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JOINT RESOURCE MOBILISATION CAMPAIGN

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TABLE OF CONTENTS

Executive Summary 2

1. Background and Introduction 4

2. The Joint Programming Portfolio 6

2.1. Continental Health Systems Architecture 7

2.2. Infrastructure Development 8

2.3. Climate Change, Agriculture and Rural Transformation 9

2.4. Digital Transformation and Innovation Ecosystems 10

2.5. Accelerating Sustainable Growth and Decent Job Creation – (Energize Africa) 10

2.6. Democratic, Governance, Peaceful and Just Societies – (The Triple Nexus) 11

3. Implementation Approach and Modalities 12

3.1. Institutional Architecture 13

3.2. Disbursement Process and Financing Arrangements 14

3.2.1. Program Budgeting and Financial Planning 14

3.2.2. Fund Allocation and Financial Agreements 14

3.2.3. Program Financial Management 14

3.2.4. Disbursement Process 14

3.2.5. Verification and Approval 14

3.2.6. Disbursement Mechanisms 14

3.2.7. Monitoring and Reporting 14

3.2.8. Financial Audits 14

3.2.9. Capacity Building and Technical Support 14

4. Results Chain Framework 15

Results Chain 15

5. Programme Portfolio Budget Summaries 16

5.1. Continental Health Architecture 16

5.2. Infrastructure Development 17

5.3. Climate Change, Agriculture and Rural Transformation 18

5.4. Accelerating Sustainable Growth and Decent Job Creation – (Energize Africa) 19

5.5. Democratic, Governance, Peaceful and Just Societies – (The Triple Nexus) 21

5.6. Digital Transformation and Innovation Ecosystems 22

5.7. Total Portfolio Program Budget 24

EXECUTIVE SUMMARY

The development efforts of the African Union (AU) are informed by the aspirations of the African people that are embodied in Africa's 50-year development blueprint, Agenda 2063 – "The Africa we want". In line with the vision of the AU – *"An integrated, prosperous and peaceful Africa, driven by its citizens, representing a dynamic force in the international arena",* Agenda 2063 is operationalised through a series of ten-year implementation plans that articulates a set of development goals and targets.

The first decade of Agenda 2063 implementation spanning 2014 to 2023 registered varied levels of progress across a range of development parameters, such as coherence and the resolve for collective action among Member States, regional and continental AU institutions and structures and development partners. Recognisant that some of the targets of the first ten year plan of Agenda, particularly on Goal 4 (Transformed Economies), Goal 12 (Capable institutions and transformative leadership in place) were not adequately met, the Second Ten Year Implementation Plan (STYIP) focuses on accelerating progress of Agenda 2063 at the right speed and scale. The STYIP outlines a set of significantly ambitious (moonshots) goals pertinent to the desire of African people for transformative solutions to their challenges and better lives. The pursuit of the STYIP transformative (or radical) goals to solve Africa's complex challenges requires significant resources due to the scale and complexity of interventions. The resources include financial investment, large teams of inter-discipline experts and capable institutions and using REC-based approach to harness advanced technologies (e.g., generative Artificial Intelligence) test new ideas and rapidly deploy solutions to address societal and economic challenges. The "moonshot" approach is meant to start on a smaller scale and quickly built momentum for upscaling. To achieve transformative development for Africa, the two complimentary agendas Agenda 2063 and global SDGs are implemented based on the moonshot approach articulated by the STYIP using an integration approaches and processes of the RECs.

The African development space is complex and dynamic, making the STYIP and regional integration premised on the functions of Regional Economic Communities (RECs) critical guardrails and approach to driving Africa's social and economic growth and human well-being. The African Union (AU)'s position on regional integration is well articulated in Agenda 2063 and related frameworks. Admittedly, regional economic communities are the cogs designed to drive Africa's socio-economic development based on a regional integration approach. Given the African Union Development Agency-NEPAD (AUDA-NEPAD)'s mandate to use the principle of regional integration to coordinate and execute priority projects and programmes across Africa, the RECs and AUDA-NEPAD should adopt a "hand and glove" working relationship to achieve socio-economic integration at scale for wealth and job creation, population health and improved living standards. AUDA-NEPAD is also mandated to strengthen the capacity of member states and regional bodies, mobilize resources, and serve as a technical interface with development stakeholders.

Systematic coordination is essential to achieve this mandate and deliver regional integration benefits. Collaboration among critical organizations within the African Union development ecosystem, such as the AU Commission, AUDA-NEPAD, RECs, and member states, is strengthened by joint programming, planning and execution of large-scale interventions. Coordination improves the scope of work, resource mobilization and allocation, measurement and dissemination of progress and impactful results and value created at different levels. Implementing Agenda 2063 and the Sustainable Development Goals (SDGs) requires "one framework" weaved together by strong collaboration across socio-economic sectors and levels of government. A cross-sectoral approach and innovative tools are necessary to efficiently and effectively implement sustainable development initiatives at the appropriate scale. Institutional coordination and collaboration are needed to align national development strategies with continental goals clarified by the targets articulated in the STYIP.

It is against this background that AUDA-NEPAD, in collaboration with other AU institutions such as the AU Commission and AfCFTA, has developed a joint programming initiative with the RECs to domesticate and support the implementation of Agenda 2063 STYP at regional and national levels. This multi-institutional collaboration seeks to optimise the benefits accruing from regional integration. In this regard, the collaboration will be characterised by strong coordination between RECs and continental AU institutions in delivering implementation support to AU Member States. The joint programme will also emphasize collaborative planning and execution across sectors and levels of government,

enhanced joint resource mobilization and improved measurement of results at different levels. Furthermore, and for purposes of continuous learning, the collaboration arrangements will have deliberate interventions that aim to promote knowledge sharing, use and dissemination of best practices.

Through background research, consultative processes with the RECs, and in-country engagements, priority programs have been identified to accelerate economic growth, create job opportunities, and enhance public service delivery for member states using the REC-based implementation approach. These programs include the Continental Health Systems Architecture, Infrastructure Development, Climate Change and Agriculture Transformation, Digital Transformation and Innovation Ecosystems, Accelerating sustainable growth and decent job creation (Energize Africa), Democratic Governance, peaceful and just societies (Tripple Nexus), and Institutional Reform and Corporate Governance, amongst others. These programs aim to strengthen health systems, develop infrastructure, enhance food systems and nutrition, address climate change and disaster preparedness, promote innovation, empower youth and women, and enhance institutional excellence. The success of these programs relies heavily on strong collaboration, coordination, joint planning and resource mobilization among the AUC, AUDA-NEPAD and RECs.

The core of Team Africa (AUC, AUDA-NEPAD and RECs) will work closely with member states, specialized continental institutions and other stakeholders to ensure the effective implementation of these priority programs. Team Africa will also promote knowledge sharing and the dissemination of best practices to support development efforts across the continent. Overall, coordinated continental/regional integration efforts, supported by the core of Team Africa and other key stakeholders, will contribute to Africa's economic transformation and sustainable development, fostering inclusive growth, poverty reduction, and improved livelihoods for its citizens.

Overall, the collaborative efforts framed within the AU regional integration agenda will be an effective mechanism of championing the implementation of Agenda 2063 Second Ten year Plan at regional and continental level. This implementation arrangement will also enhance the support that is provided to AU Member States in the implementing their national development plans and thereby contribute to the collective continental pursuit of realising the aspirations of the African people encapsulated in Agenda 2063.

1. BACKGROUND AND INTRODUCTION

The African development space is complex and dynamic, making regional integration premised on regional economic communities (RECs) functions a critical approach to driving Africa's social and economic growth and human well-being. Regional integration is an essential priority for growing Africa's economies; this explains why it is a critical pursuit of the continent. Since the earliest years of independence (the late 50s to 60s), regional integration has been an integral part of Africa's development strategies; and has remained one of the continent's most important goals over the past six decades. The African Union Vision of "An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in global arena" is based on regional integration and forming an African Economic Community (AEC)—the agenda is an outcome of the Abuja Treaty of 1991 and now evolved into Agenda 2063. The Africa regional integration roadmap considers the RECs as the AEC's building blocks (or cogs).

Through the AU reforms the NEPAD Planning and Coordinating Agency (NPCA; formerly NEPAD Secretariat) was transformed into the AU development agency, AUDA-NEPAD. The rationale for this transformation was to provide the AU ecosystem with an agency with capabilities and systems to; coordinate and execute continental programmes utilizing the horizontal linkages among the RECs and vertical relations between continental, regional and national levels of governance; achieve continent-level integration building of effective regional integration; operate a flexible business model characterized by a clear division of labour with the African Union Commission, RECs and Pan-African institutions; establish a unique position to strengthen linkages and work efforts between key thematic sectors such as Agriculture and Infrastructure with cross-cutting strategic enablers that include Gender, STI, Health and Youth Development. Without the strong performance of such strategic enablers, the performance of thematic sectors is stunted.

Therefore, the approved mandate of AUDA-NEPAD, as the first development agency of the continent, is (i) to coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realization of Agenda 2063; and (ii) to strengthen the capacity of African Union Member States and regional bodies; advance knowledge-based advisory support (iii) undertake the full range of resource mobilization, and (iv) serve as the continent's technical interface with all Africa's development stakeholders and development partners. The essence of the mandate is the execution and delivery of impact-oriented programs that accelerate the implementation of national and regional development priorities and the operationalization of continental policies and strategies in national and regional spheres.

Systematic coordination is crucial to ensure that regional integration effectively delivers the anticipated benefits in intra- African trade (e.g., trade in high-value-added products), robust infrastructure, targeted investments, peace, security, and sustainable economic and social development. This coordination is necessary to enhance the collaborative planning and execution of continental and regional programs, fostering integrated joint efforts. By promoting coordination, we can deploy integrated joint planning among critical organizations such as the AUC, AUDA-NEPAD, RECs, and member states.

The integrated nature of Agenda 2063 and Sustainable Development Goals (SDGs) necessitates strong collaboration across sectors, spanning continental, regional, national, and sub-national spheres. This collaboration involves multiple ministries, academia, development partners, civil societies, the public, women, and youth. A cross-sectoral approach is increasingly employed, leveraging innovative tools to manage the performance of public policies, flagship programs, and service delivery. These approaches foster more efficient and effective implementation of sustainable development initiatives, from planning to implementation to monitoring and evaluation. Additionally, enhanced coordination will improve joint mobilization of resources and facilitate the measurement of results at continental, regional, and national levels as well foster mutual accountability among development actors around a common development agenda

This joint programming intends to formulate and coordinate appropriate strategies and policies and successfully implement regional development projects and programmes. Related support institutions and other actors, such as the private sector and civil society, must also play their roles effectively. This approach requires the appropriate and adequate capacity and capabilities: sufficient human and institutional capacity, knowledge management, legal framework, the support of the private sector and the people and the required financial resources to put together the necessary infrastructure and to implement the projects and programmes.

There is a common understanding that knowledge is the currency that can drive the transformation agenda required for countries to deliver and achieve Agenda 2063 and SDGs-"two agendas and one implementation framework" for Africa's development. Hence integrated approaches become a necessary step in development.

The scope of this approach will require collaboration, innovative and incentive systems that facilitate cross-sectoral action and shared accountability across different ministries, agencies, levels of government and non-governmental stakeholders. The traditional 'silo' approach to development has been counterproductive and undermines the integrated planning approach necessary for achieving transformative impacts. Therefore, institutional coordination will require cross-sectoral constructive collaboration across AU institutions, RECs, Member states and development partners to ensure that development strategies, plans or roadmaps align with Agenda 2063 and SDGs. Additionally, given the economic and social inequalities between rural and urban areas and the heterogeneity between rural regions and territories in most countries, approaches, new tools and instruments are needed to assess policies and sectoral investments using a 'spatial lens'. The aim is to secure more equitable access to public goods and services, to incorporate measures to mitigate unintended consequences of apparent space–neutral policies and interventions, and to compensate for adverse impacts through place-based policies or interventions.

AUDA-NEPAD has initiated consultations with international development partners to submit the program for consideration The AU-EU global gateway initiative has been identified as one of the potential sources to contribute to this initiative. The EU – AU initiative was launched shortly after the European Union-Africa Summit. In a meeting held in Brussels, H.E. Moussa Faki Mahamat, the Chairperson of the African Union (AU), and H.E. Ursula von der Leyen, the EU Commission President, revealed the details of the EU's $150 billion Global Gateway Plan for Africa. It is noteworthy that the program will be submitted first to the EU for consideration under the EU-Global Gateway.

The EU Global Gateway Investment Strategy recognizes Africa's immense potential as a hub for investment and trade, taking into account the continent's abundant resources, youthful population, and expanding consumer market. This investment strategy places emphasis on key sectors such as agriculture and food systems, renewable energy, infrastructure, industrialization, the digital economy, and skills development. These sectors play a vital role in promoting inclusive and sustainable development, reducing poverty, and fostering regional integration.

2. THE JOINT PROGRAMMING PORTFOLIO

The initial framing considers the portfolio for the joint programming initiative with the RECs as a cohesive set of programmes managed collectively to achieve strategic objectives and outcomes of the STYP of Agenda 2063. The portfolio will allow for coordinated planning, resource allocation, and monitoring of multiple programs within a larger framework. To effectively execute joint programming by AUDA-NEPAD and the RECs in close collaboration with the African Union Commission, a well-defined implementation approach and institutional architecture will be established, as elaborated in subsequent sections. The long-term impact of this joint programming initiative is an accelerated sustainable development and inclusive prosperity towards targets of the STYP of Agenda 2063.

The initiative intends to achieve this impact by delivering on the following outputs/results:

- Strengthened Health Systems;
- Strengthened digital transformations;
- Increased agricultural productivity and production, value addition and enhanced resilience of food systems;
- Improved infrastructure (Soft and Hard) and services to enhanced connectivity;
- Transformed education systems;
- Enhanced Science Technology and Innovation; and
- Enhanced entrepreneurial skills and other socio-economic capacities of women, youth inclusion and other disadvantaged communities.

2.1. Continental Health Systems Architecture

The programme will support strengthening national health systems' operational and regulatory infrastructure and expanding health care public service delivery outreach at national and sub-national levels. The activities will strengthen the primary healthcare systems (i.e., facilities and services, including skilled healthcare professionals). In the medium to long term, the programme will build resilient and widely accessible and affordable healthcare facilities, services and products, including medicines and other medical products. Actions include strengthening and aligning policy, operational and technical capabilities as wells as improving the requisite health infrastructure across national and regional systems to anticipate and manage pandemics and different healthcare needs.

Specifically, the programme's scope include:

i) accelerating Pan African Vaccine manufacturing capability,
ii) building a health regulatory infrastructure system,
iii) expanding and strengthening the functioning of the Regional Health financing Hubs, and
iv) primary healthcare systems.

2.2. Infrastructure Development

Regional Integration has been a longstanding priority in Africa's economic growth and development. Over the past six decades, it has been a crucial pursuit for the Continent, forming an integral part of Africa's development strategies. The African Union's development agenda, as outlined in the Abuja Treaty of 1991 and Agenda 2063, revolves around regional integration and the establishment of an African Economic Community (AEC). The Regional Economic Communities (RECs) serve as building blocks towards achieving this vision. The Abuja Treaty and Agenda 2063 lay the foundation for the AEC, which is envisioned to become a reality through a phased approach over 34 years.

To accelerate development and foster resilience, it is essential to recognize the corridor approach as a catalyst for change. The corridor approach places infrastructures such as transportation, energy, digital networks, and water at the forefront of development. These infrastructures act as drivers, propelling economic growth and integration. Moreover, education and health sectors serve as enablers, playing a critical role in supporting and sustaining development efforts.

A comprehensive strategy is needed to support the acceleration of development in Africa. This strategy encompasses industrialization, agricultural performance, tourism, mining, and Micro, Small, and Medium Enterprises (MSMEs) to diversify African economies and build resilience. By prioritizing the corridor approach, these sectors can leverage the interconnected infrastructures to achieve transformative impacts. This approach enables efficient collaboration and coordinated planning among key stakeholders, including the African Union Commission (AUC), the African Union Development Agency-NEPAD (AUDA-NEPAD), RECs, and member states.

This approach is in line with the Lomé Declaration of the First Specialised Technical Committee (STC) on Transport, Transcontinental and Inter-Regional Infrastructure, Energy and Tourism (March 2017) that calls for the promotion of *"integrated corridor development using data-driven decision-making models to prioritize projects"*.

AUDA–NEPAD will establish a Project Preparation Unit (PPU) to accelerate the realization of hard infrastructure. This strategic move aims to ensure the successful development and execution of infrastructure projects. The PPU is an essential bridge, transforming raw project ideas into fully developed, bankable projects. Its primary responsibilities include comprehensive project analysis, feasibility studies, risk assessment, financial structuring, and careful project packaging.

This meticulous preparation enhances the attractiveness of the projects to investors, increases the likelihood of securing funding, and reduces project risks. The PPU's value proposition lies in its ability to generate investor-ready, bankable, financially viable projects and offer compelling return potentials. By streamlining the project development process, the PPU increases efficiency, decreases project time-to-market, and contributes to the region's sustainable economic development. The following are the key action areas of this programme:

- Project preparation: This will entail preparing identified projects to bankability, i.e., for the projects to secure financing from banks, financial institutions and development partners.
- Infrastructure Development: This involves the physical construction and rehabilitation of roads, railways, and ports along the strategic corridors.
- Regulatory Harmonisation: Working with local and regional authorities to align transport policies and standards.
- Capacity Building: Training and development of the workforce in the transport and related sectors.

2.3. Climate Change, Agriculture and Rural Transformation

Building on the progress that AUDA – NEPAD has taken in coordinating Africa's stance on food systems, the joint programming will take into consideration all aspects, from production and productivity to processing, distribution, consumption, and disposal. This approach recognizes the interdependencies of poverty, gender imbalances, inequality, climate variability, and conflicts.

The activities in this workstream will be delivered through the Comprehensive Africa Agricultural Development Programme (CAADP) framework, with deliberate efforts deployed to building climate resilient as well as inclusive food systems, based on Africa's Common Position of Food Systems. The main cluster of activities will include the following:

i) Increase and expand use of emerging innovative technologies including digital, seed-breeding materials and irrigation to leapfrog climate smart agricultural productivity and production.
ii) Implement interventions to increase access to affordable, safe, and nutritious diets.
iii) Develop appropriate and accessible instruments e.g., financing services and insurance especially tailored to small-medium-enterprises
iv) Increase and strengthen capacities among frontline players in delivering on resilient, viable and inclusive food systems.
v) Strengthen local (national and trans-national) food markets which currently remain fragmented and informal while capitalizing on potential opportunities offered by the African Continental Free Trade Area (AfCFTA) which targets the expansion of food markets and trade as a significant component in intra-regional trade and regional value/supply chains.
vi) Double local food production by increasing agricultural productivity. Promote increased uptake of high yielding crops while supporting agricultural research to develop climate smart technologies and embracing the advances and benefits of biotechnologies.

Furthermore, the joint collaboration will advance implementation work on land restoration, nutrition, food safety and standards, cross cutting issues on gender climate agriculture, the nexus between energy food water, fishery and marine resources and implementation of Kinshasa declaration on rural development.

2.4. Digital Transformation and Innovation Ecosystems

This programme aims to effectively harness innovation and emerging technologies for Africa's socio-economic development and empower African leaders, governments, institutions, businesses and innovators to address Africa's complex development challenges using scientific knowledge, technology-inspired innovation, and other emerging technologies. Furthermore, the programme will focus on strengthening the AU Member States and RECs' capabilities to use robust data and digital infrastructure to foster innovation for development and track progress on delivery of programmatic impactful results and value in line with Agenda 2063 (and related frameworks such as STISA-2024, AU Digital Transformation Strategy 2030, AU Continental Data Policy Framework and other frameworks on the digital economy) and SDGs. The building of robust national (at MS level), regional (RECs) and continental (AUDA-NEPAD) data infrastructure to strengthen innovation ecosystems and enhance the use of evidence-based policymaking, analysis and implementation is essential for how best scientific knowledge and technologies can accelerate Africa's development.

The activities intend to strengthen the participation of the public, women and youth in the emerging data and digital economy, innovation and entrepreneurship across Africa's formal and informal business sectors. The programme will contribute to implementing AU frameworks on the data and digital economy (including the emerging generative Artificial Intelligence) that includes legislative, regulatory, ethical, policy, and infrastructure working with Member States, RECs, the private sector, academia, innovators, and the public. As part of Team Africa's efforts, the programme *"Igniting Africa's Progress-Data and Digital Transformation in Action for Social and Economic Development in Africa"* will strengthen the National and Subnational Data and Statistical Systems to enhance planning and use of different indicators for development beyond the usual GDP. Additionally, the programme will strengthen the AU Member States and RECs' Science, Technology, and Innovation capacity and capabilities to monitor the implementation of national, regional and continental policies and strategies aligned with Agenda 2063 and SDGs. The programme also champions the investment in research and innovation on the continent to foster the use of knowledge (i.e., tacit and codified-scientific) and strengthen critical components of innovation ecosystems (e.g., Innovation Hubs, research facilities, national innovation funds, etc.) towards enhanced public and youth participation.

The three outcome areas to be achieved by this programme are:

- Enhanced use of data for decision-making in social and economic development initiatives across Africa;
- Strengthened data infrastructure at sub-national, national, regional, and continental levels; and
- Improved capacity to address Africa's grand challenges through data-informed decision-making and systemic innovation.

2.5. Accelerating Sustainable Growth and Decent Job Creation – (Energize Africa)

The initiative is aimed at rallying coherent and focused attention onto dedicated resource allocation, policy alignment, as well as institutional and human capital capabilities translating into action the African Union Youth Charter proclamation "that the youth are partners, assets and a prerequisite for sustainable development and for the peace and prosperity of Africa with a unique contribution to make to the continent's present and future development". This programme aims to catalyse and harness the available youths' creativity and innovativeness into the continent's economic growth and development drive whilst expanding income opportunities for the youth – creating jobs, innovation, and entrepreneurship. Energize Africa aims to fast-track capacity mobilization and policy alignment for programme delivery and transformation – focusing on regional, national, and sub-national levels as well as in vital economic sectors, including manufacturing, mining, tourism, e-commerce, and financial services, Agro- and food-industries, automotive industries, health and education. This programme aims to achieve the following value add results areas

- Promotion of Public-Private Partnerships: The initiative will actively promote and consolidate public-private partnerships to leverage the resources, expertise, and networks of both sectors by bringing together government entities, private businesses, and civil society organizations to create synergies and shared responsibilities for achieving its objectives.
- Innovation and Best Practices: The initiative aims to identify and showcase innovative approaches, models, and technologies that can be replicated and

scaled up by promoting innovation and sharing best practices, to create knowledge base and fostering continuous learning and improvement.

- Knowledge Exchange and Capacity Building: The initiative will facilitate the exchange of knowledge, experiences, and expertise among stakeholders through various platforms, including workshops, training programs, and collaborative networks. This promotes learning, skill development, and the adoption of effective strategies and approaches.
- Policy Advocacy and Reforms: The initiative will engage with governments and regional entities to promote appropriate gender-responsive policies and investment choices by advocating for reforms that address barriers and constraints faced by young people, such as regulatory challenges and limited access to finance.
- Multi-Stakeholder Collaboration: The initiative will create collaborative platforms that enables the pooling of resources, expertise, and networks, leading to more comprehensive and sustainable solutions.

2.6. Democratic, Governance, Peaceful and Just Societies (The Triple Nexus)

The nexus approach stems partly from recognising that emergency needs (and the identities of those most affected) are often symptoms of underlying issues that reflect broader inequalities and injustices. The nexus represents an opportunity to engage with these root causes and recognise that security crises can be caused and/or heightened by poor development policies and a lack of inclusive and appropriate development investment. The nexus approach is anchored on the African Union's resilience, mitigation, and adaptation strategies, given the heavy toll of climate change on peace and security. Africa's development, peace and security, and integration landscape have registered several achievements over the last decade, including sustained economic growth. However, the rate is still low, with several successful election cycles and sustained cooperation between the AU and the Regional Economic Communities (RECs) and Regional Mechanisms (RMs) to promote integration and develop mechanisms to address complex security challenges.

The triple nexus approach underscores that security is a public good and can no longer be de-coupled from the continent's economic development and prosperity. Security issues must, therefore, be factored into investments and development interventions. If the current escalating conflict and insecurity worsen, the momentum generated by the African Continental Free Trade Area (AfCTA) and the AU regional integration initiatives will wane. It is, therefore, critical to engage and reflect on ways to amplify the potential of the regional integration initiatives to promote peace, security, investments, and development. There is a need for a deeper and more meaningful engagement at the strategic and policy levels to open new channels of dialogue and exchanges among various parts of governments, academics, the private sector, and civil society to increase mutual trust and understanding to tackle the root causes of insecurity.

This programme portfolio aims to promote sustainable development and peace through regional integration anchored on peace, security, and development nexus principles. The result areas of the programmes are:

- Safeguarding Humanitarian principles and humanitarian space;
- Establishing National and Local Integrated Peace, Security and Development Nexus Analysis and Coordination in RCOs; and
- Shared vision and Multi-Year Programming based on target countries' Progress and effects of peace support operations and special political missions tracked and monitored.

3. IMPLEMENTATION APPROACH AND MODALITIES

a) Project Identification and Prioritization: AUDA-NEPAD and RECs, in collaboration with other AU institutions and development partners, identify and prioritize projects aligned with the goals and objectives of the AU Agenda 2063. This process involves comprehensive needs assessments, stakeholder consultations, and rigorous evaluation criteria. There are automatic qualifiers, projects identified by joint consultation between AU and EU. These projects will automatically be included in the respective programs.

b) Resource Mobilization: AUDA-NEPAD, and RECs will jointly undertake resource mobilization by engaging various stakeholders, including governments, international organizations, private sector entities, and development partners. In the immediate and short term the EU-AU Global Gateway Initiative will be crucial for attracting funding and investments. Identification and engagements with other partners will be jointly spearheaded by AUDA-NEPAD and RECs

c) Project Proposal Submission: RECs will develop detailed project proposals based on their specific regional requirements, needs, and capacities. These proposals will be expected to align with the continental programme's objectives, regional strategic development plans, national development plans and other instruments whose objective is to accelerate the implementation of Agenda 2063 STYIP (and the related Mid-Term Plans).

d) Project Review and Approval: AUDA-NEPAD and nominated member of the program portfolio review committee, will review the project proposals submitted by the RECs in collaboration with relevant technical experts and stakeholders. The evaluation criteria will among some include project feasibility, impact, sustainability, and alignment with Agenda 2063.

e) Project Implementation: Once projects are approved, AUDA-NEPAD and the RECs will establish clear implementation plans, including timelines, responsibilities, and performance indicators. The implementation will involve close collaboration among all stakeholders, including governments, RECs, implementing agencies, and local communities.

f) Monitoring and Evaluation: A robust monitoring and evaluation system will be put in place to track each project's progress. This will involve regular reporting, data collection, and analysis to ensure adherence to project timelines, budget utilization, and achieving desired outcomes.

g) Capacity Building and Knowledge Sharing: AUDA-NEPAD and the RECs will prioritize capacity-building efforts to enhance the skills and knowledge of stakeholders involved in project implementation. They joint programming initiative will also facilitate knowledge sharing and best practices exchange among different regions and sectors.

3.1. Institutional Architecture

a) AUDA-NEPAD: to serve as the central coordinating body responsible for overall programme management, resource mobilization and allocation, project evaluation, and technical support. It should establish dedicated units or divisions to handle different aspects, such as finance, project management, monitoring, and evaluation.

b) RECs: Each REC will designate a focal point or secretariat responsible for liaising with AUDA-NEPAD and coordinating project proposal development within their respective regions. The RECs should ensure the alignment of their projects with the continental programme's objectives and provide the necessary technical expertise.

c) National Governments: National governments should actively participate in project identification, formulation, and implementation. They should provide policy support, allocate necessary resources, and ensure effective coordination between relevant ministries, agencies, and local authorities. Stakeholders and Partners: Collaboration with development partners, international organizations, private sector entities, and local communities is crucial. AUDA-NEPAD should foster strategic partnerships and establish mechanisms for engaging these stakeholders at different stages of project implementation.

By adopting this implementation approach and institutional architecture, AUDA-NEPAD, the RECs, and other stakeholders can effectively mobilize resources and implement the program outlined under the EU-AU Global Gateway Initiative, in line with the AU Agenda 2063.

3.2. Disbursement Process and Financing Arrangements

The portfolio of programs requires an efficient and transparent financial management system. The proceeding sections outline an initial disbursement processes and financing arrangements for the joint initiatives. By implementing this approach and arrangement, AUDA-NEPAD can ensure efficient and transparent disbursement of funds for the portfolio of programs. Adherence to financial regulations, effective monitoring and reporting mechanisms, and capacity-building efforts contribute to successfully implementing and achieving the AU Agenda 2063 objectives.

3.2.1. Program Budgeting and Financial Planning

- AUDA-NEPAD, in collaboration with relevant stakeholders and implementing partners, establishes a comprehensive budget for the portfolio of programs. (Underway, i.e., it is the process that AUDA–NEPAD is currently undertaking).
- The budget should align with the objectives of the AU Agenda 2063 (in particular the STYP) and consider the specific needs and priorities of each programme within the portfolio.

3.2.2. Fund Allocation and Financial Agreements

- AUDA-NEPAD secures funds from various sources, including governments, development partners, international organizations, and other stakeholders.
- Financial agreements are established with funding sources, outlining disbursement procedures, reporting requirements, and financial management guidelines.

3.2.3. Program Financial Management

- AUDA-NEPAD establishes a dedicated financial management unit responsible for overseeing the financial aspects of the programmes.
- This unit ensures adherence to financial regulations, maintains accurate financial records, and monitors budget utilization.

3.2.4. Disbursement Process

- AUDA-NEPAD develops a disbursement plan outlining the process, timelines, and criteria for fund disbursement to implementing partners and RECs.
- Disbursement requests are submitted by implementing partners, including RECs, based on their approved project plans and financial needs.

3.2.5. Verification and Approval

- AUDA-NEPAD's financial management unit verifies the disbursement requests to ensure compliance with financial procedures, availability of funds, and supporting documentation.
- Disbursement requests are reviewed and approved by designated authorities within AUDA-NEPAD, ensuring proper authorization and control.

3.2.6. Disbursement Mechanisms

- Disbursement mechanisms can include various methods, such as direct transfers to implementing partners' bank accounts, reimbursement of project expenses, or issuance of payment orders.
- AUDA-NEPAD may collaborate with financial institutions or international organizations to facilitate secure and efficient disbursements.

3.2.7. Monitoring and Reporting

- AUDA-NEPAD maintains a robust monitoring and reporting system to track the disbursement process.
- Implementing partners and RECs provide regular reports on fund utilization, budget performance, and financial indicators, which AUDA-NEPAD reviews.

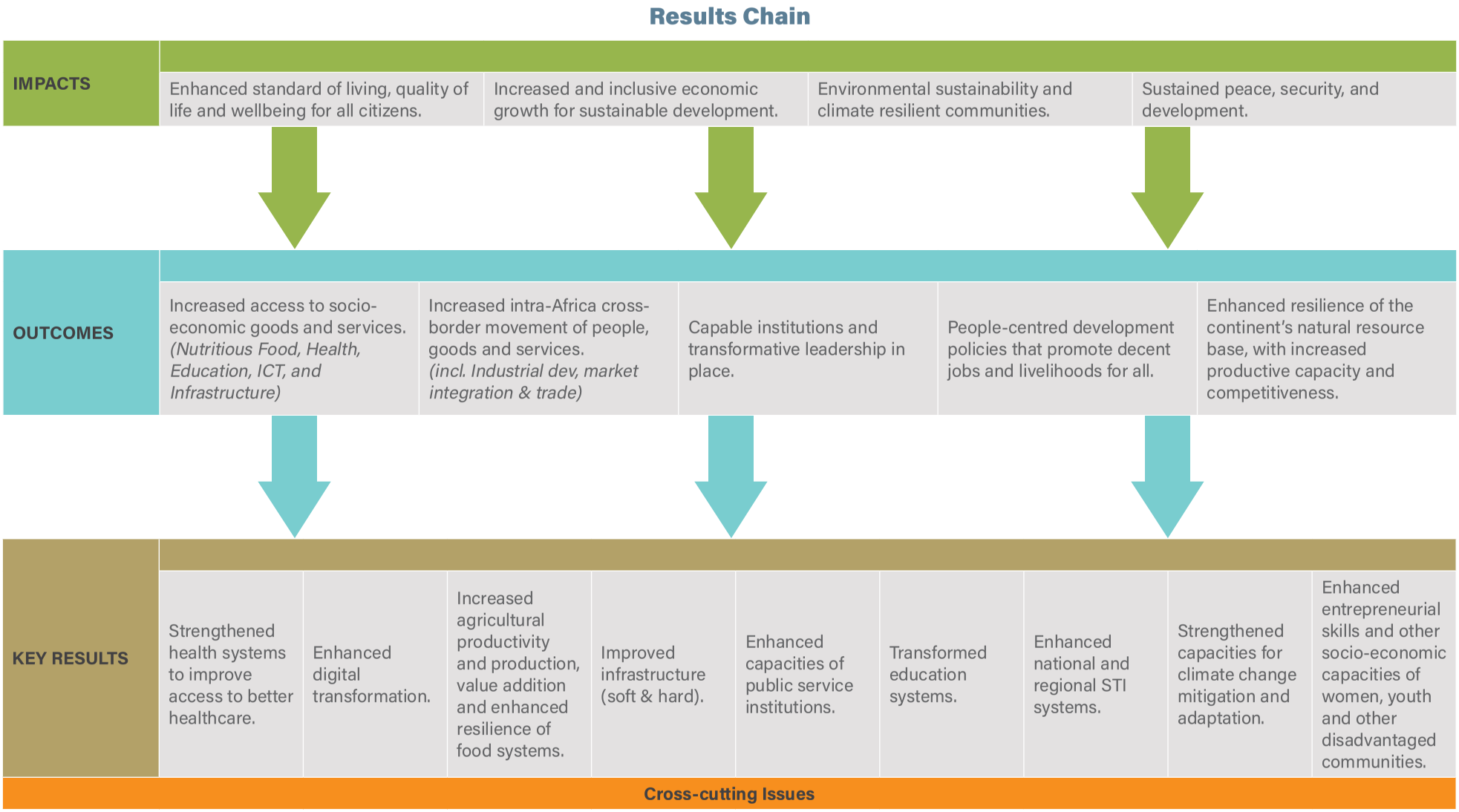
3.2.8. Financial Audits

- Periodic financial audits ensure compliance, accuracy, and transparency in disbursement.
- External auditors review financial records, transactions, and procedures to assess the effectiveness of financial management and adherence to regulations.

3.2.9. Capacity Building and Technical Support

- AUDA-NEPAD provides capacity building and technical support to implementing partners and RECs to enhance their financial management capabilities.
- This support includes training on financial procedures, reporting standards, and compliance requirements.

4. RESULTS CHAIN FRAMEWORK



5. PROGRAMME PORTFOLIO BUDGET SUMMARIES

5.1. Continental Health Architecture

The preparation of the AUDA-NEPAD program to strengthen health systems, pandemic preparedness, digitization of health, and local pharmaceutical production in Africa through collaboration with RECs is driven by the pressing need to address critical challenges and leverage opportunities in the healthcare sector across the African continent. Various factors at the sector, country, and regional levels shape the context of the program.

Title of the action:	Healthcare Resilience Initiative: Strengthening Africa's Health Systems and Innovations (HRI-SASI)
Location(s) of the action:	African Continent
Total duration of the action (months):	Five Years
Requested contribution (amount)	EUR 1.76 Billion
Requested contribution as a percentage of total eligible costs of the action (indicative)	80%
Total indicative budget	EUR 2.2 Billion
Objectives of the action	▪ To strengthen the Health Systems for AU Member States ▪ To enhance Health Pandemic Preparedness ▪ To Digitise the Health System ▪ To enhance local pharmaceutical production
Target group(s)	▪ AU member States, ▪ Regional Economic Communities, ▪ AU Organs and specialised institutions dealing with Health ▪ International cooperating partners
Final beneficiaries	African Union Member States and their Citizens
Expected Impact	
Expected outputs	▪ Construction and renovation of healthcare facilities ▪ Expansion and improvement of diagnostic facilities at ports and in the country to enhance pandemic preparedness, ▪ Improvement of the physical infrastructure to meet healthcare standards and regulations ▪ Improvement of the physical infrastructure to meet healthcare standards and regulations
Main activities	▪ Diagnostic and validation studies ▪ Resource Mobilisation, ▪ Capacity Building, ▪ Infrastructure development, ▪ Research and Innovation and Technology development and adoption.

5.2. Infrastructure Development

Africa, a continent with immense potential, is significantly held back by a need for more developed infrastructure, particularly transport. Currently, Africa's transport infrastructure cannot effectively stimulate and support economic growth, with less than 40% of the African population having access to all-season roads. This deficiency hampers access to markets, education, and health services, affecting rural and urban areas. The need for infrastructure development, specifically transport, is thus a pivotal driver to leverage the continent's untapped potential, foster regional integration, enhance economic competitiveness, and support sustainable growth.

Title of the action	Strategic Corridors
Location(s) of the action:	African Continent
Total duration of the action (months):	Eight (8) Years
Requested contribution (amount)	EUR 3 Billion
Requested contribution	80%
Total indicative budget	EUR 5.4 Billion
Objectives of the action	i) To develop multi-country transport infrastructure, enhancing connectivity within Africa and between Africa and Europe, ii) To update and harmonize regulatory frameworks, ensuring transport policies and practices are aligned. iii) To create jobs, promote sustainable growth, and boost socio-economic development in Africa through infrastructure development
Target group(s)	▪ AU member States, ▪ Regional Economic Communities, ▪ AU Organs and specialised institutions ▪ International cooperating partners
Final beneficiaries	African Union Member States and their Citizens
Expected Impact(s)	i) Improved Transport Infrastructure: A better Road, rail, and sea connectivity system to facilitate intra-African trade and mobility developed. ii) Increased Economic Activity: Enhanced market access leads to the growth of businesses and industries, iii) Job Creation: Infrastructure development and subsequent economic growth will lead to the creation of decent jobs. iv) Enhanced Integration: Fostered regional and intercontinental integration through improved connectivity. v) Environmental Sustainability: Adoption of clean, green and efficient technologies in the transport sector
Expected outputs	i) A pipeline of Bankable infrastructure projects is developed and ready for investment. ii) Construction or rehabilitation of critical transport infrastructure (roads, railways, and ports) iii) Harmonization of transport policies and regulations across involved countries iv) Improved capacity and skills within the transport sector
Main activities	i) Project preparation: This will entail preparing identified projects to bankability, i.e., for the projects to secure financing from banks, financial institutions and development partners ii) Infrastructure Development: This involves the physical construction and rehabilitation of roads, railways, and ports along the strategic corridors, iii) Regulatory Harmonization: Working with local and regional authorities to align transport policies and standards iv) Capacity Building: Training and development of the workforce in the transport and related sectors

5.3. Climate Change, Agriculture and Rural Transformation

The African Heads of State and Government are committed to enhancing public and private investment finance in agriculture. The Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (Doc. Assembly/AU/2 (XXIII)) reaffirms the central commitment of the Maputo era, namely, to allocate 10% of public resources to agriculture. While it upholds the Comprehensive Africa Agriculture Development Programme (CAADP) as the primary vehicle for its implementation, it also specifies a range of agricultural commitments, such as infrastructure, increased irrigation, mechanization or curtailing post-harvest losses, natural resources, land tenure, trade, and nutrition. CAADP introduces inter-sectoral cooperation and coordination dimensions fostered through suitable and effective coordination mechanisms. Therefore, the Malabo Declaration already sets the stage for comprehensive African agri-food systems.

Title of the action	Climate Change, Agriculture and Rural Transformation
Location(s) of the action:	Africa
Total duration of the action (months):	Five (5) Years
Requested contribution (amount)	EUR 2.8 billion
Requested EU contribution	80%
Total indicative budget	EUR 5.04 billion
Objectives of the action	a) increase and expanded use of emerging innovative technologies, including digital, seed-breeding materials and irrigation to leapfrog climate-smart agricultural productivity and production; b) improved access to affordable, safe and nutritious diets; and c) enhanced globally competitive Agro-industry and food processing capacities driven by local small-scale farmers and MSMEs in line with AfCFTA ambitions and goals.
Target group(s)	▪ AU member States, ▪ Regional Economic Communities, ▪ AU Organs and specialized institutions ▪ International cooperating partners
Final beneficiaries	African Union Member States and their Citizens
Expected Impact(s)	1. Increase agriculture productivity and production through efficient value chains and sustainable resource governance, including rural-urban linkages. 2. Foster science, technology, and innovation in the bioeconomy, considering benefits and risks. Develop critical capabilities, policies, and frameworks for emerging technologies. 3. Enhance support for smallholders' transition to modern family farms, improving health systems, reducing disease burden, and managing emergencies. 4. Strengthen the position of farmers, women, and youth in value chains and promote regional markets to gradually reduce food dependency and integrate into global markets. 5. Increase the resilience of livelihoods and systems through adaptation mechanisms and market improvements, regulating stakeholder relationships and promoting balanced value chains. 6. Improve natural resource management, ensuring equitable access and fair distribution through increased participation of local communities. 7. Implement land degradation neutrality through effective management practices, maximizing economic and social benefits while preserving ecological support.
Expected outputs	1. increased and expanded use of emerging innovative technologies, including digital, seed-breeding materials and irrigation to leapfrog climate-smart agricultural productivity and production 2. Enhanced globally competitive Agro-industry and food processing capacities driven by local small-scale farmers and MSMEs in line with AfCFTA ambitions and goals 3. Improved skills and Knowledge and agricultural education 4. Provided technical support to the 5. development of a sustained national technology 6. innovation system geared towards productivity and enhanced competitiveness
Main activities	1. Enhancing Value Chains and Governance 2. Promoting Science, Technology, and Innovation 3. Supporting Smallholders and Strengthening Health Systems, 4. Empowering Farmers, Women, and Youth in Global Markets

5.4. Accelerating Sustainable Growth and Decent Job Creation (Energize Africa)

AUDA-NEPAD has had extensive engagements with Member States involving high-placed officials from Ministries of Finance and Economic Planning, other key sector ministries, and some Heads of State and Government (HoSG). The HoSG has been resolute in its call for specific interventions to rally increased youth participation in economic activities - utilizing their skills and competencies to reinvigorate competitive, resilient, and highly productive economic and industrial activities. Such activities include strengthening and ensuring fit-for-purpose public sector service delivery systems. The programme is, therefore, a unique flagship programme responding to this call.

Industrialization offers Africa a path towards economic growth, poverty reduction, technological advancement, value addition, and sustainable development. By prioritizing industrialization, Africa can harness its potential, overcome developmental challenges, and enhance the well-being of its people. In this regard, AUDA – NEPAD and the RECs will accelerate industrialization and development of special economic zones in the respective regions. The industrialisation component will focus on increasing productivity, value addition, strengthening the development of special economic zones and support for MSMEs. By realising these initiatives, Africa can leverage its competitive advantages and overcome barriers to accelerate industrialization, unlocking the continent's vast potential and fostering inclusive and sustainable development.

Title of the action	Accelerating sustainable growth and Creation of Decent Jobs – (Energize Africa)
Location(s) of the action:	Africa
Total duration of the action (months):	Five (5) Years
Requested contribution (amount)	EUR 240 million
Requested EU contribution as a percentage of total eligible costs of the action (indicative)	80%
Total indicative budget	EUR 432 million
Objectives of the action	i. Enhancing industrial productivity through the adoption of advanced technologies, innovation, and capacity-building initiatives. ii. Provide modern, quality education and training for all children and youth, training that corresponds to the opportunities available in the labour market, facilitating youth mobility, and fostering innovative solutions to enhance teachers' competencies and skills. iii. Strengthening technical and accountability capacities in public delivery systems to support economic activities. iv. Expanded opportunities for youth and women targeted job and entrepreneurship opportunities. v. Providing targeted support for micro, small, and medium-sized enterprises (MSMEs) to strengthen their competitiveness, foster entrepreneurship, and promote inclusive growth. vi. Strengthening partnerships and collaboration among stakeholders, including governments, regional economic communities, international organizations, private sector entities, and civil society, to drive industrialization efforts.
Target group(s)	▪ AU member States, ▪ Regional Economic Communities, ▪ AU Organs and specialised institutions ▪ International cooperating partners
Final beneficiaries	African Union Member States and their Citizens

Expected Impact(s)	1. Increased Youth Employment: The initiative aims to create expanded job and entrepreneurship opportunities for young people, increasing youth employment rates across Africa. 2. Enhanced Skills and Competencies: Through training and skills development programs, the initiative will equip young individuals with the necessary skills and competencies to meet the demands of the labour market and succeed as entrepreneurs. 3. Gender Equality and Women's Empowerment: By adopting a gender-responsive approach, the initiative seeks to address gender inequalities and empower young African women to participate actively in economic activities and decision-making processes. 4. Strengthened Support Systems: Establishing support systems, including mentoring, coaching, and advisory services, will provide valuable assistance to young entrepreneurs and job seekers, enabling them to overcome challenges and navigate the entrepreneurial landscape effectively.
Expected outputs	1. Policy and Investment Choices: Technical advisory services will accompany member states in making appropriate policy and investment choices to deliver transformative outcomes at scale. 2. Quality Education and Training: Modern education and training programs will be provided to children and youth, aligning their skills with market opportunities and enhancing teachers' competencies. 3. Strengthened Public Delivery Systems: Strengthen public delivery systems' capacity to support economic activities, promoting efficient and accountable service delivery. 4. Targeted Job and Entrepreneurship Opportunities: Expanded opportunities will be created for youth and women, facilitating access to employment and entrepreneurship.
Main activities	1. Technical Advisory Services: Provide expert advice and guidance to member states in formulating and implementing policies and investment strategies for transformative outcomes. 2. Education and Training Programs: Develop and implement modern and quality education and training initiatives that align with market needs and enhance the competencies of young individuals. 3. Capacity Building in Public Delivery Systems: Conduct capacity-building programs to enhance public delivery systems' technical and accountability capabilities, ensuring efficient and effective service delivery. 4. Job and Entrepreneurship Creation: Facilitate the creation of targeted job and entrepreneurship opportunities for young people and women, including access to finance, business development support, and networking opportunities. 5. Gender Equality Initiatives: Implement gender-responsive programs and policies that address gender inequalities, promote women's empowerment, and foster equal participation in economic activities. 6. Support Systems Establishment: Establish support systems such as mentoring, coaching, and advisory services to provide guidance and assistance to young entrepreneurs and job seekers in developing their ideas, accessing finance, and navigating entrepreneurship challenges.

5.5. Democratic, Governance, Peaceful and Just Societies (The Triple Nexus)

The interlinkages between peace, security and development and their implications for realizing the African Union's vision of "creating an integrated, prosperous and peaceful continent driven by its citizens, are well established in the foundational instruments of the African Union. Moreover, the Constitutive Act's preamble and the Protocol's objectives relating to establishing the Peace and Security Council of the African Union (AU) affirm promoting peace, security, and stability as prerequisites for sustainable development (AU, 2022). The quest for promoting these interlinkages has perennially informed the Peace and Security Council's activities and the African Union Commission.

Title of the action	Triple Nexus
Location(s) of the action:	Africa
Total duration of the action (months):	Five (5) Years
Requested contribution (amount)	EUR 22.5 Million
Requested EU contribution as a percentage of total eligible costs of the action (indicative)	90%
Total indicative budget	EUR 25 Million
Objectives of the action	i. To operationalize the AU Post Conflict Reconstruction and Development (PCRD) Policy Framework, explicitly focusing on the Socio-Economic Development Pillar. ii. To create linkages with Regional Economic Communities (RECs) programmes on Socio-Economic Development in Post Conflict States. iii. To support catalytic programming linking humanitarian, development, and peacebuilding efforts on the ground through area-based programming[1]. iv. Establish a monitoring and evaluation mechanism to track compliance on matters related to the Peace-Security-Development nexus in the target countries.
Target group(s)	▪ AU member States, ▪ Regional Economic Communities, ▪ AU Organs and specialised institutions ▪ International cooperating partners
Final beneficiaries	Border communities, marginalized and less privileged groups of society (women, youth and children)
Expected Impact(s)	1. Sustainable Development and Peace: The program aims to promote sustainable development and peace by integrating peace, security, and development principles. By addressing the root causes of conflict and inequalities, it seeks to contribute to long-term stability and development in post-conflict African countries. 2. Enhanced Coordination and Linkages: The program aims to establish linkages with Regional Economic Communities (RECs) programs on socio-economic development in post-conflict states, fostering cooperation and coordination between different actors involved in peace, security, and development efforts. 3. Catalytic Programming: By supporting area-based programming that links humanitarian, development, and peacebuilding efforts on the ground, the program seeks to facilitate more effective and integrated approaches to address the needs and vulnerabilities of affected communities.
Expected outputs	i. Humanitarian principles and humanitarian space safeguarded ii. National and Local Integrated Peace, Security and Development Nexus Analysis and Coordination established in RCOs iii. Shared vision and Multi-Year Programming based on target countries' Progress and effects of peace support operations and special political missions tracked and monitored
Main activities	1. Operationalizing the AU Post Conflict Reconstruction and Development (PCRD) Policy Framework 2. Linkages with Regional Economic Communities. Such relations will include collaboration, knowledge sharing, and joint planning to align efforts and maximize impact. 3. Catalytic Programming: The program will support the establishment of pooled funding mechanisms to support area-based programming that integrates humanitarian, development, and peacebuilding interventions. 4. Monitoring and Evaluation Mechanism:

1) Area-based programming is an approach that defines an area as the primary entry point rather than a sector or target group. It is particularly appropriate in areas with complex, interrelated and multi-sectoral needs.

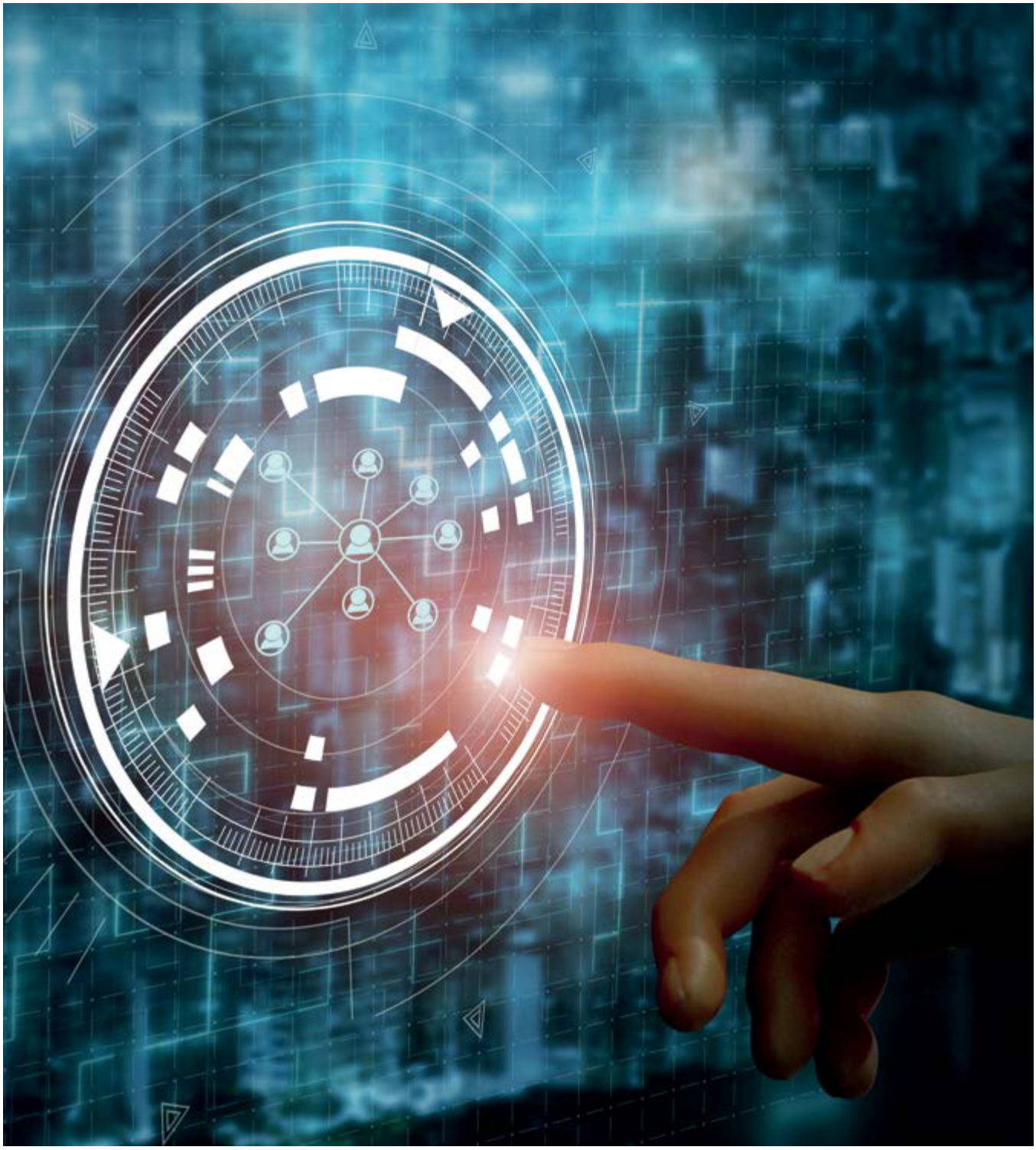
5.6. Digital Transformation and Innovation Ecosystems

Most African countries aspire to have knowledge-based innovation-led economies characterized by the active participation of their citizens. Our world is big and complex, but human progress is still about life on the ground; up close and in details-A clearer picture is made possible from granular datasets on human development.[2] Sometimes human progress depends more on local conditions than national ones. Scientific knowledge, technology, innovation, data and digital transformation could provide the platform because they are redefining and resetting how people interact and institutions and businesses operate. Data and analytics and adopting digital technologies and offerings favour individuals, communities, institutions, businesses and industries that seek to strengthen their participation in the domestic and international value chains. African economies could realize significant socio-economic opportunities by adopting and using data analytics and digitalization to spur systemic innovation and entrepreneurship in communities and socio-economic sectors such as manufacturing, education, agriculture, health, natural resources management, food and beverages, among many other industries. Better use of data, the application of knowledge, new technologies, and citizens' active engagement in designing innovation-led interventions across all socio-economic sectors in Africa are the critical anchorage to Africa's sustainable transformative development.

Title of the action	*Digital Transformation and Innovation Ecosystems*
Location(s) of the action:	Africa
Total duration of the action (months):	Five (5) Years
Requested contribution (amount)	EUR 125 Million
Requested EU contribution as a percentage of total eligible costs of the action (indicative)	
Total indicative budget	EUR 125 Million
Objectives of the action	1. Build and strengthen data infrastructure at the national level in selected countries per REC 2. Develop regional data infrastructure in each REC 3. Establish a continental data infrastructure at AUDA-NEPAD 4. Improve data literacy and digital literacy, and knowledge capitalization across Africa economies 5. Foster innovation and entrepreneurship through data-inspired initiatives 6. Leverage data and digital technologies to address complex social and economic challenges in Africa
Target group(s)	
Final beneficiaries	African Citizen
Expected Impact(s)	7. Enhanced social and economic development in Africa 8. Enhanced use of data for decision-making in social and economic development initiatives across Africa. 9. Strengthened data and digital infrastructure and use at sub-national, national, regional, and continental levels 10. Improved capacity to address Africa's grand challenges through data and digital technologies-informed decision-making and systemic innovation and entrepreneurship.
Expected outputs	11. Robust national, regional, and continental data infrastructure 12. Increased number of data and digital-literate individuals and organizations 13. Policies influenced by the use of data and digital technologies 14. Innovations and startups supported by data and digital technology use. 15. Development challenges addressed through data and digital technologies-inspired projects and programmes

2) Chris Bradley, Marc Canal, Sven Smit, Jonathan Woetzel (2022). Pixels of Progress: A granular look at human development around the World. McKinsey Global Institute; December 7, 2022

Main activities	1. Build and strengthen data infrastructure: Develop national data systems, regional data hubs, and continental data infrastructure at AUDA-NEPAD. 2. Improve data and digital literacy and knowledge utilization capacity: Conduct data and digital literacy workshops and training programs, and innovation-led entrepreneurship champion programmes focused on Micro, small-to-medium enterprises. 3. Promote data and digital technologies-informed decision-making: Develop and implement data and digital technologies-informed policy frameworks and strategies. 4. Foster innovation and entrepreneurship: Organize data and digital technologies-inspired innovation challenges and support data and digital technologies-inspired startups. 5. Leverage data and digital technologies to address grand challenges: Implement data and digital technologies-informed value-driven projects to address social and economic difficulties.



5.7. Total Portfolio Program Budget

Program Title	Duration (Months)	Resources to be Mobilized in Euros
Continental Health Architecture	60	1 760 000 000,00
Infrastructure Development	96	3 000 000 000,00
Climate Change, Agriculture and Rural Transformation	60	2 800 000 000,00
Accelerating sustainable growth and decent job creation – (Energize Africa)	60	240 000 000,00
Democratic Governance, peaceful and just societies	60	25 000 000,00
Digital Transformation and Innovation Ecosystems	60	125 000 000,00
Total		**7 950 000 000,00**

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