the low R&D-intensive category. The inability of most African countries to accurately measure and communicate the value of both R&D and innovation performance is among the main reasons why governments and businesses do not invest much in research and innovation activities. Here, it is important to restate one of the key messages from the 2009 Commission on the Measurement of Economic Performance and Social Progress (the "Stiglitz-Sen-Fitoussi" Commission, SSF) that *"what we measure affects what we do. If we measure the wrong thing, we will do the wrong thing. If we don't measure something, it becomes neglected, as if the problem didn't exist"*.

The socioeconomic well-being of a country is largely determined by its ability to innovate continuously: African countries are no exception. Innovation power relies on an invention, adoption, and adaptation loop that fuels more innovation. The feedback cycle is energised by the interplay among the government, start-ups, hubs, investors, academic institutions, public institutions, and corporations. Meaningful innovation requires knowledge (i.e., both R&D-derived and non-R&D; codified and non-codified or tacit) and an integrated policy framework to strengthen the entire innovation value chain (i.e., ideation (or idea flow), idea development (invention, implementation and execution), and the diffusion of developed concepts (commercialisation)) at individual, community, firm, subnational and national levels. The framework should put in place policy instruments that range from financial support to developing innovation ecosystems (IEs).

For EAI, the IEs will cultivate and support innovation (at large scale, speed, and cost advantage) and “mass entrepreneurship in both the formal and informal sectors of economies across Africa. The strategic inputs to the envisaged virtuous cycle of innovation performance are the *youthful population* (both employed, unemployed and business owners), the *informal* and formal sectors, *digital technologies*, the increasing number of “*innovation hubs*” in the AU Member States, and AUDA-NEPAD programmes and projects on R&D and Innovation performance measurement. EAI is one of the thoughtful approaches to creating and managing innovation pipelines across African economies. To build a strong IE, there is a need to identify the key factors that generate system dynamics and how such dynamics influence the outcomes of specific ecosystems.

In most African countries, few programmes and policies are targeted to leverage innovation and entrepreneurship as sources of job creation, wealth creation and economic growth. Frontier sectors engaged in thematic activities that are knowledge-based, data-intensive and digital have led to industries driving innovation, entrepreneurship, economic growth and wealth creation globally. There is a need for Africa to intensify and upscale its participation in these frontier sectors to address its unique challenges. A formidable pathway is provided by an innovation ecosystem approach that draws from the innovative and entrepreneurial potential of the continent’s youthful populations (rural and urban) engaged (or unemployed) in formal and informal economic activities across all sectors of the economy. The presence of ecosystems specific to activities is a key building block for both innovation and entrepreneurship. Innovation ecosystems are distinctive and special (i.e., in terms of leveraging Africa’s youthful populations for creating jobs, economic growth and improve living standards for people in Africa) compared to innovation systems in that they (1) are comprised of a broader spectrum of heterogeneous participants from across multiple socio-economic sectors (and transcend boundaries) in various roles, (2) facilitate a systems-level output delivery that is greater than any single participant could deliver alone, (3) nurture interdependencies among ecosystem participants, and (4) coordinate interactions by alignment of structures that enable ecosystem participants to specialise in specific roles that are not necessarily defined by formal contracts. Therefore, sensing innovation and

entrepreneurship opportunities requires an ecosystem perspective that integrates many fields that shape our understanding of the potential for growth in each sector of the aggregate African economies. As part of EAI, it is important to identify specific examples of productivity improvements enabled by innovation and entrepreneurship in both the formal and informal economies as well as the share of sectoral growth to the overall economic performance.

An “innovation ecosystem” is the term used to describe the various players, stakeholders, and community members critical for innovation. An innovation ecosystem includes universities, government, corporations, start-up accelerators, venture capitalists, private investors, foundations, entrepreneurs, mentors, and the media. Each plays a significant role in creating value in the larger ecosystem by transforming new ideas into reality through access and financial investment. Local, state, and federal entities can and should play a part in developing the ecosystem. Therefore, diagnostic analysis and understanding of the building blocks, linkages (i.e., strong and weak), cause and effect, optimisation, networks, and feedback loops are necessary to build strong IEs. Most African countries have established innovation hubs as part of the university or near universities to foster strong linkages and interactions with several “special innovation actors”. The EAI must use these “innovation hubs” as a basis or pathfinder for strengthening several of the building blocks of a strong IE (i.e., a fountain of innovation performance and entrepreneurship).

**Status and current developments<sup>4</sup>:** Strong innovation ecosystems are the oxygen or lifeline for optimal innovation and entrepreneurial performance in all socio-economic sectors across Africa. The role that innovation hubs have been playing in catalysing the debate on technology across Africa over the past years has led more stakeholders, ranging from governments to the private sector, to investigate further the work these organisations do and the challenges they face in providing portfolio companies with the right type and degree of support, whilst also achieving financial sustainability.

According to the Global System for Mobile Communications Association (GSMA), the number of identified hubs grew from 314 to 442 from 2016 to 2018 and, as of the second quarter of

<sup>4</sup> This section is based on the publication: Building A Conducive Setting for Innovators to Thrive a Qualitative and Quantitative Study of a Hundred Hubs Across Africa Authors and Editors Dario Giuliani, Founder and Director, Briter Bridges Lisa Hannah With, Co-Head of Research, Briter Bridges Anna Ekeledo, Executive Director, AfriLabs Temitope Isedowo, Director of Programmes, AfriLabs 25<sup>th</sup> October 2019

2019, stood at 618 across 50+ African countries. These hubs include coworking spaces, incubators, accelerators, hybrid hubs with affiliations to universities and/or governments, maker spaces and technology parks. It is essential, however, to note that around 25% of these hubs do not offer any support to companies other than providing physical, often shared facilities for entrepreneurs to work safely and hassle-free. Still, the majority – almost 500 of the hubs – provide some degree of in-kind or cash support.

Almost half of the existing hubs consist of non-profit organisations or donor-funded organisations. 60% of all respondents claimed to receive external funding, and among the donors, corporate sponsors, philanthropic organisations, and NGOs have proven to be the most active funders. Most hubs surveyed claimed to have received less than \$100,000 in funding from various sources. Several hubs establish strategic affiliations with corporate bodies, often including some extent of asset sharing such as cloud, servers, optic fibre, etc. Several hubs also partner with their local government or international subsidiaries to get support for their activities. According to the surveyed hubs, most funding primarily covers operational costs and programmes. Wages and facilities still represent the highest costs on average, whilst energy and rent-related costs vary, depending on whether the hubs are located in areas with unreliable access to electricity or in costly neighbourhoods.

The research conducted by Briter Bridges and the GSMA Ecosystem Accelerator programme also identified over 150 hubs that have shut operations in the last few years due to the lack of maturity and diversity of specific business models adopted across the continent – a volatility which lies at the foundation of a growing debate around the sustainability of such hubs and their actual role in the tech ecosystem, bankruptcy, pivoting, or the expiration of their mandate.

The study found that hubs are often to be identified as safe, enabling spaces for young innovators rather than necessarily venture builders – e.g., organisations able to drive their portfolio companies onto a direct path to scale – and the data show how such hubs are often involved in a variety of initiatives that concur to promote the creation of a conducive ecosystem where entrepreneurs and other stakeholders can collaborate and promote their ideas.

Insights from hub managers also suggest that more significant financial support and collaboration within the ecosystem are vital success factors for hubs to deliver their services efficiently and sustainably.

The survey highlights that hubs adopt three (3) main revenue streams: 1) a membership fee to use facilities; 2) donor funding to sustain operations and run start-up support programmes; 3) consulting, which was identified as the most significant additional revenue stream by 40% of the hubs. Such consulting often takes the form of innovation-related research and programme implementation for specific donors. In addition, hubs with enough space capacity charge rent for events, while others offer paid training or partnership fees.

Hubs typically offer two types of support: 1) in-kind, which includes training, advice, and facilities; 2) financial support through programmes. In-kind support comes in the form of one-to-one mentorship or through workshops and boot camps.

In summary, the challenges with innovation include:

- Insufficient investment capital;
- Weak infrastructure, especially power;
- Scarce and costly skilled workers;
- Scarce and costly high-speed internet;
- Unhelpful regulatory framework;
- Limited enabling policy environment; and
- Barriers to business entry, including prohibitive Bureau of Standards issues for start-ups;
- Young women and men have limited capacity to protect their Intellectual Property Rights (IPR) and often lose their IPR to unscrupulous investors.

EAI, meanwhile, is exploring and engaging the role of the African Diaspora in the innovation and entrepreneurship agenda and movement. The importance of African diaspora and transnational knowledge production, innovation, and development is of growing acknowledgement and interest. Entrepreneurs from the diaspora are ramping up innovation-led development in Africa<sup>5</sup>. The African diaspora is, therefore, a unique resource that must be harnessed in innovation and entrepreneurial development, aside from well-documented channelling of financial flows back to their countries of origin. The African diaspora is active in many sectors, including media, fintech, sustainable development innovation and services.

<sup>5</sup> Ninon Duval Director Bond'innov. 2022. Entrepreneurs from the diaspora are ramping up innovation-led development in Africa The Private Sector & Development. 11 January 2022

Harnessing this trend is a creative way of reversing the “brain drain”. For example, six million people from the African diaspora live in France (ibid), a market that offers multiple business opportunities across different sectors. Upendo, a French-based creative media agency with an extensive network of producers in French-speaking African countries, distributes content aimed at millennials from the diaspora. In another example, the Ugandan Neobank Eversend, which arrived in France in 2017, claims to provide a “seven times cheaper and 1,000 times faster” money transfer service than traditional banks. The Taptap Send money transfer app, now available in seven European and eleven African countries, has attracted 100,000 customers since it launched in 2018.

African diaspora entrepreneurs increasingly leverage transnational space’s duality to expand economic opportunities in their countries of origin. They traverse entrepreneurial spaces linking their countries of origin (home) and country of residence (host). Contrary to conventional wisdom, the findings<sup>6</sup> indicate that Africans in the diaspora contribute to Sub-Saharan African economic development through entrepreneurial investments. Thus, policymakers need to focus on harnessing its benefits. Some African countries have established government agencies encouraging diasporas to help local communities and provide policy advice.<sup>7</sup> Given the growing evidence of the role of the diaspora in promoting innovation and entrepreneurship back in Africa, EAI will therefore seek to analyse, understand further and harness these developments as part of the EAI movement.

#### 2.1.4 Constricted job and entrepreneurial opportunities for youth and youth-driven SMEs

Young women and men across the continent face many challenges when finding employment. With the highest rates of youth population growth, Africa remains the only region where the youth bulge will continue to grow. This reality will provide an opportunity to reap the demographic dividend or threaten social cohesion and migration as more young people search for opportunities.

According to the International Labour Organization (ILO),<sup>8</sup> out of a working-age population of 776 million persons, 33 million are unemployed, and 286 million are not in employment, education or training (NEET). In 2020, the NEET rate for Africa was estimated at 20.7 per cent, meaning that more than one in five youths had no job or were not participating in education or training. Furthermore, young women remain the most affected demographic by the NEET status, with a gender gap of around 10 percentage points since 2018.

The poor public service performance on youth and economic matters and the limited capacities of innovation ecosystems in Africa exacerbate the barriers to entry. Moreover, promising inventions and innovations face additional barriers occasioned by the poor safeguarding and protection of young people’s IPR frameworks. Outdated regulations and inappropriate and inflated standards further eliminate young women and men from participation and/or viability in start-up businesses. Furthermore, technological innovations are often skewed toward capital and high-skill factors, which may be scarce in most African Countries. The other challenges that plague Africa’s SMEs and business initiatives by young people include:

- i. inadequate supportive markets and infrastructure,
- ii. brain-drain,
- iii. low participation of women in the field of STEM,
- iv. limited sustainable and domestic financing,
- v. inadequate networking systems.

Harnessing the capabilities of young women and men (skills and intellectual capabilities) as a resource to strengthen member states and continental capabilities to drive agile and globally competitive economic growth trajectories will address several of the Agenda 2063 goals in an integrated and systems-based manner. It is one of the underlying conditions for sustainable success in driving the continent’s economic growth and development agenda. This is true regardless of the form and shape of a country’s economy and level of development.

<sup>6</sup> Kshetri NIR 2013 The Diaspora As A Change Agent In Entrepreneurship-Related Institutions In Sub-Saharan Africa. *Journal of Developmental Entrepreneurship* Vol. 18, No. 03, 1350021 (2013) No Access. <https://doi.org/10.1142/S1084946713500210>Cited by:11

<sup>7</sup> Ojo Samya, Sonny Nwankwo, and Ayantunji Gbadamosi. 2023. African Diaspora Entrepreneurs: Navigating Entrepreneurial Spaces in ‘Home’ and ‘Host’ Countries. *The International Journal of Entrepreneurship and Innovation*. Volume 14, Issue 4. <https://doi.org/10.5367/ijei.2013.0126>

<sup>8</sup> International Labour Organisation. [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms\\_737670.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_737670.pdf)



The EAI will directly connect to and enable systems approaches in addressing and attaining critical economic growth and inclusive development goals and targets as set in Agenda 2063, the UN SDGs (Agenda 2030), as well as other sector-specific policy frameworks of the African Union, including the AfCFTA, the CAADP-Malabo and African Union Common Position on Food Systems (Sept 2021; UN Food Systems Summit), PIDA and STISA-24. It will also be aligned with African Women's Decade on Financial and Economic Inclusion (2020–2030). Impacting at the level of systemic capacities, the Initiative will directly connect to and strengthen resilience in Member States' capacities to respond to shocks which have (are) adversely disrupting socio-economic and development trajectories – including the COVID-19 pandemic, emerging innovations and technologies, especially in digitalisation and Artificial Intelligence (AI), the Russia-Ukraine conflict and other internal-external conflicts and civil disruptions, as well as climate change induced shocks (e.g. droughts, floods, desert locust, etc.).

In conclusion, in the current situation, Africa has severely limited capabilities to harness the youthful intellectual and skills capabilities available to drive economic growth and development agenda. The inability to afford the millions of young women and men sustained, let alone decent income opportunities, and the unavailability of decent work manifests in underemployment and high poverty among youth. Most youths fall through social safety nets. The need for urgent and imperative interventions to create jobs and entrepreneurship opportunities for the youth at scale cannot be overstated. The situation has been made worse by the advent of the COVID-19 pandemic and associated measures, which had far-reaching adverse socio-economic effects on populations' livelihoods. As implied thus far, ensuring a critical mass of youth in active employment or entrepreneurship activities is not about doing a favour to the youth but a win-win with broader industrial and economic performance, including enhanced operational excellence in public service delivery capabilities. These are issues, which in Africa, underlie success in all the 20 goals of Agenda 2063 and 17 goals of the SDGs.



### 2.1.5 Significance of Tech-hubs for EAI and some case examples

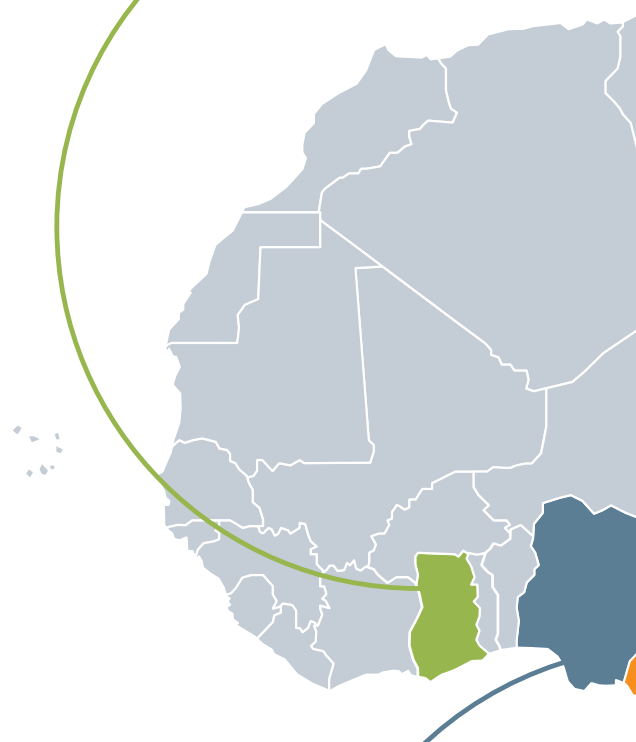
EAI will put the spotlight on tech hubs given the proven track record in Africa of significant transformative power (e.g. M-pesa for mobile banking) and today a growing number of 'innovative' technological solutions in fields such as health, education and agriculture. Africa's biggest cities host the most dynamic tech hubs, and Nigeria, South Africa, and Kenya have the highest number of tech hubs on the continent. According to Dario Giuliani, the founder of Briter Bridges, tech hubs across African cities play a catalyst role that surpasses supporting start-ups. They are safe havens for young people looking for training centres and the promotion of digital literacy.

Africanvibes reviews the "Top 10 Most Innovative Cities In Africa", offering communities the infrastructural support for home-grown innovations. These hubs provide training, access to fast internet, technical support to start-ups, and social and professional networking for tech entrepreneurs. Lagos, Cape Town, Nairobi, Cairo, and Johannesburg each have at least 20 tech hubs and are in the lead. Accra, Casablanca, Tunis, Abidjan, and Abuja have a minimum of 15 hubs each. Bamako, Dakar, Dar Es Salaam, Kampala, and Lomé have a minimum of 10 tech hubs each. With 85 tech hubs, Nigeria has the highest and anchors West Africa, with South Africa in second place at 80 hubs, making these 2 countries the most advanced technology ecosystems in Africa. Kenya comes third with nearly 50 tech hubs and leads East Africa. Egypt is also emerging as a technology focal point in northeastern Africa. Several francophone countries in West Africa, like Senegal and Côte d'Ivoire, are registering sprouts of tech ecosystems.

The regional spread of the top tech hubs allows EAI to explore and sample continental and regional options for strategic interventions and to upgrade current activities. Africanvibes provides a stocktake and assesses the top 10 tech hubs that are depicted alongside by country.

In conclusion, EAI will seek a deeper understanding of the tech hubs, their strategic poisoning regionally and continentally, insights into common challenges such as financial sustainability and explore innovative solutions nationally, regionally and continentally. The best practices of initiatives such as Nigeria's Tech Rally 2023 will serve as key lessons for EAI in networking tech hubs, showcasing how ideas are shared, the leading cause of failures, and emerging best practices.

**MEST (Ghana)**  
 Launched in 2008, Meltwater Entrepreneurial School of Technology (MEST) is an incubator based in Accra. The tech hub helps entrepreneurs establish successful companies that create jobs and wealth. MEST offers critical skills, support, funding, and training in communications, business, and software development to tech entrepreneurs. MEST has subsidiaries in Nairobi, Cape Town, and Lagos. Some start-ups that MEST has supported include Anitrack and Kosmos Energy.



**Co-Creation Hub (Nigeria)**  
 Founded in 2010 in Lagos, Co-Creation Hub (CcHUB) is a multi-purpose incubator space that catalyses creative social technology ventures and promotes collaborations between investors, tech companies, social entrepreneurs, and technologists. CcHUB has supported more than 95 ventures that use technology to solve social problems. The tech hub partners with giant tech companies such as Microsoft, Facebook, and Google. Examples of startups accelerated by Co-Creation Hub include Doctoora, e-Health Ltd, DoLessons, Embinix Automation, and Insights Africa.

**Wenovation Hub (Nigeria)**  
 Established in 2010, Wenovation Hub is a business incubator and accelerator and has registered successes with start-ups and offers networking and social spaces, events, shared workspaces, and digital networks. Wenovation Hub focuses on infrastructure, clean energy, education, healthcare, and agriculture. Within Nigeria, the tech hub has the widest reach with four locations: Kaduna, Ibadan, Abuja, and Ikeja, and works with both startups and established enterprises. Asusu, a digital financial platform that computerises cooperative and lending systems in Nigeria, is an example of a successful startup incubated by Wenovation Hub. Other startups supported by Wenovation Hub include Crop2Cash, Reliance HMO, ProNov, Afrimash, and FarmMonie.

Figure 2 - Top 10 Tech Hubs in Africa

### ActivSpaces (Cameroon)

Founded in 2010, ActivSpaces provides an environment where technology innovations can thrive. The tech hub creates spaces and brings together tech communities where entrepreneurs can work and learn, offering direct support to innovators and enabling them to develop the skills needed to become successful entrepreneurs.

### Flat6Labs (Egypt)

Launched in 2011, Flat6labs tech hub recently launched a new brand identity and is the MENA region's top seed and early-stage venture capital firm currently running the most renowned startup programmes in the region. The tech hub invests in over 100 technology-driven and innovative startups annually, enabling thousands of entrepreneurs to establish businesses and enterprises. By providing investment capital of up to USD 500,000, Flat6Labs supports start-ups during their challenging early days. Support is also given to entrepreneurs to accelerate business growth. Egyptian startups supported successfully include Instabug, Chefaa, Hawaya (previously Harmonica), and Moneyfellows. Flat6Labs invites entrepreneurs in the region to apply online for any of its programmes.

### Iceaddis (Ethiopia)

Established in 2011 in Addis Ababa, Iceaddis is an incubator, innovation hub, and coworking place supporting tech entrepreneurs, start-up founders and university graduates to establish successful businesses by connecting them with technology communities and developers. The tech hub offers a collaborative work environment and facilitates creative events and projects, as well as professional advice and support. The tech hub has incubated several successful startups, including Kartra, Addiscan, and GOSTAR.

### iHub (Kenya)

Founded in 2010, iHub aims to connect entrepreneurs with funders and accelerate technology and social capital use to attain economic prosperity. iHub works with several local and international funding partners, including Google, Facebook, Oracle, and Safaricom. The tech hub has supported and inspired more than 450 start-ups, including M-Farm, a mobile phone service that provides real-time information to Kenyan farmers. M-Farm sends updates on current market prices, agro-supplies in farmers' zone, and weather. Other start-ups include Biashara Africa, Giftchain Africa Ltd, and Secvate Solutions.

### Nailab (Kenya)

Established in 2011, Nailab is a startup incubator based in Nairobi that incubates tech-based companies and offers empowerment programmes that help entrepreneurs set up sustainable businesses. Entrepreneurs learn ways to use technology to solve challenges unique to Africa. Nailab has become a renowned tech hub in Kenya and beyond. The tech hub has incubated several successful startups, including Tusqee, KejaHunt, and MyOrder.

### Silicon Cape Initiative (South Africa)

The Silicon Cape Initiative was launched in 2009 and is an ecosystem enabler offering an inclusive environment for tech-enabled startups. The tech hub invites top entrepreneurs and technical talent and assists them in creating world-class startup companies. Silicon Cape Initiative offers various benefits, including tech tours, curated access to the tech ecosystem, and resources.

### SmartXchange (South Africa)

Established in 2012 in Durban, SmartXchange hub provides enterprise development support and services for start-ups in the electronics, Information and communication technologies (ICT), and media sectors. SmartXchange partners with corporates from these sectors, tertiary institutions, and the government to upskill young entrepreneurs in South Africa. Some of the companies supported by SmartXchange are SMEPlus, Tag Your Delivery, AdNotes, and Mzansi Smart TV.

## 3. OBJECTIVES AND THEORY OF CHANGE

### 3.1 Project Goal and Objectives

Africa's young women and men are innovative, energetic, and already finding solutions to their challenges. Thus the main goal AUDA-NEPA Energize Africa Initiative is to mobilise the potential of young women and men through re-energizing the public and private sector performance.

Specific objectives include:

- i. Accompany (technical Advisory Services; Broker Investment financing and facilitation of training and mentoring) Member States in making appropriate gender-responsive policy and investment choices to deliver transformative at scale;
- ii. Strengthening technical and accountability capacities in public delivery systems in support of economic activities;
- iii. Expanded opportunities for young women and men targeted job and entrepreneurship opportunities.

### 3.2 Theory of Change

#### 3.2.1 General

The developmental challenges that EAI addresses is the exclusion of Africa's youth from the mainstream economy, limited participation in shaping public policy and services that shape the economy, as well as the constrained space and options for converting the ambitions, innovations and business of young women and men, given several barriers of entry in the private sector. EAI's main solution is enhancing and upgrading the participation of African youth in both the public service and innovation ecosystems. Young women and men are strategically positioned in the Initiative as partners, assets, and main beneficiaries. The transformative forces underlying the EAI, therefore, include a) youth as a critical enabler in transforming public sector performance on the inclusive economic development agenda; and b) an improved public sector performance, in turn, accelerating relevant and responsive innovative ecosystems to youth-owned MSMEs, and c) regional integration energies that offer advantages of scale in terms of skill pooling and mobility – working towards narrowing the critical skills gap, expanded markets, and greater institutional collaboration.

The premise is that Africa's youth capabilities will be harnessed to drive accelerated and inclusive socio-economic growth through innovation and improved public service delivery. Towards this end and in line with the Africa Youth

Charter, the Energize Africa Initiative will require collaboration with Africa's youth to ensure that their voices and insights guide the implementation of the Programme's strategy. Consultations with young people will enable young people to be more than beneficiaries of the programme but place emphasis on driving the programme. Additionally, their input is critical in developing programmes, policies, and decisions that affect youth employment.

The African Union (AU) and other relevant regional entities partner and collaborate to support AU Member States to engage young women and men in strategic public-private functions while strengthening national and regional innovation ecosystems in delivery. To achieve that, AU Member States improve regulatory frameworks domestically and harmonise regionally to facilitate the mobility of skills across borders.

Given the significant presence of innovation hubs on the African continent, yet with limited impact on youth, achieving more active youth participation requires greater responsiveness in both private and public sectors. Moreover, the sustainability of any success requires growing and diversifying economies, especially in the strategic economic sectors. This also requires enhancing the organisational capacities of MSMEs to be more competitive, with improving access to gender-responsive and diversified financing and financial services systems. Particularly for young African women, existing gender inequalities have built significant barriers that challenge their access to employment and business opportunities. Therefore, to effectively harness the capacities of Africa's most significant asset: its young people, it is critical to apply an optimal gender lens throughout the initiative's cycle to break down the barriers and challenges that hold back the African youth and hamper the economic growth and development of our continent.

EAI foresees transformation in the private sector as young women and men are supported in their efforts to create a platform or a movement for mobilising people, governments and established businesses, rallying youth, forcing a rethink and mindset shift across the board concerning the role of the youth, their economic inclusion, as EAI provides AU Member States with cutting edge knowledge, skills, and political commitment to young Africans. Additionally, it aims to support the private sector delivery of services to young women and men through increasing access to incubator hubs and providing support structures that assist early-stage start-ups in transforming ideas into business ventures.

### 3.2.2 What EAI Will Achieve

EAI will upgrade the role and capabilities of young Africans in driving inclusive socio-economic development, improving the effectiveness and quantum of youth participation in public and private sector service delivery. Existing and new innovation hubs and national innovation ecosystems will be strengthened for enhanced youth participation. MSMEs' capacities and knowledge systems will be enhanced to access financing and financial services more effectively as they grow into more viable and competitive businesses. EAI interventions will assist the trading capabilities of youth-led businesses to benefit from national, intra-regional, and interregional trade.



## 4. PROGRAMME DESIGN

### 4.1 Programme Vision, Strategic Impact, Outcomes-Outputs

The AUDA-NEPAD Energize Africa Initiative (EAI) is designed within the overarching AU Agenda 2063 vision, specifically focusing on fostering Enhanced Economic performance and Inclusive Development for Africa.

The **IMPACT** intended by EAI is that Africa's youth capabilities are harnessed to drive accelerated and inclusive

socio-economic growth *through innovation and improved public and private sector service delivery* (Figure 3).

The overall **STRATEGY** for EAI is: *Enhance the ability of AU Member states to engage youth in strategic public-private functions while strengthening national and regional innovations and innovation ecosystems.*

To achieve the intended Impact, the programme has **three (3) Outcomes** that add to the Impact. Each Outcome has a number of Outputs and Activities identified for each Output (Annex Table A1).

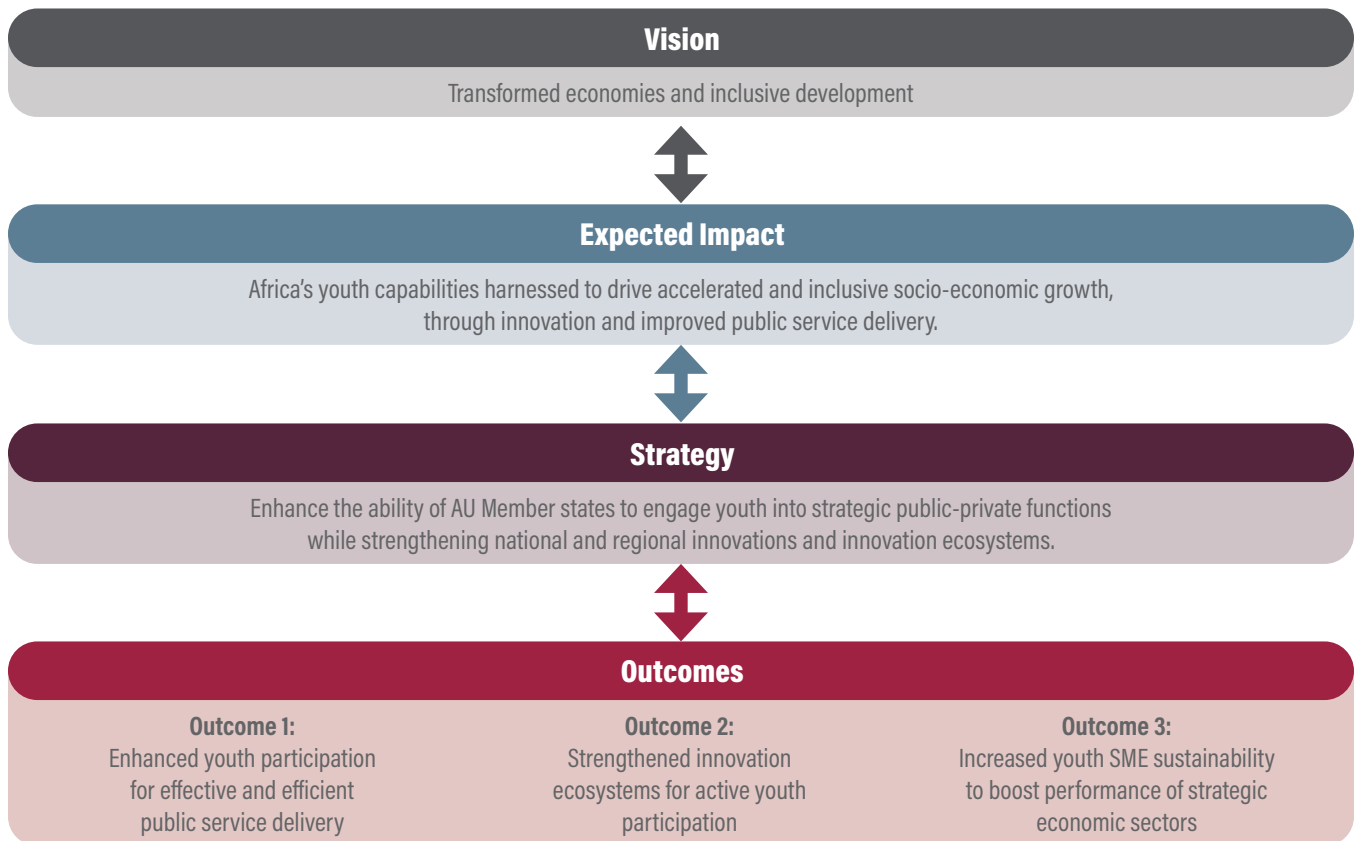
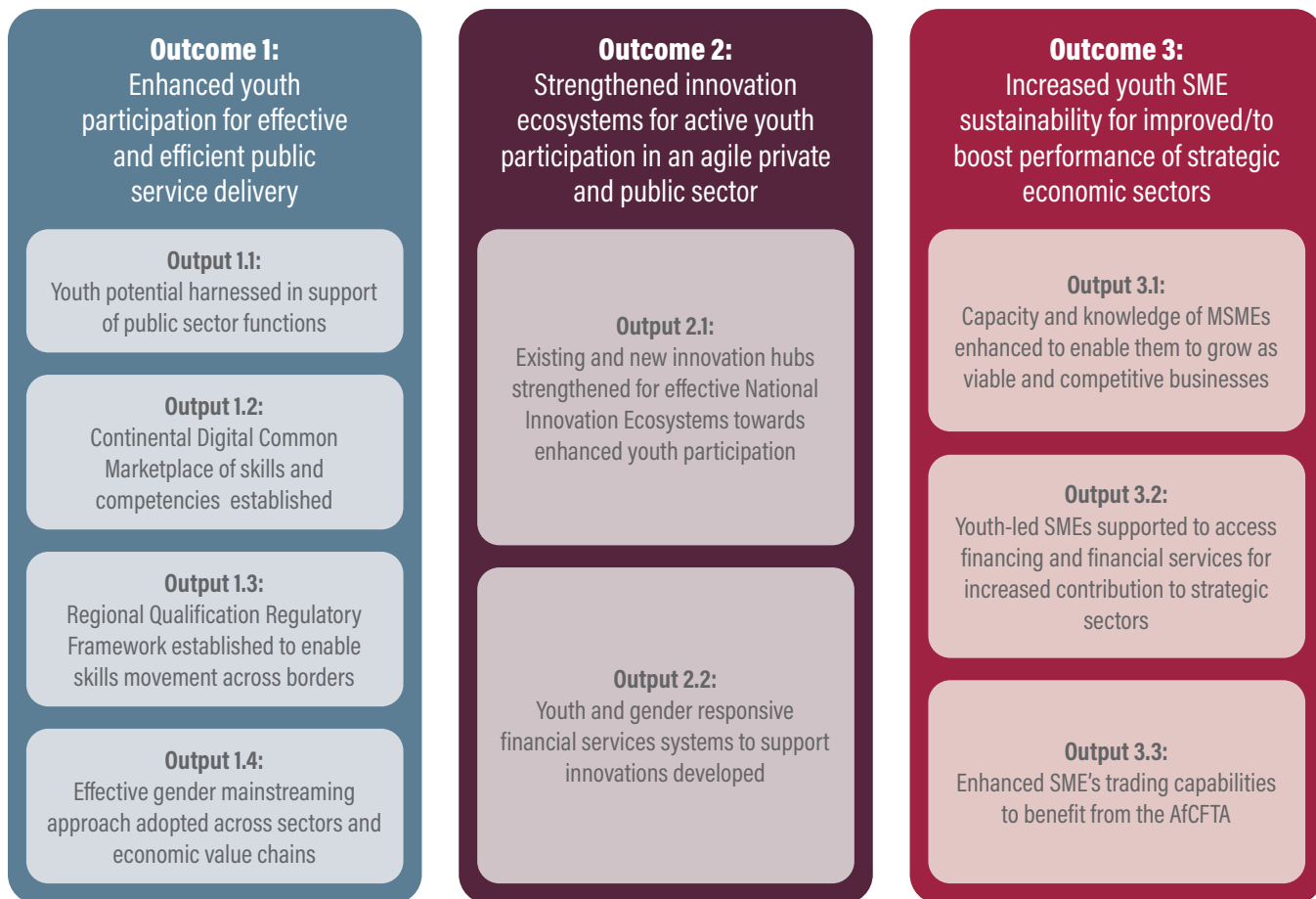
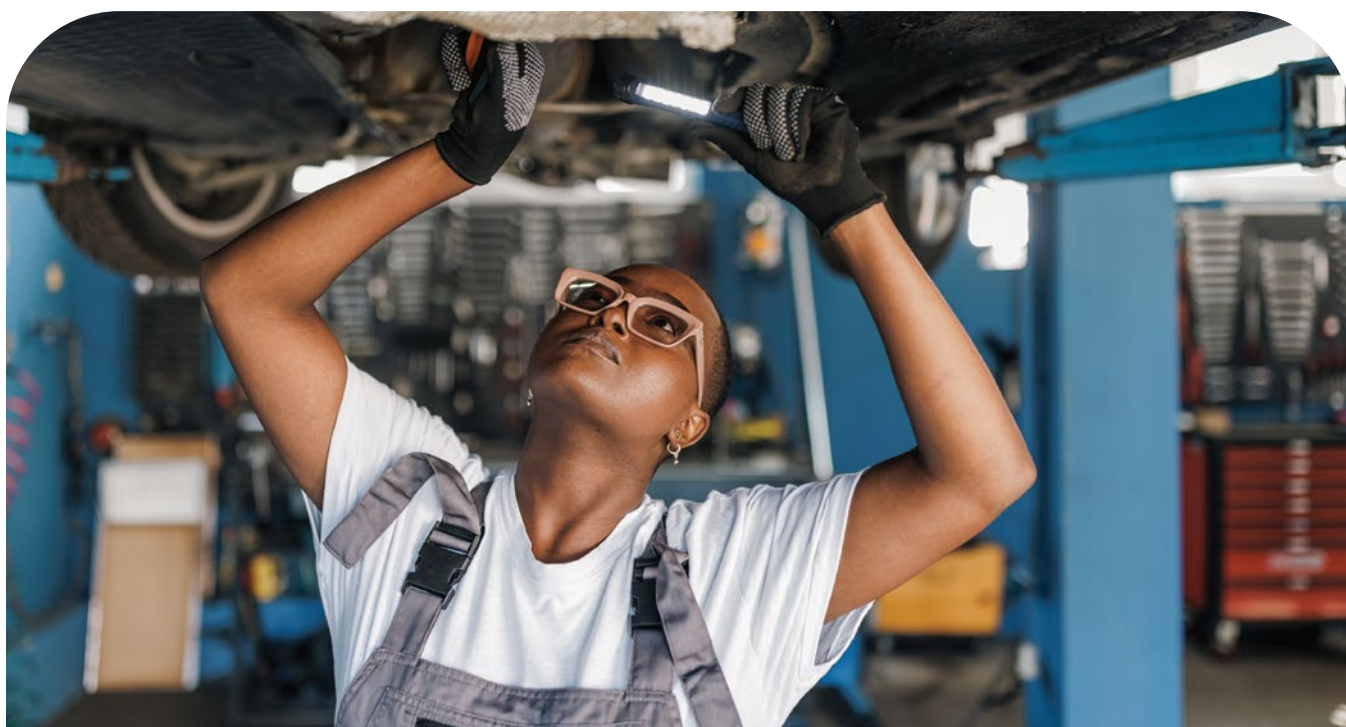


Figure 3 - AUDA-NEPAD Energize Africa Initiative Impact Pathways



**Figure 4 - AUDA-NEPAD Energize Africa Initiative Outcomes**

The outputs feed into the outcomes forming the pathways towards the Programme Impact, essentially catalysing transformational change. This especially concerns systemic capacities to identify, adapt or innovate local problem-solving interventions and practices. This has implications for the delivery character of the Programme and the duration.



## 4.2 Phased Programme Rollout

With the possibility of additional phases, the Programme is currently designed in a two-phased strategy with an initial **Preparatory Phase** of 18 months followed immediately by an **Expansion and Scaling-Up** Phase of five (5) years.

### 4.2.1 Preparatory Phase: January 2023 to June 2024

With the actual implementation and outcome-output delivery functions, the Preparatory Phase will also embrace and give deliberate attention to building the programme's foundation pillars, including generating backup evidence and science, benchmarking and determining or validating baselines. A detailed implementation phase work plan and budget will be completed by the end of the Preparatory Phase.

Some of the key aspects include:

- Engaging with youth-focused envoys, representatives and offices of regional organisations on advancing youth issues and youth empowerment for Member States' consideration. Consultations, on-the-ground knowledge and expertise of these organisations are the bedrock of the Energize Africa Initiative. Partnering with youth-led organisations and placing them at the centre of the initiative and as drivers of the Initiative in seeking solutions to youth employment is a priority
- Cultivating necessary partnerships and alliances as well as related implementation and knowledge-experience-sharing platforms
- Initial delivery and execution capacity building

- Strategic studies and syntheses
  - High-level syntheses of African development state strategies, capabilities and related public sector reforms as the basis for informing and crafting regional policies and strategies
  - Force field analysis of innovation ecosystems and stakeholder integration analysis in Africa and priority solutions, with current and future roles of the state
  - The youth bulge, urbanisation and opportunities for reconfiguring the industrial workforce and opportunities, with a focus on the role of institutions
  - Citizens' voices on the Energize Africa agenda, situation, solutions and prospects
- In-depth study on gender equality issues to inform the design and provision of relevant activities and overall gender responsiveness.

Phase 1 activities are detailed in Annex Table A1.

The three (3) outcomes have eight (8) outputs, achieved through 31 budgeted activities in the Preparatory Phase. The detailed work plan for the Preparatory Phase is contained in Annex Table A2, and the detailed budget for the Preparatory Phase is contained in Annex Table A3.

### 4.2.2 Expansion and Scaling-up Phase 2: 2025-2029

Phase 2, spanning five (5) years, will follow immediately after the Preparatory Phase and will focus on the actual expanded implementation of the programme in a growing set of countries.





## 5. IMPLEMENTATION FRAMEWORK

### 5.1 Implementation Arrangements, Management and Governance

#### Core Principles guiding programme implementation, management and governance

- The programme is in every form and character inherent within the AUDA-NEPAD planning, management, delivery systems as well as budgeting and resource allocation – An AUDA-NEPAD programme like all others
- Embrace and foster cross-Division/Directorate complementarities and shared purpose through a specially constituted cross-functional programme execution team
- Clear reporting lines and unambiguous roles and responsibilities for all the players (staff), including supervisors
- Office of the CEO will provide coordination and aggregated reporting functions in the programme

#### Conditions for success

- Harmonised and collective leadership at all levels
- Systematic, predictable systems for problem-solving and policy guidance
- High level of certainty in management and decision-making processes and tools
- Widespread awareness and buy-in into the programme's purpose and interventions by all staff in the Agency (Internal Socialisation)
- Continued internal strategic and visionary leadership through the Office of the CEO will be essential
- Regular and systematic engagement with member states is a critical success factor

**Divisions and Directorates:** Based on clear roles and responsibilities, concerned directors will be accountable for the programme deliverables (outcomes and outputs), including resource allocation and management and reporting on resources and activities in internal Senior Management Meetings. Table 1 outlines which Directorate is accountable for which Outcome-Outputs. Figure 5 articulates the implementation arrangement architecture and flow of both authority and technical functions and responsibilities.

#### 5.1.1 Internal (within AUDA-NEPAD)

Implementation, management and governance of the AUDA-NEPAD Energize Africa Initiative will run like all other AUDA-NEPAD programmes and projects.

The **AUDA-NEPAD's Operations Directorate functions** i.e., Budgeting and Accounts, Human Resource (HR), Procurement, Legal and Audit, and ICT will serve the AUDA-NEPAD Energize Africa Initiative as is done for and with all AUDA-NEPAD programmes.

**Overall management:** The CEO will provide oversight, strategic leadership, and aggregated reporting through the Special Initiatives Advisor. Critical functions and responsibilities of the Office of the CEO concerning this programme are coordinating the programme and ensuring coherence, alignment and harmonisation across all functions, responsibilities and resources allocated to the programme.

A strategic resource deployment plan will outline the (a) immediate assessment of required staff capabilities (*Coordination, technical and administration-management*) – i.e., skills/disciplines, competencies as well as experience and staff numbers and (b) costing and budgeting, financing, plan and brokering financing collaboration.

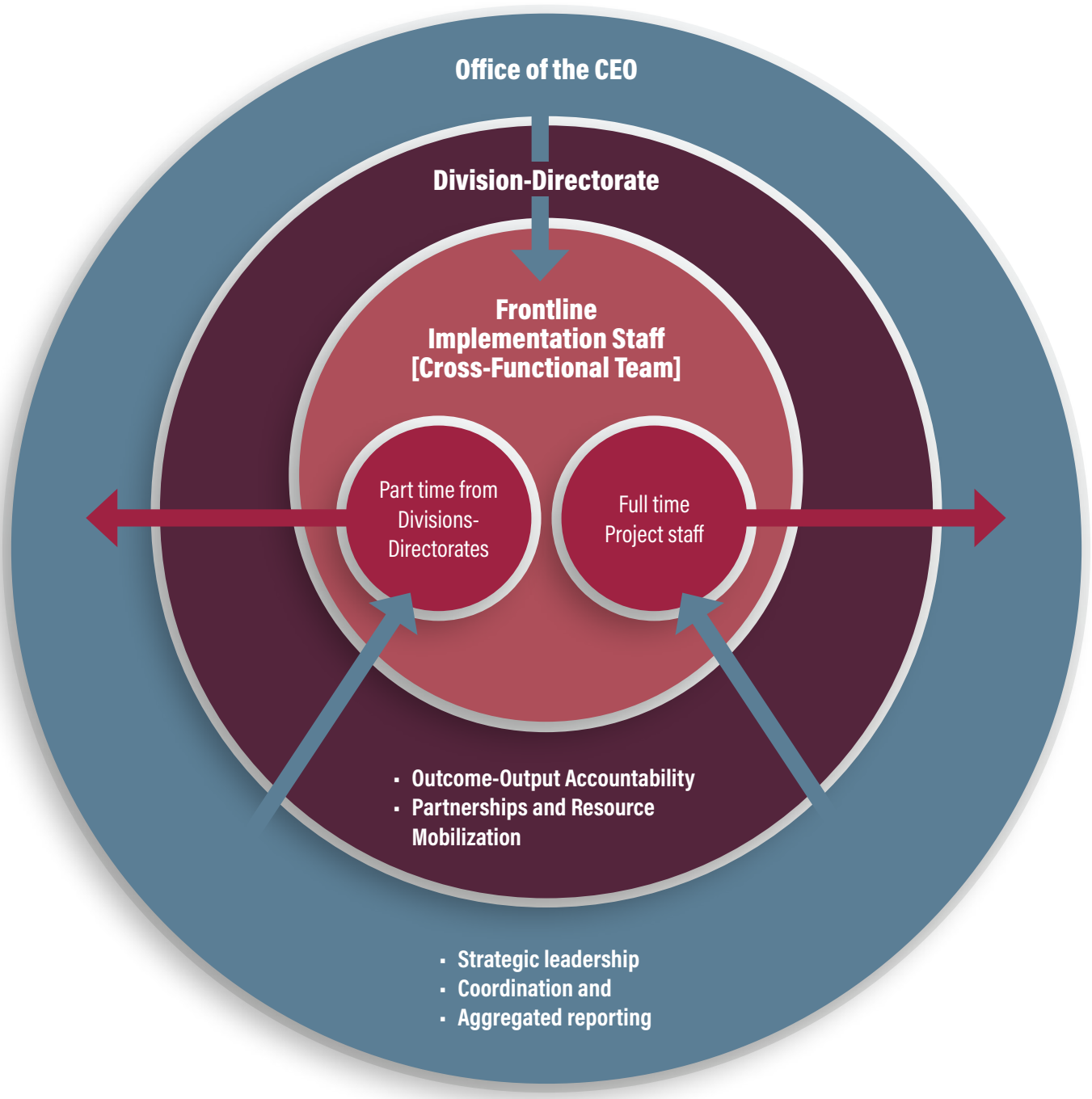


Figure 5 - Project Management Framework

## 5.1.2 Internal Accountabilities

**Table 1 - AUDA-NEPAD Energize Africa Initiative Directorate Responsibilities**

Outcome	Outputs	Accountable Directorate
<b>Outcome 1:</b> Enhanced Youth Participation for Effective and Efficient Public Service Delivery	<b>Output 1.1:</b> Youth potential harnessed in support of public sector functions	Human Capital and Institutional Development
	<b>Output 1.2:</b> Continental Digital Common Marketplace of skills and competencies established	
	<b>Output 1.3:</b> Regional Qualification Regulatory Framework established to enable skills movement across borders	
	<b>Output 1.4:</b> Effective gender mainstreaming approach adopted across sectors and economic value chains	
<b>Outcome 2:</b> Strengthened innovation ecosystems for active youth participation in an agile private and public sector	<b>Output 2.1:</b> Existing and new innovation hubs strengthened for effective National Innovation Ecosystems towards enhanced youth participation	Office of Science, Technology and Innovation
	<b>Output 2.2:</b> Youth-responsive financial services systems to support innovations developed	
<b>Outcome 3:</b> Increased youth SME sustainability to boost the performance of strategic economic sectors	<b>Output 3.1:</b> Capacity and knowledge of MSMEs enhanced to enable them to grow as viable and competitive businesses	Infrastructure, Trade and Industry and Agriculture, Food Security and Environmental Sustainability
	<b>Output 3.2:</b> Youth-led SMEs supported to access financing and financial services for increased contribution to strategic sectors	
	<b>Output 3.3:</b> Enhanced SME's trading capabilities to benefit from the AfCFTA	

## 5.1.3 External Arrangements

A vast network of players, stakeholders and interest groups is expected to engage and collaborate with AUDA-NEPAD on this Initiative. All partnerships and alliances must be professionally developed, managed and monitored with clear win-win articulation through a purpose-built and structured cooperation agreement.

The Preparatory Phase will also undertake a detailed appraisal of the actors and interests implicated in the operations of the Initiative – affected by the programme or affecting the programme. Collaboration (technical and financial) will be identified among these actors, and joint working relations will be secured through structured cooperation frameworks. Against this backdrop, strategic efforts will be deployed to ensure widespread and expanded engagement/participation of the business sectors aside from the traditional players and stakeholders, including ensuring that the products and services of the Initiative are attractive to and compatible with business investment financing. As necessary, specific

joint-project management commitment may be established in line with specific project financing arrangements.

Some possible partners and collaborators – both financing and technical partners such as the African Export-Import Bank (AFREXIM); Ecobank Group, Attijari Wafa Bank Group, Standard Bank Group, USAID, USDFC, GiZ and relevant UN Agencies and MDBs are already engaging AUDA-NEPAD on the Initiative.

Member States are at the core of the external partnerships and alliances – as articulated in the AUDA-NEPAD delivery model.

Of critical value and importance will also be the **regional and continental level alliances and partnerships**. These include statutory linkages and collaboration with the African Union Commission (AUC) and Regional Economic Communities (RECs). Existing platforms and tools will be used for regular and systematic engagement and collaboration with AUC, RECs and other regional and continental agencies and structures.

## 5.2 Knowledge Management, Risk Management, Monitoring and Evaluation, Communication and Advocacy

### 5.2.1 Results Framework

Results based approach at AUDA – NEPAD context speaks of a guided programme implementation process, with the desired results or, rather, the higher-level outcomes well-articulated. Monitoring and Evaluation (M&E) is how AUDA – NEPAD shall validate the progress realised, challenges, and lessons learned following implementation. To achieve this initiative, the team shall apply the results hierarchically, earmarked to improve performance across the implementation phases.

The results chain (Annex Table A1) outlines the causal sequence for interventions necessary to achieve the objectives identified in the problem-defining and planning stage. The results chain has been defined considering the purpose of the Initiative and the desired outcomes. Activities/ interventions have been linked through a series of logical cause-and-effect steps to the desired impact. The Results Chain framework shall be executed per the developed strategic plan. Overall, the results chain effectively guides data collection, analysis, and use, providing information that shall lead to improved quality interventions to improve the initiative's decision-making processes.

### 5.2.2 Risk Management

The overall risks of the project will be mapped out in the Preparatory Phase of the programme. This exercise will entail mapping out the risks in the results chain at the continental, regional and national levels. The risks will be continuously monitored as part of project monitoring and evaluation. A risk matrix will be developed to track how the mitigation measures are implemented to avoid their negative impact on the project. The identified mitigation measures will be integrated into the project work plan and activity matrix to ensure their implementation. The responsibilities for the mitigation measures will be outlined in the implementation plan.

## 5.3 Programme Monitoring and Evaluation

The monitoring and evaluation shall cover the programme's thematic areas, including coordination, financial management and programme assets. Internal quarterly progress reviews and reporting will be undertaken. This will be synthesised into the Annual Report – published each year by the end of December and used as input to the planning for the following year. Specific partner reports will be customised

based on the agreed terms of the cooperation framework. All implementing staff will have in their KPIS, tasks that relate to monitoring and recording systematic execution terms to track progress and performance. The Programme Results Framework provides the primary basis for the M&E exercise. The following tools and products will be utilised in the Preparatory Phase.

- i. Establish Baselines and Programme Benchmarks
- ii. Participatory Monitoring and Evaluation Framework (PITT)
- iii. Management Information System for the Programme
- iv. Design and develop youth scorecard (Reporting System at Programme and partner level, including national level specifics)
- v. Learning, Sharing Events and Exchange Visits
- vi. Sustainability, exit strategy and resilience of the initiative designed.

## 5.4 Stakeholder Engagement and Socialisation

Stakeholder and partner networking and engagement are critical activities in the Preparatory Phase. The Stakeholder Management Plan includes identifying the people, groups and organisations that could affect or be affected by the programme. This involves analysing stakeholder expectations and their potential impact on the project.

This will be delivered primarily through carrying out the following key consultation events:

- **Key political advocacy meetings:** to sensitise member states, regional economic communities, and other relevant actors who will have a significant influence on the direction of the Energize Africa Initiative and its success
- **Multi-stakeholder kick-off workshops:** that will set up technical working groups with the aim of implementing strategies that will harness youth capabilities and accelerate inclusive socio-economic growth
- **Consultations with development partners:** sensitisation of AU stakeholders and a wider range of development partners for harmonisation and efficient resource mobilisation.
- A **convening platform** for knowledge sharing, training, and mentorship opportunities to equip women with the needed skills and resources to benefit from fair and equal access to the employment market.
- **National engagements with Public-Private Partnerships (PPP) stakeholders** to support their outreach to technical vocational education and training institutes to draw from a pool of skilled students ready for employment. E.g. students/careers fairs.

The main groupings of stakeholders and partners are shown in Figure 4, and for the preparatory phase, the planned stakeholder consultations and engagements are shown in ANNEX TABLE A4.

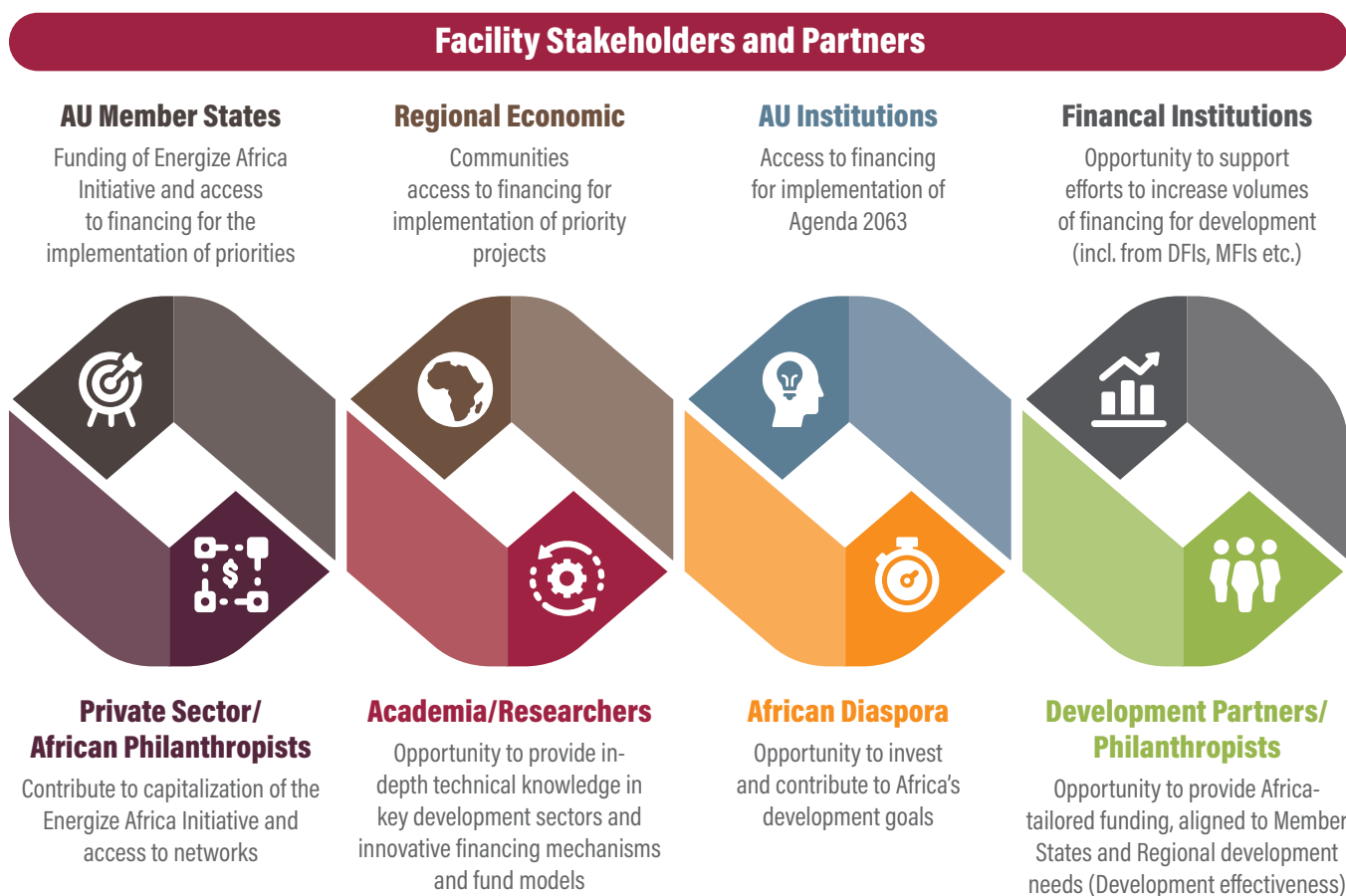


Figure 6 - Categories of Stakeholders and Partners

## 5.5 Project Sustainability, Resilience and Exit Strategy

The EAI has been designed to provide benefits after the project is finished (sustainability). Sustainability is critical to the effectiveness of any investment. A key element in demonstrating sustainability is the project's exit strategy, which clearly describes how project activities, outputs, and outcomes will be phased out and, when appropriate, handed over to a member state, innovation hubs, civil society organisations, NGOs, etc. who will maintain and continue the project's activities and outputs once funding has stopped.

When planned with critical stakeholders, exit strategies have contributed to better project outcomes, encouraging beneficiaries to commit to programme sustainability. Conversely, programme transitions are likely to be more haphazard without an exit strategy, and project outcomes and benefits are less likely to be sustained. Hence, during the first phase of the EAI, one of the key components will be to design an exit strategy to enhance the sustainability of this initiative.

## 5.6 Exit Strategy

The objective of the exit strategy will be to ensure that programme achievements are retained and disseminated while also ensuring that work towards programme goals continues beyond the programme's end date.

The exit strategy will have four main sections, as follows:

- Programmatic phase-out: identification of key 'results/ outputs' that AEI expects to transfer to key stakeholders and the processes by which it will be accomplished.
- Administrative and financial phase-out: outlining the tasks and deadlines for the closeout of administrative and financial processes.
- Legacy plan: outlines the key legacy the EAI Programme intends to leave behind and how it will be documented and handed over to relevant stakeholders.
- Resilience: outline of the political and other risks. Will the beneficiary's structure responsible for implementing phased-over programmes resilient to changes in the political and social environment.

## 6. BUDGET

The AUDA-NEPAD adopted a result-based budgeting approach whereby the programme formulation revolves around predefined expected results or objectives. Expected results justify the resource requirements derived from and linked to outputs required to achieve results, and objective performance indicators measure actual performance in achieving results.

As stipulated in the above sections of this document, the process followed to reach the Preparatory Phase of the budget begins with defining the outcome or expected result

of the overall Energize Africa and ends with defining the outputs required to achieve the outcome and activities that need to be performed. Based on this understanding, the initiative's overall budget has been prepared.

The AUDA-NEPAD Energize Africa overall budget for Preparatory Phase (January 2023 to June 2024) is to the tune of **USD 9,027,224.00** (Table 6.1 for summary and Annex Table A3 for Budget details) for the implementation of the Preparatory Phase project activities and **USD 1,137,00.00** for the overall coordination of the programme and stakeholders' engagement.

**Table 2 - AUDA-NEPAD Energize Africa Overall Budget For Preparatory Phase (January 2023 to June 2024)**

	Description	Cost (USD)
Output 1.1	Youth potential harnessed in support of public sector functions	3,428,700.00
Output 1.2	Continental Digital Common Marketplace of skills and competencies established	2,684,500.00
Output 1.3	Regional Qualification Regulatory Framework established to enable skills movement across borders	512,500.00
Output 1.4	Effective gender mainstreaming approach adopted across sectors and economic value chains	135,000.00
Output 2.1	Existing and New Innovation Hubs strengthened for effective National Innovation Ecosystems towards enhanced youth participation	632,400.00
Output 2.2	Youth-responsive financial services systems to support innovations developed	223,000.00
Output 3.1	Capacity (and knowledge) of MSMEs enhanced to enable them to grow as viable and competitive businesses	893,150.00
Output 3.2	Youth-led SMEs supported to access financing and financial services for increased contribution to strategic sectors	268,652.00
Output 3.3	Enhanced SME's capabilities to benefit from the AfCFTA	249,322.00
	<b>Total cost</b>	<b>9,027,224.00</b>

**Table 3 - Coordination Unit Budget**

	Description	Cost (USD)
<b>Staff costs</b>	Admin assistant, Programme manager and portfolio manager costs for a year	372,000.00
<b>Consultative platform with youth-led organisations</b>	Consultations in 5 countries (representing the champions in the regions)	300,000.00
<b>Stakeholder Engagements</b>	Workshops	200,000.00
	Meetings	100,000.00
	Consultancy	90,000.00
<b>Programme Monitoring and Evaluation &amp; Sustainability</b>	Design and develop Youth Scorecard	75,000.00
	▪ Identify Indicators to be used for the design of the scorecard,	
	▪ Develop baseline,	
	▪ Design scoring methodology,	
	▪ Tracking/Reporting on the State of Youth on the Continent,	
▪ Development of the Exit Strategy for EAI.		
	<b>Total cost</b>	<b>1,137,000.00</b>

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## 8. ANNEXURE

Annex Table A1 - Energize Africa Preparatory Phase: Programme Results Framework

Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>Impact:</b> Africa's youth capabilities harnessed to drive accelerated and inclusive socio-economic growth through innovation and improved public service delivery					
<b>OUTCOME 1:</b> Enhanced Youth Participation for Effective and Efficient Public Service Delivery					
<b>Output 1.1:</b> Youth potential harnessed in support of public sector functions					
<b>Activity 1.1.1:</b> Conduct an in-depth assessment of existing policies, programmes and frameworks in RECs and Member States (MS) on similar initiatives	Existing policies, programmes and frameworks in RECs and MS on similar initiatives assessed	0	1	Assessment Report	Availability of information on existing policies, programmes and frameworks within RECs and MS on similar initiatives MS, RECs and AU institutions buy into the initiative
<b>Activity 1.1.2:</b> Conduct in-depth youth skills needs assessment at the RECs/MS with the view to identifying workforce gaps (existing and deficient) across the service value chain	Youth skill needs assessed at RECs/MS Workforce gaps identified across the service value chain for MS/ RECs	0	2	Youth skill-needs Assessment Report for 10 MS and 8 RECs Report on workforce gaps across the service value chain in 10 MS and 8 RECs	MS and RECs' willingness to participate in the assessment exercise
<b>Activity 1.1.3:</b> Build a database of youth's skills along the identified workforce gap and segregate along their RECs for easy deployment	Database of youth's skills along the identified workforce gap developed Skills segregated along regions	0	2	Database of youth's skills; skills segregated across regions report	Availability of financial resources for recruitment of a resource person (consultancy)
<b>Activity 1.1.4:</b> Develop and validate the Recruitment Guidelines for deployment (RECs and AUDA-NEPAD HRs)	Readiness assessment of RECs/MS to host young women and men conducted	0	1	Readiness assessment Report and Action Plan for 10 MS and 8 RECs	MS and RECs' willingness to participate in the initiative Availability of financial resources to undertake the entire activity
<b>Activity 1.1.5:</b> Conduct an assessment to determine the readiness of RECs to host young women and men	Developed Recruitment Guidelines for deployment (MS, RECs and AUDA-NEPAD HRs) Validated Recruitment Guidelines	0	2	Recruitment Guidelines	MS and RECs' willingness to participate in the initiative Availability of financial resources
<b>Activity 1.1.6:</b> Stress Test - Deploy 100 young women and men in RECS by the end of March 2023	100 young women and men identified for deployment into RECs/MS	0	100	Number of young women and men deployed	Readiness of young women and men to be deployed The capability of RECs/MS to accommodate young women and men Availability of Funds for activity



Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>Output 1.2:</b> Continental Digital Common Marketplace of skills and competencies established					
<b>Activity 1.2.1:</b> Conduct a baseline and benchmark similar initiatives that exist within and beyond the continent	Several initiatives focused on bridging the skills gap that exists	0	2	Report on existing initiatives and good practices	Need to understand the landscape and good practices of similar initiatives Risks include not finding continental initiatives
<b>Activity 1.2.2:</b> Technical consultations with MS in collaboration with RECs to refine the business case for Africa-Critical Skills Bank (CSB) to respond to the outcome	Refined business case(s)	0	1	Business case improved based on feedback received from the benchmark exercise	Risks include not finding relevant information to refine the business case
<b>Activity 1.2.3:</b> Identify critical skills needs (existing and deficient) across the value chain of the public/regional service delivery systems	Several critical skills need assessments conducted	0	10	Ten critical skills need assessments reports	Countries may not have their critical skills listed on public or readily available for public consumption
<b>Activity 1.2.4:</b> Platform design, set-up, stress test and launching - Piloting in 5 countries	Platform designed and tested	0	1	Platform design, set up and tested	Lack of availability of funds and technical skills for the design, setup and implementation of the platform Lack of buy-in from member states
<b>Activity 1.2.5:</b> Develop an Advocacy and Marketing Strategy for sustained commitment and interest	Number of implementing partners and investors reached through strategy	0		Advocacy and Marketing Engagement tracker	No commitments made
<b>Activity 1.2.6:</b> Mapping and engaging Implementing partners and Investors (Funding Strategy)	Number of implementing partners and investors identified and engaged	0	5	Commitment letters from investors to fund the platform	No buy-in from investors

Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>Output 1.3:</b> Regional Qualification Framework established to enable skills movement across borders					
<b>Activity 1.3.1:</b> Engage with the AUC working team on the Africa Continental Qualification Framework to gain an understanding of the project scope	Number of workshops held to sensitise stakeholders	0	1	Workshop on the sidelines of the AU Summit	Difficult to convince the Heads of State/representatives to commit to the initiative
<b>Activity 1.3.2:</b> Conduct an assessment and mapping exercise of existing qualification frameworks across the continent	Number of consultations held with the AUC working team	0	1	Minutes of the meeting	Conflicting mandate issues
<b>Activity 1.3.3:</b> Collaborate with RECs to develop and validate an implementation strategy for the development of RQF	Assessment conducted on existing qualification frameworks	0	1	Report on existing qualification frameworks	Lack of funding for consultancy
<b>Output 1.4:</b> Effective gender mainstreaming approach adopted across sectors and economic value chains					
<b>Activity 1.4.1:</b> Undertake a clustering of AU frameworks, policies, and decisions on gender; the national gender strategies to identify best practices, challenges, and areas of improvements	Research conducted and analysis report developed	0	1	Report and mapping of current frameworks with identified best practices, challenges, and areas of work	Lack of up-to-date progress reports on the implementation of the AU frameworks, policies, and decisions on gender
<b>Activity 1.4.2:</b> Draft a proposal of a gender mainstreaming approach, informed by the ongoing development of the AUDA-NEPAD Gender Strategy and Action Plan	A methodological document drafted	0	1	Lack of monitoring and evaluation	No buy in from stakeholders

Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>OUTCOME 2:</b> Strengthened innovation ecosystems for active youth participation in an agile private and public sector					
<b>Output 2.1:</b> Existing and new innovation hubs strengthened for effective National Innovation Ecosystems towards enhanced youth participation					
<b>Activity 2.1.1:</b> Undertake a situational analysis of Innovation Hubs in Africa	Situational Analysis Report developed	0	1	Analysis Report	Delayed recruitment of consultant and non-availability of funding on time
<b>Activity 2.1.2:</b> Identify through a scoping, AUDA-NEPAD Programmes and external programmes that support the realisation of Outcome 2	Database of AUDA-NEPAD programmes aligned to EA setup	0	1	Active Database	Delayed Programme Inputs
<b>Activity 2.1.3:</b> Organise the first continental Innovation Ecosystem Summit to advocate, network and validate proposed interventions in pilot countries	Report of the 1 <sup>st</sup> IES Summit	0	1	Events Report/Media coverage	Limited resources to undertake continental event
<b>Activity 2.1.4:</b> Roll out interventions in five pilot countries to strengthen and capacitate their Innovation hubs	Progress report on IES pilot	0	1	Progress Report	Limited political buy-in from countries
<b>Activity 2.1.5:</b> Build strategic partnerships with key stakeholders to support Outcome 2 interventions (MoUs etc.)	Number of intermediate engagements with partners	0	5	Meeting Reports	Misalignment of interests and priorities
<b>Activity 2.1.6:</b> Identify and engage potential Member States to act as champions in energising Africa's IES	No. of Member States Champions identified and enlisted	0	2	Champion engagement agreement	Limited political buy-in from countries

Results Chain	Indicators				Means of Verification	Hypothesis
	Indicators	Baseline	Target			
<b>Output 2.2:</b> Youth and gender-responsive financial services systems to support innovations developed						
<b>Activity 2.2.1:</b> Stocktaking of the current funding landscape for innovations on the continent	IES current funding landscape report developed	0	1		Funding Landscape Report	Delayed recruitment of consultant
<b>Activity 2.2.2:</b> Explore and develop youth and gender-responsive innovative financing best practice models for sustainably funding innovations	Funding model best practice toolkit developed	0	1		Functional Toolkit	Delayed recruitment of consultant
<b>Activity 2.2.3:</b> Engage potential financial contributors to build strategic partnerships	Number of Intermediate engagements with partners	0	5		Meeting Reports	Misalignment of interests and priorities
<b>Activity 2.2.4:</b> Advocate to boost Member State expenditure toward the development of an effective innovation ecosystem	No. of sensitisation events held	0	2		Events report/Media coverage	Limited resources to undertake advocacy campaigns

Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>OUTCOME 3:</b> Increased youth SME sustainability for improved/to boost the performance of strategic economic sectors					
<b>Output 3.1:</b> Capacity and knowledge of MSMEs enhanced to enable them to grow as viable and competitive businesses					
<b>Activity 3.1.1:</b> Train African SMEs in public and private procurements	Number of SMEs capacitated	0	100 MSMEs in 5 countries	Training reports	Alignment with other AUDA-NEPAD programmes
<b>Activity 3.1.2:</b> Develop the capacity of SMEs and SME-related institutions on value chain approach and global value and supply chains	Capacities of several SMEs and Institutions enhanced	0	100 MSMEs in 5 countries	Training reports	No tangible impact/ results from the capacitation of SMEs
<b>Activity 3.1.3:</b> Develop a continental public procurement portal (one-stop-shop) and facilitate access for SMEs	Functioning portal	0	1	User Acceptance Testing Report	Absence of support from MIS and KMPE on the development of the portal Lack of visibility of the portal
<b>Activity 3.1.4:</b> Facilitate Supplier Development Programmes and Outsourcing between large corporates and SMEs	Number of countries consulted Good practice guideline	0 0	5 1	Good Practice Guideline	Poor documentation of good practices
<b>Output 3.2:</b> Youth-led SMEs supported to access financing and financial services for increased contribution to strategic sectors					
<b>Activity 3.2.1:</b> Assess existing financial support services to MSMEs and opportunities to innovate	Assessment report	0	1	Assessment report	Availability of funding and technical experts to conduct the assessment
<b>Activity 3.2.2:</b> Identify strategic economic sectors at the regional and national levels	Number of countries	0	20	Progress Report	Availability of funding and allocation of experts to conduct the assessment
<b>Activity 3.2.3:</b> Facilitate the establishment of SME business forums and/or strengthen existing forums	Number of forums	0	3	Memorandum of incorporation/ Articles of association/ constitution	Availability of funding and expertise
<b>Activity 3.2.4:</b> Map the state of SMEs in a strategic economic sector	Annual report	0	1	State of SMEs report	Availability of funding
<b>Activity 3.2.5:</b> Develop public-private or B2B investment partnerships	Number of partnerships	0	2	Signed agreements	Availability of funding and expertise

Results Chain	Indicators				Hypothesis
	Indicators	Baseline	Target	Means of Verification	
<b>Output 3.3:</b> Enhanced capacities of SMEs to enable them to take advantage of benefits under the AfCFTA					
<b>Activity 3.2.1:</b> Enhance collaborative working relationship with the AfCFTA Secretariat on SME interventions	Number of meetings with the AfCFTA Secretariat	0	2	Meeting record/minutes	Lack of understanding of the mutual benefitions of the two organs
<b>Activity 3.3.2:</b> Integrate potential of youth-led SMEs in ongoing AfCFTA impact assessments	Impact study ToRs and Report	0	1	Impact study ToRs and Report	The study is conducted and concluded on time to be submitted to the AfCFTA impact assessment
<b>Activity 3.3.3:</b> Conduct seminars on commercialising innovation for the benefit of SMEs	Number of seminars	0	2	Seminar reports	Availability of funding
<b>Activity 3.3.4:</b> Facilitate twinning and mentorship of SMEs with advisory services	Number of SMEs successfully mentored	0	5	Mentorship and twinning agreements	Commitment of both parties and availability of advisory experts

**Annex Table A2 - AUDA-NEPAD Energize Africa: Preparatory Phase Workplan**

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>OUTCOME 1:</b> Enhanced Youth Participation for Effective and Efficient Public Service Delivery								
<b>Output 1.1:</b> Youth potential harnessed in support of public sector functions								
<b>Activity 1.1.1:</b> Conduct an in-depth assessment of existing policies, programmes, and frameworks in RECs on similar initiatives								
<b>Activity 1.1.2:</b> Conduct in-depth youth skills needs assessment at the RECs with the view to identifying workforce gaps (existing and deficient) across the service value chain								
<b>Activity 1.1.3:</b> Build a database of youth's skills along the identified workforce gap and segregate along their RECs for easy deployment								
<b>Activity 1.1.4:</b> Develop and validate the Recruitment Guidelines for deployment (RECs and AUDA-NEPAD HRs)								
<b>Activity 1.1.5:</b> Conduct an assessment to determine the readiness of RECs to host young women and men								
<b>Activity 1.1.6:</b> Stress Test - Deploy 100 young women and men in RECS by the end of March 2023								

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 1.2:</b> Continental Digital Common Marketplace of skills and competencies established								
<b>Activity 1.2.1:</b> Conduct a baseline and benchmark similar initiatives that exist within and beyond the continent								
<b>Activity 1.2.2:</b> Technical consultations with MS in collaboration with RECs to refine the business case for Africa-Critical Skills Bank (CSB) to respond to the outcome								
<b>Activity 1.2.3:</b> In collaboration with the RECs, select 5 countries across the 5 regions to identify critical skills needs (existing and deficient) in line with national priorities to pilot project								
<b>Activity 1.2.4:</b> Platform design, set-up, stress test and launching - Piloting in 5 countries								
<b>Activity 1.2.5:</b> Develop an Advocacy and Marketing Strategy for sustained commitment and interest								
<b>Activity 1.2.6:</b> Mapping and engaging implementing partners and Investors (Funding Strategy)								



Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 1.3:</b> Regional Qualification Regulatory Framework established to enable skills movement across borders								
<b>Activity 1.3.1:</b> Engage with the AUC working team on the Africa Continental Qualification Framework to gain an understanding of the project scope								
<b>Activity 1.3.2:</b> Conduct an assessment and mapping exercise of existing qualification frameworks across the continent								
<b>Activity 1.3.3:</b> Collaborate with RECs to develop and validate an implementation strategy for the development of RQF								
<b>Output 1.4:</b> Effective gender mainstreaming approach adopted across sectors and economic value chains								
<b>Activity 1.4.1:</b> Undertake a clustering of AU frameworks, policies, and decisions on gender, the national gender strategies to identify best practices, challenges, and areas of improvements								
<b>Activity 1.4.2:</b> Draft a proposal of a gender mainstreaming approach, informed by the ongoing development of the AUDA-NEPAD Gender Strategy and Action Plan								

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>OUTCOME 2:</b> Strengthened innovation ecosystems for active youth participation in an agile private and public sector								
<b>Output 2.1:</b> Existing and new innovation hubs strengthened for effective National Innovation Ecosystems towards								
<b>Activity 2.1.1:</b> Undertake a situational analysis of Innovation Hubs in Africa								
<b>Activity 2.1.2:</b> Identify through a scoping, AUDA-NEPAD Programmes and external programmes that support the realisation of Outcome 2								
<b>Activity 2.1.3:</b> Organise the first continental Innovation Ecosystem Summit to advocate, network and validate proposed interventions in pilot countries								
<b>Activity 2.1.4:</b> Roll out interventions in five pilot countries to strengthen and capacitate their innovation hubs								
<b>Activity 2.1.5:</b> Build strategic partnerships with key stakeholders to support Outcome 2 interventions (MoUs etc.)								
<b>Activity 2.1.6:</b> Identify and engage potential Member States to act as champions in energising Africa's IES								

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 2.2:</b> Youth and gender-responsive financial services systems to support innovations developed								
<b>Activity 2.2.1:</b> Stocktaking of the current funding landscape for innovations on the continent								
<b>Activity 2.2.2:</b> Explore and develop youth and gender-responsive innovative financing best practice models for sustainably funding innovations								
<b>Activity 2.2.3:</b> Engage potential financial actors to build strategic partnerships								
<b>Activity 2.2.4:</b> Advocate to boost Member State expenditure toward the development of an effective innovation ecosystem								

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>OUTCOME 3:</b> Increased youth-led SME sustainability to boost the performance of strategic economic sectors								
<b>Output 3.1:</b> Capacity (and knowledge) of MSMEs enhanced to enable them to grow as viable and competitive businesses								
<b>Activity 3.1.1:</b> Train African SMEs in public and private procurements								
<b>Activity 3.1.2:</b> Develop the capacity of MSMEs and SME-related institutions on value chain approach and global value and supply chains								
<b>Activity 3.1.3:</b> Develop a continental public procurement portal (one-stop-shop) and facilitate access for MSMEs								
<b>Activity 3.1.4:</b> Facilitate Supplier Development Programmes and Outsourcing between large corporates and MSMEs								
<b>Output 3.2:</b> Youth-led SMEs supported to access financing and financial services for increased contribution to strategic sectors								
<b>Activity 3.2.1:</b> Assess existing financial support services to MSMEs and craft innovations								
<b>Activity 3.2.2:</b> Identify strategic economic sectors at the regional and national levels								
<b>Activity 3.2.3:</b> Facilitate the establishment of MSME business forums and/or strengthen existing forums								
<b>Activity 3.2.4:</b> Map the state of MSMEs in a strategic economic sector								
<b>Activity 3.2.5:</b> Develop public-private or B2B investment partnerships								

Results chain	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 3.3:</b> Enhanced SME's trading capabilities to benefit from the AfCFTA								
<b>Activity 3.3.1:</b> Assess existing financial support services to MSMEs and craft innovations								
<b>Activity 3.3.2:</b> Integrate potential of youth-led SMEs in ongoing AfCFTA impact assessments								
<b>Activity 3.3.3:</b> Conduct seminars on commercialising innovation for the benefit of SMEs								
<b>Activity 3.3.4:</b> Facilitate twinning and mentorship of SMEs with advisory services								

Annex Table A3 - AUDA-NEPAD Energize Africa Overall Detailed Budget for Preparatory Phase

	Description	Preparatory Phase (January 2023 to June 2024) Costs	Phase 2 Total Cost	Total Preparatory Phase
<b>OUTCOME 1: Enhanced Youth Participation for Effective and Efficient Public Service Delivery</b>		<b>6,625,700.00</b>		
<b>Output 1.1:</b>	Youth potential harnessed in support of public sector functions	<b>3,428,700.00</b>		
<b>Activity 1.1.1</b>	Conduct an in-depth assessment of existing policies, programmes, and frameworks in RECs on similar initiatives	201,100.00		
<b>Activity 1.1.2</b>	Conduct in-depth youth skills needs assessment at the RECs with the view to identifying workforce gaps (existing and deficient) across the service value chain	334,100.00		
<b>Activity 1.1.3</b>	Build a database of youth's skills along the identified workforce gap and segregate along their RECs for easy deployment	138,000.00		
<b>Activity 1.1.4</b>	Develop and validate the Recruitment Guidelines for deployment (RECs and AUDA-NEPAD HRs)	115,500.00		
<b>Activity 1.1.5</b>	Conduct an assessment to determine the readiness of RECs to host young women and men	10,000.00		
<b>Activity 1.1.6</b>	Stress Test - Deploy 100 young women and men in RECS by the end of March 2023	2,630,000.00		
<b>Output 1.2:</b>	Continental Digital Common Marketplace of skills and competencies established	<b>2,684,500.00</b>		
<b>Activity 1.2.1</b>	Conduct a baseline and benchmark similar initiatives that exist within and beyond the continent	2,500.00		
<b>Activity 1.2.2</b>	Technical consultations with MS in collaboration with RECs to refine the business case for Africa-Critical Skills Bank (CSB) to respond to the outcome	42,250.00		
<b>Activity 1.2.3</b>	In collaboration with the RECs, select 5 countries across the five regions to identify critical skills needs (existing and deficient) in line with national priorities to pilot project	117,250.00		
<b>Activity 1.2.4</b>	Platform design, set-up, stress test and launching - Piloting in 5 countries	2,170,000.00		
<b>Activity 1.2.5</b>	Develop an Advocacy and Marketing Strategy for sustained commitment and interest	102,500.00		
<b>Activity 1.2.6</b>	Mapping and engaging implementing partners and Investors (Funding Strategy)	250,000.00		
<b>Output 1.3:</b>	Regional Qualification Regulatory Framework established to enable skills movement across borders	<b>512,500.00</b>		
<b>Activity 1.3.1</b>	Engage with the AUC working team on the Africa Continental Qualification Framework to gain an understanding of the project scope	70,000.00		
<b>Activity 1.3.2</b>	Conduct an assessment and mapping exercise of existing qualification frameworks across the continent	242,500.00		
<b>Activity 1.3.3</b>	Collaborate with RECs to develop and validate an implementation strategy for the development of RQF	200,000.00		
<b>Output 1.4:</b>	Effective gender mainstreaming approach adopted across sectors and economic value chains			
<b>Activity 1.4.1</b>	Undertake a clustering of AU frameworks, policies, and decisions on gender, the national gender strategies to identify best practices, challenges, and areas of improvements	125,000.00		
<b>Activity 1.4.2</b>	Draft a proposal for a gender mainstreaming approach, informed by the ongoing development of the AUDA-NEPAD Gender Strategy and Action Plan	30,000.00		

Description	Preparatory Phase (January 2023 to June 2024) Costs	Phase 2 Total Cost	Total Preparatory Phase
<b>OUTCOME 2: Strengthened Innovation Ecosystems for Active Youth Participation in an Agile Private and Public Sector</b>	<b>855,400.00</b>		
<b>Output 2.1:</b> Existing and new innovation hubs strengthened for effective National Innovation Ecosystems towards enhanced youth participation	<b>632,400.00</b>		
<b>Activity 2.1.1</b> Undertake a situational analysis of innovation hubs in Africa	45,000.00		
<b>Activity 2.1.2</b> Identify through a scoping, AUDA-NEPAD Programmes and external programmes that support the realisation of Outcome 2	31,800.00		
<b>Activity 2.1.3</b> Organise the first continental Innovation Ecosystem Summit to advocate, network and validate proposed interventions in pilot countries	272,000.00		
<b>Activity 2.1.4</b> Roll out interventions in five pilot countries to strengthen and capacitate their innovation hubs	152,400.00		
<b>Activity 2.1.5</b> Build strategic partnerships with key stakeholders to support Outcome 2 interventions (MoUs etc.)	80,000.00		
<b>Activity 2.1.6</b> Identify and engage potential Member States to act as champions in energising Africa's IES	51,200.00		
<b>Output 2.2:</b> Youth and gender-responsive financial services systems to support innovations developed	<b>223,000.00</b>		
<b>Activity 2.2.1</b> Stocktaking of the current funding landscape for innovations on the continent	45,000.00		
<b>Activity 2.2.2</b> Explore and develop youth and gender-responsive Innovative financing best practice models for sustainably funding innovations	45,000.00		
<b>Activity 2.2.3</b> Engage potential financial actors to build strategic partnerships	-		
<b>Activity 2.2.4</b> Advocate to boost Member State expenditure toward the development of an effective innovation ecosystem	133,000.00		

Description	Preparatory Phase (January 2023 to June 2024) Costs	Phase 2 Total Cost	Total Preparatory Phase
<b>OUTCOME 3: Increased Youth SME Sustainability to Boost the Performance of Strategic Economic Sectors</b>	<b>1,158,757.00</b>		
<b>Output 3.1:</b> Capacity (and knowledge) of MSMEs enhanced to enable them to grow as viable and competitive businesses	<b>893,150.00</b>		
<b>Activity 3.1.1</b> Train African SMEs in public and private procurements	166,644.00		
<b>Activity 3.1.2</b> Develop the capacity of SMEs and SME-related institutions on value chain approach and global value and supply chains	260,344.00		
<b>Activity 3.1.3</b> Develop a continental public procurement portal (one-stop-shop) and facilitate access for MSMEs	47,756.00		
<b>Activity 3.1.4</b> Facilitate Supplier Development Programmes and outsourcing between large and MSMEs	418,406.00		
<b>Output 3.2:</b> Youth-led SMEs supported to access financing and financial services for increased contribution to strategic sectors	<b>254,957.00</b>		
<b>Activity 3.2.1</b> Review existing financial support services to SMEs and craft innovations	45,684.00		
<b>Activity 3.2.2</b> Identify strategic economic sectors at the regional and national levels	1,260.00		
<b>Activity 3.2.3</b> Facilitate the establishment of SME business forums and/or strengthen existing forums	185,642.00		
<b>Activity 3.2.4</b> Map the state of SMEs in a strategic economic sector	8,655.00		
<b>Activity 3.2.5</b> Develop public-private or B2B investment partnerships	13,716.00		
<b>Output 3.3:</b> Enhanced SME's capabilities to benefit from the AfCFTA	<b>249,322.00</b>		
<b>Activity 3.3.1</b> Enhance collaborative working relationship with AfCFTA secretariat on SME interventions	10,650.00		
<b>Activity 3.3.2</b> Integrating potential of youth-led SMEs in ongoing AfCFTA impact assessment	-		
<b>Activity 3.3.3</b> Conduct seminars on how to commercialise innovation for the benefit of SMEs	226,172.00		
<b>Activity 3.3.4</b> Facilitate twinning and mentorship of SMEs with advisory services	12,500.00		
<b>Total Cost</b>	<b>9,027,224.00</b>		



**Annex Table A4 - AUDA-NEPAD Energize Africa Stakeholder and Partners Engagement Plan - Phase One (2023-24)**

#	Stakeholder	Strategic Outcomes	Meeting Destination	Meeting Date
<b>High-level political sensitisation</b>				
1.	<p><b>Key Political Advocacy Meetings</b></p> <ul style="list-style-type: none"> <li>i. Sensitisation meeting during the next AU Summit 2023</li> <li>ii. Participate in each RECs Summit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Political buy-in</li> <li>▪ Informed Member States and RECs of the initiative</li> <li>▪ Opportunity to present the Energize Africa value proposition</li> </ul>	<p>Addis Ababa, Ethiopia</p> <p>Regional Economic Communities' choice of country</p>	<p>Q1, 2023</p> <p>Q2-Q4, 2023</p>
2.	<p><b>Technical Working Group Meetings</b></p>	<ul style="list-style-type: none"> <li>▪ Sensitized key AU stakeholders and Partners on Energize Africa as a key resource for harnessing youth capabilities to drive accelerated and inclusive socio-economic growth</li> <li>▪ Identified and launched a kickoff workshop for technical working groups</li> <li>▪ Obtained technical and strategic guidance on the overall design and operationalisation of Energize Africa</li> <li>▪ Established focal points/liaisons between Energize Africa and AU stakeholders/Partners</li> <li>▪ Several virtual meetings with collaborating Agencies</li> </ul>		<p>Q3, 2023</p> <p>Q1-Q2, 2023</p> <p>Q1-Q4</p>

#	Stakeholder	Strategic Outcomes	Meeting Destination	Meeting Date
<b>AU Stakeholders and Development Partner Sensitization</b>				
3.	<p>A cross-section of AU Stakeholders and Partners Forum</p> <p><b>AU Stakeholders Consultations:</b></p> <ul style="list-style-type: none"> <li>i. Member States Ministries,</li> <li>ii. African Development Banks,</li> <li>iii. Regional Economic Communities,</li> <li>iv. All categories of Banks, including (Development Banks, Regional Banks, Commercial Banks, Trade and Development Banks),</li> <li>v. Parliamentary Finance and Planning Committees,</li> <li>vi. AU accountability institutions (PAP, APRM etc.),</li> <li>vii. AU implementing Agencies (AUDA-NEPAD, AUC, AfCFTA, etc.)</li> </ul> <p><b>AU Statutory platforms Consultations:</b></p> <ul style="list-style-type: none"> <li>i. Permanent Representative Committee,</li> <li>ii. AU Conference of Ministers of economy and finance</li> </ul>	<p>Sensitised key AU stakeholders and Partners on Energize Africa as a key resource for harnessing youth capabilities to drive accelerated and inclusive socio-economic growth</p> <p>Hence;</p> <ul style="list-style-type: none"> <li>▪ AU Stakeholders and Partners engagement Platforms for each outcome of Energize Africa</li> <li>▪ TWG membership drawn from the different areas of Energize Africa implementation</li> <li>▪ Development implementation harmonisation for efficient resource allocation purposes</li> </ul>		Q2-Q4
4.	<p><b>Africa Union Domestic Investors Consultations:</b></p> <ul style="list-style-type: none"> <li>i. AU Member States,</li> <li>ii. Private Sector (all sectors),</li> <li>iii. Philanthropists and Foundations,</li> <li>iv. Civil Society Organisations,</li> <li>v. Other Non-Governmental Organisations</li> </ul> <p><b>African Union External Development Partners Consultations:</b></p> <ul style="list-style-type: none"> <li>i. Governments and development institutions,</li> <li>ii. Development Agencies/Institutions</li> </ul>	<p>Sensitised key AU Domestic Investors and Development Partner</p> <p>Hence;</p> <ul style="list-style-type: none"> <li>▪ An instituted Domestic Investor and Development Partner Platform</li> <li>▪ TWG membership drawn from the different areas of Energize Africa implementation</li> <li>▪ Collaboration with regional funds and investors</li> </ul>		Q2-Q4





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