JOINT
SECRETARIAT
SUPPORT OFFICE (JSSO)

TOWARDS THE ESTABLISHMENT OF LINKAGES AND SYNERGIES BETWEEN AGENDA 2063, SDGs AND THE AfDB HIGH-5 PRIORITIES

Contents

Figures

Tables

Acknowledgements

Executive summary

The Joint Secretariat Support Office was established in the Joint Secretariat in June 2010 as a coordination centre for identified areas of cooperation among the three Joint Secretariat institutions, including facilitating consensus-building, in particular concerning shared initiatives. It became operational in March 2011. The Support Office provides a platform for the coordination of continental and regional initiatives for Africa with the objective of enhancing effectiveness and joint programme implementation.

The present report provides an assessment and analysis of the linkages and synergies between Agenda 2063: The Africa We Want, the 2030 for Sustainable Development and the African Development Bank's High 5 priorities. The report has benefited from extensive literature reviews and wide consultations with key stakeholders.

The relevance of the Support Office depends upon its remaining focussed on facilitating coordination of the vital development agenda for the continent. The calibration of its interventions should be such that it leads to value addition to the work of Joint Secretariat institutions and their technical departments. Many stakeholders believe it has a key role to play in coordinating joint initiatives by those institutions.

From its inception, the main purpose of the Joint Secretariat was to reinforce and enhance cooperation among the three institutions in order to ensure that a structured framework was created to deepen collaboration in the implementation of their key activities. The memorandum of understanding that established the Support Office makes it clear that ad hoc operations between the Joint Secretariat institutions are not conducive to comparative planning to harness joint strengths and recognized that there were inherent potential synergies for cooperation among the institutions.

Strong linkages among the activities of the Joint Secretariat institutions are vital. During the first five years of Support Office operations, efforts were made to forge linkages in order to achieve efficiency and timeliness and to promote joint development impacts. The members of the institutions did not always implement these satisfactorily as a result of wavering commitment.

An analysis of the performance of ongoing initiatives in terms of how synergies have been exploited to gain collaboration suggests that much more needs to be done.

The key drivers for development linkages, synergies and collaboration in ongoing joint initiatives, such as the regional integration agenda, industrialization, the ClimDev-Africa Special Fund and the Joint Youth Employment Initiative for Africa, are rooted in Agenda 2063, the Sustainable Development Goals of the 2030 Agenda and the High 5s.

It is crucial for the Joint Secretariat institution initiatives that an environment be created in which timely and collegial consensus on critical development issues can be achieved. To date, the institutions have attempted to push forward parallel initiatives that could be undertaken jointly. The Support Office needs to enhance the processes of coordinating consensus-building to demonstrate the need for joint activities to the institutions.

Each Joint Secretariat institution has primary responsibility for its development priorities, taking into account the development policies and strategies of the other participating parties. In the process of implementation, the approach is to encourage effective coordination by the institutions with comparative expertise and experience in order to ensure seamless ownership, while maintaining synergies between the three institutions.

Commitment on the part of the Joint Secretariat institutions is fundamental. Their role in tackling emerging development challenges in Africa means that the skills of Joint Secretariat Support Office staff must reflect the changing dynamics. The nature of the support requires staff to be able to analyse development problems in order to provide effective advisory services to functional institution departments and the principals. Once assigned to the Support Office, staff should not be seen as representing the interests of their relevant institutions of origin, given that they do not control the activities of substantive departments and cannot therefore commit them in any binding manner. Seconded staff are, however, expected to see that the institutions that they represent become familiar with the work of the Support Office and work in harmony with it.

A balanced skill mix is required, including strategic analysis, communication, programme formulation, financing and risk analysis. Support Office staffing needs to be strongly weighted towards the technical skills of the work stream and maintain a balance between the mandates of each party.

Workplans are an integral part of Support Office management. The objectives of strategic workplans should be coordinated in order to reduce duplication. This requires staff to deepen their analytical approaches in order clearly to identify the critical aspects of the work of the Joint Secretariat institutions and understand exactly what each institution is engaged in, with a view to streamlining their efforts and resources. In 2017-2018, planning will take the form of a work programme with identified targets.

Strategic areas on which the Support Office should concentrate during this period have been identified. These areas are linked closely to the long-term strategic dimensions of each goal and target to be achieved at during the successive implementation phases of the three frameworks.

The visibility of the Support Office is a challenge because most of its direct clients and stakeholders do not have a clear grasp of its activities, achievements and future strategic direction. The Support Office needs to reach out more proactively to clients and stakeholders. This can be done by establishing a communication platform to facilitate the formation of a network that is aimed at enhancing interaction between technical teams, heads of functional departments and clients. This would bridge the gap in structured communication and subsequently improve understanding between functional departments and beneficiaries, which include national government and private sector entities.

I.   Introduction

A.   Joint Secretariat

The African Union, the Economic Commission for Africa (ECA) and the African Development Bank (AfDB) would leverage their ability to add value to African countries' socioeconomic development agenda through greater collaboration and coordination in their activities and programmes and by harnessing their relevant comparative advantages.

To achieve this, a Joint Secretariat of the African Economic Community was established in 1989 (resolution AHG/Res. 179 (XXV) of the Assembly of the Organization of African Unity (OAU)). The Joint Secretariat institutions are OAU, ECA and AfDB.

The purposes of the Joint Secretariat include creating an effective institutional framework for collaboration among the Joint Secretariat institutions; enhancing coherence, coordination and cooperation among the parties; increasing the number of joint programmes; jointly planning and implementing related programme activities; fostering stronger institutional and programme linkages; developing partnerships between the parties; and sharing knowledge.

B.   Memorandum of Understanding

The OAU Assembly decision of July 1989 gave a green light to the establishment of a Joint Secretariat office, but this did not happen until June 2010, when the memorandum of understanding between the three organizations gave more structure to the Joint Secretariat.

C.   Joint Secretariat Support Office

With the memorandum of understanding in place, the Joint Secretariat Support Office was established in June 2010. The Support Office, which is hosted by ECA in Addis Ababa, became operational in March 2011. Its overall strategic direction comes from the Joint Secretariat, which also provides supervisory oversight of its operations.

The memorandum of understanding established the Support Office as a coordination centre for identified areas of cooperation among the three Joint Secretariat institutions, including by facilitating consensus-building, in particular regarding shared initiatives.

The Support Office is also charged with monitoring and reporting on progress made towards the implementation of collaborative programmes and activities undertaken by the three institutions on their own and/or between the three institutions and regional and international partners.

The Steering Committee, with members from the African Union Commission (Deputy Chair), ECA (Deputy Executive Secretary) and AfDB (Vice-President, Operations), provides strategic guidance on the functioning of the Support Office. In turn, the Support Office provides internal coherence, alignment and coordination for joint initiatives of the Joint Secretariat iinstitutions at the continental, regional and national levels, taking into account the frameworks and plans adopted by the institutions, regional economic communities and member States.

The aims of the Support Office include the following:

(a)   Enhancing coordination for identified areas of cooperation among the three institutions;

(b)   Reducing duplication in both human and financial resources;

(c)   Leveraging relevant comparative advantage;

(d)   Enhancing the impact of interventions;

(e)   Facilitating consensus among the three institutions and supporting the three principals in determining the nature of initiatives and programmes to be carried out jointly;

(f)   Pointing to new and emerging issues requiring strategic intervention by the three principals, and following up and arranging the research workshops and retreats necessary for strategic initiatives;

(g)   Preparing and submitting an annual report on its activities to the Joint Secretariat.

D.   Recent coordination and facilitation work

Since its establishment, the Support Office has sought to facilitate collaboration between the three Joint Secretariat institutions in several joint initiatives and programmes. It has been involved in more than 30 initiatives, including the Joint Youth Employment Initiative, the African Platform for Development Effectiveness, the Strategic Partnership Dialogue, the AUC-ECA-AfDB partnership on the Science, Technology and Innovation Initiative and the Pan-African University Initiative.

In addition, the Support Office has engaged in the following initiatives: the African Institute of Remittances and Migration; Agenda 2063; an intra-African trade regional coordination network; the Programme for Infrastructure Development in Africa; Climate for Development in Africa; the African Solidarity Initiative for Peace and State-building in Africa; the African Land Policy initiative; the Sustainable Energy for All initiative; the African Mining Vision; the Coalition for Dialogue on Africa; the Multi-stakeholder Consensus on the Management of Africa's Natural Resources; organization of the African Economic Conference; and what might be called emerging issues. Notwithstanding the Support Office's involvement in these many initiatives, its overall performance has been very mixed.

A review of the existing areas of collaboration between the Joint Secretariat institutions shows that there is great potential for gains from joint initiatives and that this could be harnessed by recognizing the distinct but complementary roles of the three institutions.

AfDB was established to promote economic and social development efforts in Africa. The overarching objective of the AfDB Group is to spur sustainable economic development and social progress in its regional member countries, thus contributing to poverty reduction. This is achieved through mobilizing and allocating resources for investment in regional member countries and providing policy advice and technical assistance to support development efforts.

The African Union is a continental union of all 55 African countries established to promote mutual economic development and integration among the majority of African States, and peace, security, and stability on the continent. The vision is of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.

The mandate of ECA is to promote policy dialogue and the economic and social development of its member States foster intraregional integration and promote international cooperation for Africa's development.

The strength of ECA derives from its role as the only United Nations agency mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. To enhance its impact, it focuses on collecting up-to-date and original regional statistics in order to base its policy research and advocacy on clear and objective evidence, promoting policy consensus, providing meaningful capacity development and providing advisory services in key thematic fields.

II.   Frameworks for transformation

A.   Agenda 2063

At the African Union Summit of January 2013, the African Union Commission, supported by the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, AFDB and ECA were tasked with preparing a 50-year continental agenda through a people-driven process.

To encourage discussion among all stakeholders, Agenda 2063 was developed through wide consultation at the continental level in order to gather the views of the people, learn from the lessons of the past, build on the progress under way and strategically exploit all possible opportunities available in the short and medium terms so as to ensure positive socioeconomic transformation within 50 years.

Agenda 2063 is therefore a strategic framework for the socioeconomic transformation of Africa in the coming 50 years. It builds on and is intended to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.
It is Africa's endogenous plan for structural transformation and a shared strategic framework for inclusive growth and sustainable development. It has three dimensions:

(a)   The Vision for 2063: based on the African Union Vision and the seven aspirations emanating from the stakeholders consulted, it paints a vivid picture of where Africans would like to see their continent 50 years from now, when Africa will be celebrating the centenary of the OAU founding. The vision incorporates milestones, which represent transitions in the journey towards the "Africa we want" by 2063;

(b)   The Transformation Framework: it presents the foundations on which Agenda 2063 is built and the milestones on the journey in the form of goals, priority areas, targets and indicative strategies. The Framework is presented in two comprehensive results matrices at the national, regional and continental levels. This will facilitate the measurement of progress and strengthen accountability for results at all levels. The Framework represents the "what must be done" to attain the vision for 2063;

(c)   Making it Happen: it outlines the "how to get there" of Agenda 2063 and treats aspects relating to implementation, monitoring and evaluation principles and responsibilities; financing; partnerships; capacities for implementation; and communication and outreach.

B.   Sustainable Development Goals

The Sustainable Development Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

The 17 Sustainable Development Goals build on the successes of the Millennium Development Goals, while including new areas, such as climate change, economic inequality, innovation, sustainable consumption and peace and justice. The Goals are interconnected, in that

often the key to success for one will involve tackling issues more commonly associated with another.

The Sustainable Development Goals involve working in a spirit of partnership and pragmatism to make the right choices to improve life sustainably for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large.

The Sustainable Development Goals are part of an inclusive 2030 Agenda. They tackle the root causes of poverty and bring together countries and key players to produce positive change for people and the planet. They provide a common plan and agenda for tackling some of the pressing challenges facing our world, such as poverty, climate change and conflict.

C. High 5s

The AfDB strategy for the period 2013–2022 reflects the aspirations of the entire African continent. It is firmly rooted in a deep understanding and experience of how far Africa has come in the past decade and where it wishes to go in the coming one.

The strategy is designed to place AfDB at the centre of Africa's transformation and to improve the quality of African growth. It is aimed at broadening and deepening that process of transformation, mainly by ensuring that growth is shared by all African citizens and countries, not just some of them. It is also aimed at bringing about growth that is both environmentally sustainable and economically empowering.

AfDB has stepped up the pace by focusing on five priorities that are crucial for accelerating Africa's economic transformation. These are the so-called High 5s: light up and power Africa, feed Africa, industrialize Africa, integrate Africa and improve the quality of life for the people of Africa.

The present report was intended to assess possible linkages and synergies through ongoing initiatives and/or flagships of the three institutions to form part of the focus of the work of the Support Office for the coming two to three years.

The Support Office has taken steps to engage in a number of joint initiatives in which the Joint Secretariat institutions are involved and which were included in its work programme for 2014. It followed the Agenda 2063 processes, including by participating in meetings of the technical team working on the document. It was clear that the level of collaboration among the institutions was not strong enough, resulting in an uneven understanding of the progress of the initiative by the partner institutions, that the institutions did not work as closely as envisaged and that the manner in which the process was managed did not facilitate effective collaboration and participation.

D.   Joint Secretariat Support Office roles and opportunities

Several stakeholders indicated that the Support Office had a key role to play in coordinating joint initiatives by the Joint Secretariat institutions. It should liaise between them and broker agreements to create synergy. It could exploit numerous opportunities to contribute and coordinate recurrent activities in Africa.

During the consultations with key stakeholders, it was stressed that the role of the Support Office could include supporting the conferences of the parties; providing input to General Assembly meetings, African Union Summits, the Conference of Ministers of Finance, the AfDB Assembly, the World Bank Assembly and the meeting of the Permanent Representative Committee (Ambassadors meetings); and contributing to the African Development Forum, and Programme for Infrastructure Development in Africa/Comprehensive Africa Agriculture Development Programme continental meetings.

In terms of collaboration linkages, most stakeholders were of the view that the Support Office had a long way to go. More needed to be done if it were to have an impact on exploiting synergy in collaborative activities. The Support Office has to deepen its approaches to the services that it offers to the Joint Secretariat institutions in order to be efficient and effective in delivering support.

With regard to facilitating development collaboration by leveraging relevant comparative advantage to reduce time wastage, the Support Office should create a mechanism for real-time networking using effective communication systems and versatile information-sharing approaches that respond to the needs of individual members of the Joint Secretariat institutions.

Joint programming provides great opportunities for the Support Office to promote linkages between the institutions. Trade, in particular, is an important window for joint programming, taking into account the interests of all parties.

When the Joint Secretariat was conceived in 1989, it was not anticipated that there would be a need for coordination of the complex relationships in the development transformation in Africa. The advent of Agenda 2063, the Sustainable Development Goals, the High 5 priorities and many other development initiatives calls for a broader approach to a joint coordination mechanism in Africa to be considered. Even though the premise of an African Joint Coordination Mechanism goes far beyond the scope of this report, the authors are convinced that Support Office initiatives to date provide a threshold for broadening the structure and nature of a continent-wide joint coordination mechanism.

E.   Relevance of the Joint Secretariat Support Office

The relevance of the Support Office is perceived in terms of how it remains focused on facilitating collaboration on and coordination of the vital development agenda for Africa. The calibration of Support Office interventions should be such that it leads to value addition to the work of the Joint Secretariat institutions and their technical departments.

In particular, the Support Office should demonstrate that its operations are of value in terms of the following:

(a)   Promoting effective collaboration between the parties;

(b)   Minimizing duplication and avoiding rivalry and competition between the institutions;

(c)   Harnessing comparative advantage to optimize the utilization of joint resources;

(d)   Promoting joint ownership of the development programmes on the continent;

(e)   Creating an enabling environment for shared goals and subsequent joint investment;

(f)   Deepening effective communication between institutions for learning and information-sharing;

(g)   Mapping Joint Secretariat institution initiatives to establish synergies within interventions.

To achieve this, staff skills need to reflect the changing dynamics on the continent. The nature of support provided by the Support Office requires staff to be able to analyse development problems in order to provide effective advisory services to functional Joint Secretariat institution departments and the principals. This remains a challenge, given that the staff complement is incomplete and turnover is relatively high.

Once assigned to the Support Office, staff should not be seen as representing the interests of their relevant institutions of origin, given that they may not control the activities of substantive departments and cannot therefore commit these departments in a binding manner. Seconded staff are, however, expected to see that the institutions that they represent become familiar with the work of the Support Office and work in harmony with it.

A balanced skill mix is required that includes such skills as strategic analysis, communication, programme formulation, financing and risk analysis. Support Office staffing needs to be strongly weighted towards the technical skills of the work stream and maintain a balance between the mandates of each party.

F.   Enhanced cooperation between the Joint Secretariat institutions

The support that the Support Office provides to Joint Secretariat institutions is intended to provide seamless coordination of joint operations leading to high-impact results attributable to the work of the Joint Secretariat. The results of an analysis of the effectiveness of support in terms of the six overarching objectives of the Support Office are discussed below.

From its inception, the main purpose of the Joint Secretariat was to reinforce and enhance cooperation among the three institutions in order to ensure that a structured framework was created to deepen joint collaboration in the implementation of key Joint Secretariat activities.

It was clear when the memorandum of understanding that established the Support Office was in preparation that ad hoc operations between the institutions were not conducive to comparative planning to harness joint strengths. It was recognized in the memorandum that there were potential synergies for cooperation among the institutions.

The main aim of collaboration between the institutions is to bring them to the point at which each views potential joint programmes in terms of both regional and continental impacts. This is the rationale for the Support Office efforts to coordinate the overarching goal of exploiting synergies and collaboration in the Joint Secretariat institution initiatives.

Strong linkages among the activities of the Joint Secretariat are vital. During the first five years of Support Office operations, efforts were made to forge linkages in order to achieve efficiency and timeliness and to promote joint development impacts. Apart from those impacts, which were to some extent satisfactory, more needs to be done to forge all the linkages in collaborative initiatives. This overarching goal is rated as being achieved in part.

The ongoing joint initiatives, such as the ClimDev-Africa Special Fund and the Joint Youth Employment Initiative for Africa, have endeavoured to promote synergies within the framework of the Joint Secretariat. This should be accorded high priority by the Support Office, given that initiatives geared towards young people are expected to play a key role in creating jobs and stability.

III. Linkages, synergies and strategic areas of collaboration

A. Areas of convergence

Agenda 2063 is the primary framework for transformation in Africa. This is made clear by its specific goals, priorities and targets and is explained in depth in the first 10-year implementation plan for the period 2014-2023. Other continental and global frameworks, including the AfDB High 5s and the Sustainable Development Goals, complement the African Union framework. The matrix below gives an idea of possible linkages, synergies and strategic areas of collaboration among the three frameworks.

Agenda 2063 goals and priorities	*AfDB High 5s*	*Sustainable Development Goals*
1. **High standard of living, quality of life and well-being for all citizens** ▪ Incomes, jobs and decent work ▪ Poverty, inequality and hunger ▪ Social security and protection, including persons with disabilities ▪ Modern, affordable and liveable habitats and quality basic services	-No. 5: Improve the quality of life of the people of Africa (jobs for young people; ENABLE programme for young people) - No. 2: Feed Africa - No. 1: Light up and power Africa (funding "bottom of the pyramid" energy access programmes to ensure access to clean and reliable energy)	1. End poverty in all its forms everywhere in the world 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 11. Make cities and human settlements inclusive, safe, resilient and sustainable
2. **Well-educated citizens and skills revolution, underpinned by science, technology and innovation** ▪ Education and science, technology and innovation-driven skills revolution	- No. 5: Improve the quality of life of the people of Africa (jobs for young people; skills enhancement)	4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
3. **Health and well-nourished citizens** ▪ Health and nutrition	- No. 2: Feed Africa (goal 2: eliminating hunger and malnutrition)	3. Ensure healthy lives and promote well-being for all at all ages
4. **Transformed economy** ▪ Sustainable and inclusive economic growth ▪ Science, technology and innovation-driven manufacturing,	- No. 3: Industrialize Africa: (foster successful industrial policies; catalyse funding in key infrastructure and industrial projects; grow liquid and effective capital markets; promote and	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Agenda 2063 goals and priorities	AfDB High 5s	Sustainable Development Goals
industrialization and value addition ▪ Economic diversification and resilience	drive enterprise development; develop efficient industrial clusters) - No. 2: Feed Africa (moving to the top of agricultural value chains)	
5. Modern agriculture for increased productivity and production ▪ Agricultural productivity and production	- No. 2: Feed Africa (increased productivity, increased value addition, expanded agricultural finance, improved agribusiness environment)	**2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
6. Blue (ocean) economy for accelerated economic growth ▪ Marine resources and energy ▪ Port operations and marine transport	- No. 4: Integrate Africa (financial market integration)	**14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
7. Environmentally sustainable and climate-resilient economies and communities ▪ Biodiversity, conservation and sustainable natural resource management. ▪ Water security ▪ Climate resilience and natural disaster preparedness	- Cross-cutting	**6.** Ensure availability and sustainable management of water and sanitation for all **7.** Ensure access to affordable, reliable, sustainable and modern energy for all **13.** Take urgent action to combat climate change and its impacts **15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
8. A united Africa (federal or confederate) ▪ Frameworks and institutions for a united Africa		

Agenda 2063 goals and priorities	AfDB High 5s	Sustainable Development Goals
9. Continental financial and monetary institutions established and functional ▪ Financial and monetary institutions	- No. 4: Integrate Africa (financial market integration)	

Agenda 2063 goals and priorities	AfDB High 5s	Sustainable Development Goals
10. World-class infrastructure criss-crosses Africa ▪ Communications and infrastructure connectivity		9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched ▪ Democracy and good governance ▪ Human rights, justice and the rule of law		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
12. Capable institutions and transformative leadership in place ▪ Institutions and leadership ▪ Participatory development and local governance		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
13. Peace, security and stability is preserved ▪ Maintenance and preservation of peace and security		16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
14. A stable and peaceful Africa ▪ Institutional structure for African Union instruments on peace and security ▪ Defence, security and peace		
15. A fully functional and operational African Peace and Security Architecture ▪ Fully operational and functional APSA pillars		
16. African cultural renaissance is pre-eminent ▪ Values and ideals of pan-Africanism		

Agenda 2063 goals and priorities	AfDB High 5s	Sustainable Development Goals
▪ Cultural values and African renaissance ▪ Cultural heritage, creative arts and businesses		
17. Full gender equality in all spheres of life ▪ Women's and girls' empowerment ▪ Violence and discrimination against women and girls eliminated	- No. 5: Improve the quality of life of the people of Africa (jobs for young people) - No. 2: Feed Africa (increased inclusivity, sustainability and nutrition: women-owned agricultural and agribusiness enterprises)	**5.** Achieve gender equality and empower all women and girls
18. Engaged and empowered young people and children ▪ Empowerment of young people and children's rights	- No. 5: Improve the quality of life of the people of Africa (jobs for young people: ENABLE programme for young people)	**4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all **5.** Achieve gender equality and empower all women and girls
19. Africa as a major partner in global affairs and peaceful coexistence ▪ Africa's place in global affairs ▪ Partnerships		**17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development
20. Africa takes full responsibility for financing her development goals ▪ African capital markets ▪ Fiscal systems and public sector revenue ▪ Development assistance	- Cross-cutting (innovative financing approaches, e.g., domestic resource mobilization, public-private partnerships, curb illicit financial outflows)	**10.** Reduce inequality within and among countries **17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development

B. Flagships

Table 1 shows the flagship programmes and initiatives the continent is committed to fast-tracking to contribute to bringing about the transformation required to satisfy the aspirations of Africans.

Table 1
Fast-track programmes and initiatives (flagships)

1. Integrated high-speed train network
2. African commodity strategy
3. Continental Free Trade Area
4. Pan-African e-network
5. African passport and free movement of people
6. Silencing the Guns
7. Grand Inga Dam project
8. Annual African Forum
9. Single air transport network
10. African outer space strategy
11. Pan-African virtual university
12. Continental financial institutions (African Investment Bank, African Monetary Fund, African Central Bank and Pan-African Stock Exchange)

C.   Possible support to flagships

Table 2 presents how Agenda 2063 flagships could be supported through the implementation of initiatives under the AfDB High 5 priorities.

Table 2
How Agenda 2063 flagships could be supported through High 5s

Agenda 2063 flagship	High 5s
1. Integrated high-speed train	Integrate Africa [regional infrastructure development – hard and soft]
2. Africa commodities strategy	Feed Africa [make Africa a net exporter of agricultural commodities]
3. Continental Free Trade Area	Integrate Africa [create larger markets for industrialization and trade development]
4. Pan African e-network	Integrate Africa [regional infrastructure development – information and communication technologies]
5. African passport and free movement of people	Integrate Africa [enhancing industrialization and trade]
6. Silencing the Guns	-

7. Grand Inga Dam project	-Integrate Africa [regional infrastructure – energy infrastructure] -Light up and power Africa [accelerating major regional projects and driving integration]
8. Annual African Forum	Integrate Africa [dialogue and advocacy on regional integration]
9. Single air transport network	Integrate Africa [regional infrastructure development: hard (airports) and soft (freeing up airspace – implement Yamoussoukro Decision)]

10. African outer space strategy	
11. Pan-African virtual university	Integrate Africa and improve the quality of life for the people of Africa [support regional knowledge networks and centres of excellence to foster harmonization and portability of skills]
12. Continental financial institutions (African Investment Bank, African Monetary Fund, African Central Bank and Pan-African Stock Exchange)	Industrialize Africa [grow liquid and effective capital markets]

D.   Distilled strategic areas of collaboration

During the analysis of Agenda 2063, the Sustainable Development Goals and the High 5 priorities, an attempt was made to identify areas of activity that lend themselves to short-term and long-term collaboration among the three Joint Secretariat institutions.

Annex I to this report contains a detailed analysis of the three frameworks and suggestions for broad areas of collaboration. It shows that the frameworks have a number of common strategic areas that the institutions could harness for joint work over the varying framework durations.

Table 3 provides a summary of the distilled strategic areas for Support Office interventions. It must be stressed that the strategic areas distilled for collaboration are those that the Support Office will be expected to concentrate on during the two-year work programme period. The strategic areas of collaboration for the Support Office to concentrate on during a specific work programme are linked to the long-term strategic dimensions of each goal and target to be achieved at various periodic and successive implementation phases of the frameworks.

It is important to emphasize that the selection of the four strategic areas of collaboration was informed by an analysis of the content of the three frameworks (Agenda 2063, the 2030 Agenda and the AfDB High 5 Priorities), as detailed in annex I of this report. In the annex, the strategic areas of collaboration that are common to the three frameworks are identified. These were then distilled to filter the possible strategic areas of collaboration for the immediate attention of the Support Office, as shown in table 3.

Table 3
Joint Secretariat Support Office strategic areas of collaboration

African common position on global issues	
	Common approach to management of foreign direct investment and promoting domestic resource mobilization in view of the declining trend in official development assistance
	Continental free trade area
Regional integration	
	Joint infrastructure strategy
	Boosting intra-African trade
	Trade facilitation
	Agriculture and, development and value chain
	Environment and biodiversity
Industrialization	
	Facilitation of high productivity activities (agribusiness and mineral beneficiation)
	Tapping into technological progress
	Advocating comprehensive industrial policies responsive to country needs
	Sharing lessons and experiences on entrepreneurship opportunities
Employment of young people	
	Identification and raising awareness of the root causes of unemployment of young people and underemployment in Africa
	Foster information-sharing on inclusive development for the involvement of young people
	Leveraging policies/strategies to create employment opportunities for young people
	Unlocking the impediments to access to finance by young people

IV. Joint Secretariat Support Office priorities

A. Joint Secretariat institution priorities

Joint Secretariat institution joint initiatives will continue to focus on a broad range of sectoral and multisectoral priorities, as identified in annex I to this report. During its work programme, the Support Office will concentrate on the strategic areas of collaboration discussed below.

1. Common African position on global issues

The process to develop the post-2015 development agenda provided a unique opportunity for Africa to reach consensus on common challenges, priorities and aspirations for the continent, including challenges regarding foreign direct investment (FDI) and domestic resource mobilization. This approach should be emulated by the Support Office to examine and devise strategies to address key emerging development issues in Africa in order to apprise the institutions accordingly. The post-2015 development agenda also reaffirm the Rio Principles, especially the principles of common but differentiated responsibilities, the right to development and equity, mutual accountability and responsibility and ensuring policy space for nationally tailored policies and programmes.

2. Regional integration

Regional integration should include strengthening infrastructure linkages, in particular roads, railways, air and maritime routes. The joint project will include cross-border transmission lines, one-stop border posts, sustainable industrialization to foster innovation and improving financial infrastructure for effective and efficient financial systems. Integration in trade and development should focus on trade facilitation, improving the Africa-wide trade and business environment, moving Africa to greater heights and harnessing the power of economic corridors for the value chain.

Investment in energy and power would benefit greatly from regional integration. The goal is to advocate for the need for joint large-scale investment in power generation, encouraging the development of power pools and rural electrification and access to reliable, sustainable and modern energy.

The institutions should aim to enhance environmental performance by focusing on biodiversity, conservation, genetic resources and ecosystems, fostering the blue economy and water and sanitation management. With the long-term objective of sustainable development, agricultural productivity should address food security, value addition, cross-border markets for agricultural products and providing rural areas and poor households with greater access in order to create links to entrepreneurship.

3. Industrialization

Recent economic growth in the continent has been based on expanding domestic markets driven by a burgeoning middle class, an improving business environment, improved macroeconomic management, favourable commodity prices, rapid urbanization and increased public investment. These factors will continue to drive growth, but the lack of industrialization will hold back African economies, which have remained dependent in large part on sectors such

as agriculture and unprocessed commodities that add relatively little value. Industrialization is important for increasing beneficiation and harnessing the global value chain.

4. Employment of young people

Building on the gains and lessons of the Joint Youth Employment Initiative for Africa, the Support Office should advocate for increased emphasis on interventions oriented towards young people. The Initiative is a response to the call by African Heads of State and Government at their Summit, held in Malabo in July 2011, for the employment challenge of young people in Africa to be tackled more decisively. It is part of the follow-up to the 2004 Ouagadougou Declaration and action plan to the same effect.

Youth in Development will seek to add particular value to the employment efforts on behalf of young people already under way in Africa by combining in its work the comparative advantages and strengths of its four member institutions, the mandates and expertise of which cover the whole range of areas critical to effective action: political weight and advocacy capacity; analytical and policy design expertise; financial resources and instruments; technical expertise in labour and employment; and experience in project and programme implementation.

B. Specific joint programming initiatives

Within the context of these priority areas, a comprehensive work programme should be developed to give the operational modalities a sharper focus in order to improve Support Office performance regarding its overarching objectives. These are discussed in the following sections.

1. Common position on global issues

The Support Office should continue to argue for the importance of managing and enhancing the generation of internal resources, supplemented by external development assistance, in particular FDI. It should also promote the mobilization of domestic resources,[1] given the declining trend of official development assistance. The ultimate objective of resource mobilization and optimal management is to complement the efforts of African countries to address extreme poverty, unemployment and inequality and to improve quality of life through education, skills and technology transfer.

All three African development frameworks stress the importance of trade as an engine of inclusive economic growth and poverty reduction. This is emphasized by the continental commitment to intra-African trade and a continental free trade area. The initiatives of the Joint Secretariat institutions should be intended to promote a multilateral trading system beneficial to Africa. Their joint interventions should be aimed at building the trade-related capacity of member States for negotiations on the Doha Development Round in the context of World Trade Organization trade liberalization. The Support Office should monitor and disseminate lessons emerging from these initiatives on a regular basis.

In their effort to undertake joint initiatives, the Joint Secretariat institutions should apply the principles of common but differentiated responsibilities, the right to development and equity and mutual accountability and responsibility, and ensure policy space for regionally and

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[1] Domestic resource mobilization is discussed in the African Union draft report on Agenda 2063 financing, domestic resource mobilization and partnership strategy, published in September 2016.

nationally tailored policies and programmes in Africa. The Support Office should disseminate information promoting a responsive and accountable global governance architecture, including through contributing to discussions on international financial and economic institutions.

2. Regional integration

(a) Infrastructure

This should remain at the forefront of the institutions' joint programme and continue to be guided by the Programme for Infrastructure Development in Africa, which focuses on the development of priority infrastructure corridors, the reduction of non-physical barriers to transport and trade and the eventual transformation of road transport corridors into economic corridors. The Support Office should monitor the institutions' efforts to support the joint infrastructure on the continent and disseminate its findings as part of learning and advocacy.

Given that the joint infrastructure strategy is implemented through joint initiatives by the institutions, the Support Office should focus on advocacy and contributing to the process by way of emphasis and identification and commissioning technical papers that address issues such as the following ones:

(a) Multimodal systems, in particular road and rail;

(b) Improving road safety and addressing the broader social dimensions of transport investment;

(c) Climate change considerations in transport development (e.g., controlling greenhouse gas emissions through freight traffic management);

(d) Non-physical barriers to cross-border transport;

(e) Development of economic corridors.

The Support Office should also emphasize the importance of focusing on both hardware and software, especially in the case of railways, given that the strategic framework for connecting African countries by high-speed railways is set out in Agenda 2063.

(b) Energy and power integration

All three African development frameworks refer to the need for an integrated approach to delivering sustainable, secure and competitively priced energy. AfDB, in its High 5 priorities, is emphatic about the need to power Africa. Agenda 2063 has the specific goal of ensuring that all citizens have access to energy. The institutions' collaboration on energy should therefore focus on the following strategic objectives:

(a) Enhance access to energy for all sectors and communities, in particular the poor, by promoting best energy practices in the region;

(b) Promote regional power pools for integrated energy and power marketing, undertaking joint investment in large-scale power generation for Africa;

(c)   Develop and utilize more efficiently indigenous, low-carbon and renewable resources, reducing the region's dependence on imported fossil fuels;

(d)   Improve energy supply security through cross-border trade, optimizing the use of regional energy resources;

(e)   Promote public-private partnerships and private sector participation, in particular through small and medium-sized enterprises, for regional energy development.

The role of the Support Office in an integrated approach to delivering sustainable, secure and competitively priced energy will be to raise awareness among stakeholders in Africa of the need for joint implementation of integrated energy and power accessibility. This should be done by helping to identify practices and lessons on the best utilization of the hardware and software technologies that can form part of the energy road map and includes the following:

(a)   Raising awareness of environmentally sustainable regional power trade planning, coordination and development in Africa;

(b)   Advocacy on energy efficiency through demand-side management and energy conservation at the regional level;

(c)   Dissemination of best practices on renewable energy resources such as biogas, solar, wind, hydro and geothermal, and clean fuels such as compressed natural gas;

(d)   Documentation of lessons on policy frameworks for renewable energy development and energy efficiency.

The Support Office should contribute to the advocacy and coordination of a regional energy forum responsible for overseeing the implementation of the Joint Secretariat institutions' joint initiatives on the integrated power and energy initiatives. The Support Office should also argue for the need to highlight social and environmental factors as an integral part of energy planning.

(c)   Trade facilitation

The establishment of a continental free trade area presupposes the harmonization and simplification of trade policies and the establishment of a single free trade area. The Support Office should monitor and document the processes for the establishment of institutional facilities such as a bank for investment and development to advocate for continental and regional economic trade for growth.

Key aspects that the Joint Secretariat institutions should consider in order to ensure that trade for development is central to their joint initiatives include enhancing the free movement of people and goods between member States, promoting mechanisms governing the movement of persons and property across borders in Africa and the adoption of common policy measures to enhance regional integration. They should support continent-wide improvement of the business environment by promoting the Move Africa initiative and Continental Business Network led by NEPAD. The Support Office should advocate synergies in these areas as part of the development discourse.

(d) Agricultural development

Under the core agricultural goals of the Joint Secretariat institution frameworks, the emphasis is on new strategic directions to address emerging regional challenges to agricultural development. In the frameworks there is recognition of the drivers of change on the continent, including trade liberalization, changing market demands, the degradation of natural resources, the contribution of agriculture to climate change and the impact of climate change on the sector, as well as global concerns about food security. There is also an acknowledgement in the African development frameworks of the need to prioritize focus areas in the context of limited resources and a focus specifically on issues linked to expanded cross-border trade in agrifood products and climate change adaptation.

The Support Office should advocate for the institutions to pursue joint initiatives that promote agricultural trade and agribusiness investment in the various economic corridors through harmonized food safety standards based on international norms. This would harness information technology-based traceability systems, e-commerce and community-based participatory approaches.

The Support Office should contribute to the discussion forum organized by Joint Secretariat institutions to disseminate understanding of climate-resilient farming systems, create awareness of a weather-based insurance system and control of transboundary invasive species, pests and animal diseases.

(e) Environment and biodiversity

With regard to the environment and biodiversity conservation in the initiatives of the Joint Secretariat institutions, the Support Office should, as part of regional integration, advocate for collaboration on the following thematic issues:

(a)   Raising awareness of biodiversity conservation and poverty alleviation as integral aspects of key interventions by the institutions. Given that infrastructure and other development are major drivers of ecosystem fragmentation and destruction and poverty alleviation remains at the core of African development efforts, it is important to expand the institutions' biodiversity conservation and pro-poor activities, especially among the vulnerable communities;

(b)   The Support Office should contribute to discussions on climate change adaptation and mitigation through networking and knowledge-sharing and document and disseminate lessons from the institutions' initiatives concerning the potential negative impact of climate change on food and energy security. The institutions' efforts to embrace weather variability that is likely to increase the vulnerability of ecosystem services and amplify impacts on dependent poor communities should also be documented for learning purposes;

(c)   The Support Office should aim to monitor interventions under the AfDB climate change action plan, which is designed to mobilize resources to finance adaptation measures and build adaptive capacity in Africa. The action plan also requires the building of institutions able to support local innovation, promote meaningful citizen participation, increase financing and ensure that low-carbon initiatives are framed within the broader principles of sustainable development;

(d)   The African Climate Policy Centre is a hub for demand-led knowledge generation on climate change in Africa. The Support Office should turn to the Centre's knowledge platform to share relevant information with the Joint Secretariat institutions. The information should be used for decision-making by improving the Support Office's analytical capacity, knowledge management and dissemination of lessons emanating from joint initiatives;

(e)   As an integral part of the Climate for Development in Africa programme, the Centre provides leverage to the Support Office to coordinate and disseminate lessons and practices from joint initiatives. This is enhanced by the fact that the Centre is a joint initiative of ECA, the African Union Commission and AfDB. The Support Office will closely pursue advocacy and consensus-building on issues relating to food trade in Africa in the context of climate change, the African Youth Conference on Climate Change and nationally determined contributions.

3.   Industrialization

The Joint Secretariat institutions' initiatives on industrialization are aimed at ensuring structural transformation for sustainable, inclusive and shared growth in Africa. The Support Office should advocate for collaboration between the institutions to facilitate moving from low-productivity to high-productivity activities, in particular from agriculture to agro-industries and from raw mineral resources to high-value semi-processed and/or processed exports, thus curbing the high unemployment rate and laying the groundwork for greater diversification of economies.

The AfDB High 5 priority on industrializing Africa (April 2017) emphasizes that the industrial revolution must be underpinned by technological progress, the reallocation of new investment to high-return emerging markets and offering Africa opportunities to leapfrog its development lag.

Africa could more than double its overall industrial per capita gross domestic product (GDP) by increasing its industrial GDP from $751 billion to $1.72 trillion within the coming decade. This would, in turn, enable Africa to raise its continental GDP to $5.62 trillion and its GDP per capita to $3,368 by 2025.

Working in collaboration with all stakeholders, the Joint Secretariat institutions should support African countries to put in place a comprehensive and resolute industrial policy that can be adjusted to respond to changing dynamics, that is specific to local context and requirements and that is aligned with each country's development goals.

The Support Office should document and share lessons learned and experience gained elsewhere in the area of the entrepreneurship of young people that help to create opportunities for business (both new business creation and the expansion of existing businesses), given that this has been shown to be the most important driver of industrialization.

4.   Employment of young people

The increased employment of young people needs to be promoted in Africa. The Support Office initiatives should advocate for such employment to be fully integrated into policy and planning frameworks at the national, subregional and regional levels. It will foster the dissemination of information on employment challenges regarding young people in order to create awareness of inclusive development responsive to the long-term needs of this group.

The number of people between 15 and 24 years of age increased from 90.8 million in 1980 to 230 million in 2015 and is projected to reach 293 million in 2025 and 535 million in 2065. Young people accounted for 19 per cent of the total African population in 1980, a proportion that increased slightly to 19.4 per cent in 2015.[2] Young people were projected to account for 19.5 per cent of total population in 2015, before declining to 17.2 per cent by 2065.

The increase in the number of young people is a cause for concern because, notwithstanding impressive annual economic growth rates in recent years, there has not been a sufficient increase in stable employment opportunities for young people. High unemployment rates throughout Africa, coupled with low labour productivity in the informal sector, where the majority of young people work, reinforces income inequality, which, in turn, undermines the pace of economic growth and social and political stability.

In 2009 there were 15 million unemployed young people in Africa.[3] In sub-Saharan and North Africa, young people constituted a very large share of total unemployed, namely, 43.3 per cent and 51.2 per cent, respectively. This implies that, although young people constitute approximately two fifths of the continent's working-age population, they account for three fifths of the total unemployed.[4]

The Support Office should identify and create awareness of the root causes of unemployment and underemployment among young people in Africa. According to the International Labour Organization, the causes are both demand and supply side factors and factors pertaining to the mismatch between the two. On the demand side, the impressive GDP growth rate has not translated into a significant change in employment opportunities for the majority of Africans because the structure of many African economies is unbalanced and unable to deliver labour-intensive and inclusive growth.

Efforts by the Joint Secretariat institutions to create an enabling environment for investment and private sector development will remain an essential factor in leveraging the demand side. Doing business in Africa continues to have higher transaction costs than elsewhere, and Africa's share of global FDI remained low, at approximately 5 per cent.[5]

The continent therefore continues to miss out on the employment-generating opportunities that accompany such investment flows. Moreover, private sector promotion strategies are not sufficiently geared towards encouraging labour-intensive approaches and investment in labour-intensive sectors.

Recent reports indicate that there are pervasive challenges for entrepreneurship and self-employment among young people. Most of them have difficulty in gaining access to affordable financing because of lack of collateral, credibility and social capital. The lack of an enterprise culture and of business management skills are also further impediments to their entrepreneurship. Attention needs to be given to these impediments by identifying the support required to promote such entrepreneurship.

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[2] See Economic Commission for Africa, *The Demographic Profile of African Countries* (Addis Ababa, 2016).
[3] See International Labour Organization, *Global Employment Trends for Youth* (Geneva, 2010).
[4] See International Labour Organization, *Global Employment Trends for Youth 2017* (Geneva, 2017).
[5] See United Nations, "Aid to Africa", Policy Brief No. 1 (October 2010).

V. Framework for coordination/modus operandi

A. Strategic partnerships

African countries are committed to ensuring that the Joint Secretariat develops stronger linkages between the three development frameworks. Agenda 2063, the 2030 Agenda and the AfDB High 5 priorities are of specific importance to the long-term transformation and economic development of Africa. The enhanced relationship between the three frameworks will be of increasing importance, given that many of the joint initiatives supported by the Joint Secretariat institutions will provide a platform for sustained development.

The joint initiatives have substantial implications for managing the implementation of activities and achieving the goals of Agenda 2063. The Joint Secretariat institutions will need to work closely with many other regional organizations and initiatives, including regional economic communities, intergovernmental organizations, regional research centres and higher education institutions.

B. Engaging other stakeholders

The Support Office should promote engagement with a number of development partners and the private sector. The institutions have always recognized the critical role of the private sector as an engine of development. The Support Office should promote understanding of the need to involve the private sector in joint initiatives. The joint projects supported by the institutions have to become more effective at raising private sector resources for major infrastructure and other development projects and developing public-private partnerships for infrastructure development.

It is also important for regional economic communities to revitalize regional business forums to ensure that private sector perspectives are reflected in the deliberations of all the forums and working groups supported by the institutions and that member States are able to obtain a more thorough understanding of the evolving requirements of the business sector.

C. Effective communication system

In the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the role of technology in development was emphasized. The Technology Facilitation Mechanism launched under the Addis Ababa Action Agenda provides a strong basis for multi-stakeholder collaboration with member States, the private sector and research institutions. The Joint Secretariat institutions should explore the joint initiative on technology and innovation for development, building an effective communication platform for information-sharing. Their initiatives should promote coordination, coherence and joint programming in information technology-related matters, emphasizing enhanced synergy and efficiency in technical innovation for growth and transformation.

In its review of the Technical Committee brief of November 2013-January 2014, the Support Office Steering Committee recommended developing a communication strategy in order to showcase its work to various stakeholders. In the meantime, the African Union Commission, ECA and AfDB should identify appropriate sections in their annual reports in which to showcase Support Office activities.

The proposed platform is a response to this recommendation. The Support Office aims to establish an online platform to serve as a gateway for information on existing and planned Joint Secretariat institution initiatives, mechanisms and programmes. The online platform will facilitate access to information, knowledge and experience and best practices and lessons learned from joint initiatives.

The communication platform (see figure I) is aimed at creating greater visibility of the forums/meetings of the Joint Secretariat by, for example, issuing joint press releases for joint meetings and joint interventions in various African socioeconomic development issues and events and producing a leaflet containing various joint initiatives in which the three institutions are involved.

Figure I
Communication platform
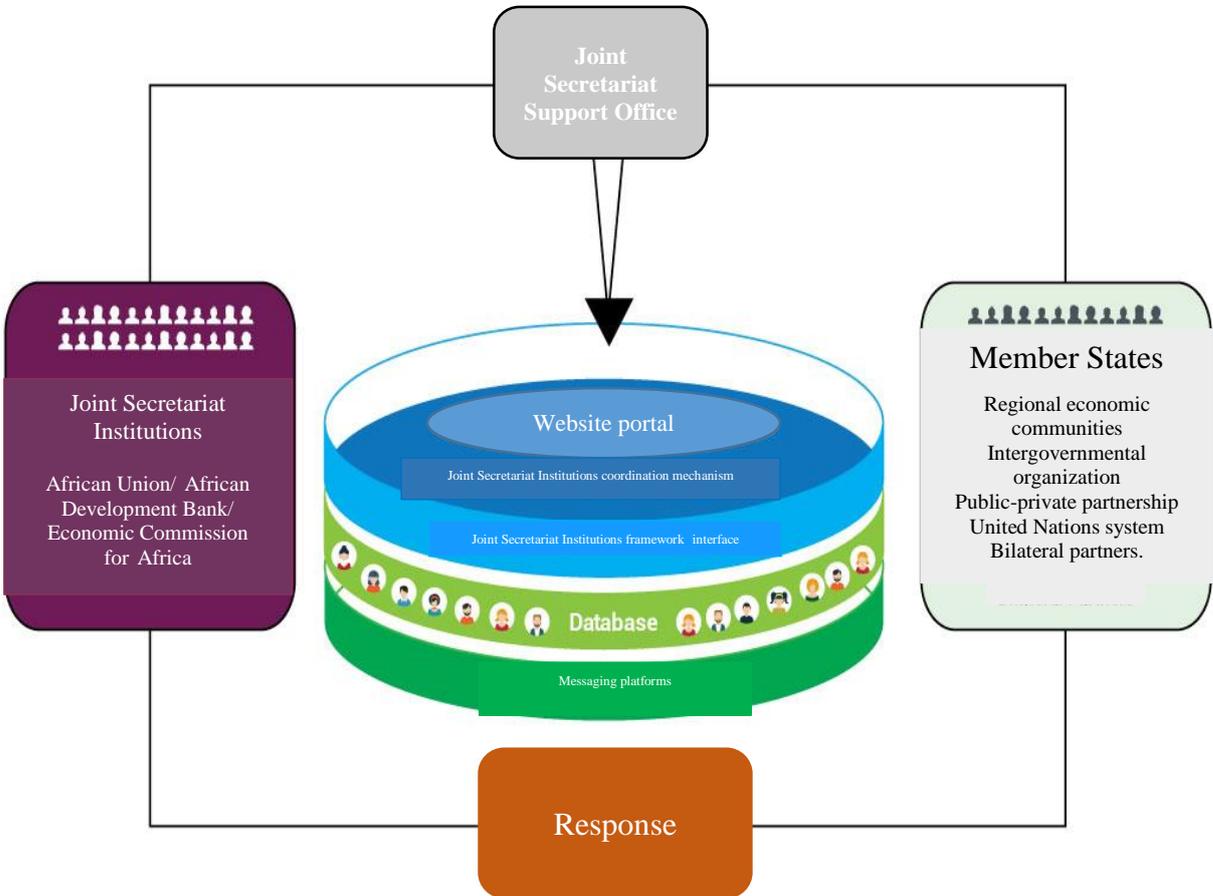
The Support Office online platform will also facilitate the dissemination of relevant publications by officers of Joint Secretariat institutions to inform policy and practices by member States and regional economic communities. This will be achieved by creating a website portal for the Joint Secretariat monitored by the Support Office.

The website portal should be of a high standard and have the functionality that portrays the gateway mechanism to Africa. It should also provide a communication interface with visitors. Given that the website is accessible 24/7, any communication actions should solicit intelligent automated responses. Automating these types of communication as far as is practical would also reduce the administrative overheads associated with the website.

The website portal should also provide access to a management system for various categories of stakeholders, including the ability to register on the management system gateway. Ideally, once registered, members/stakeholders should be directed to the relevant sections without having to visit the website home page.

D.   Built-in monitoring and evaluation

1.   Monitoring and evaluation

Good monitoring and evaluation is essential and needs to be pursued with the required seriousness and intensity of effort. The Support Office should monitor and evaluate the Joint Secretariat initiatives and technical assistance projects that it provides to specific sectors and the effectiveness of joint initiatives as a whole.

Discussions with a number of stakeholders suggest that the absence of reliable information and the effective use of that information in monitoring and evaluating Joint Secretariat initiatives is limiting their effectiveness. Responding to these concerns, the proposed work programme of the Support Office focuses more specifically on the expected results of each strategic area of collaboration and joint initiatives as a whole.

Results matrices will be monitored by the relevant initiative working groups, the Support Office and implementing departments themselves, when appropriate. The monitoring and evaluation of the work programme will complement and reinforce the monitoring and evaluation arrangements for the various initiatives, which are already embedded in various frameworks and implementation road maps.

2.   Data collection

The goal is to make data collection for monitoring Joint Secretariat institution development interventions as objective as possible and to ensure that the means exist for the rapid collation, summarization and presentation of the information to the principal and the implementing departments.

Monitoring is the backbone of management. It should help institution departmental directors to know what is happening in joint programmes and joint projects. It is a continuous process of information generation to determine what is going well, what needs to change and how joint interventions are contributing to reaching outcome-level goals. All development interventions must be monitored, regardless of duration and amount of funding.

Evaluation assesses overall joint project outcomes and effects, both intended and unintended, and their impacts. The evaluation of joint development interventions in Africa is aimed at determining whether the joint initiative objectives set in terms of expected outputs, outcomes, effects and impacts are consistent with those outlined in the continental development frameworks.

The outcome and output levels of joint initiatives will be a measure of the results of the utilization by beneficiary member States of Joint Secretariat institution inputs. If changes in outcomes are considerable, they can be detected during the joint project implementation phase. In many cases, the effects of joint initiatives on the beneficiary community will be apparent only over time. To be effective, an evaluation framework requires the development of a series

of baseline data commencing before the initiation of the joint project and continuing well beyond the end of the implementation period.

E. Aligning monitoring and evaluation with Joint Secretariat institution results

Successful evaluation of joint initiatives depends on good monitoring. Evaluation needs to measure the success of joint initiatives and collaborative development activities against defined goals and the targets of the three frameworks.

1. Selection of indicators

Precise indicators are needed to monitor the performance of joint initiatives. They should reflect the true values of the condition that they represent. Indicators for monitoring and evaluation of joint initiatives should fulfil the following criteria:

(a) Taken together, they should explain a substantial proportion of the total change in the livelihoods of beneficiaries;

(b) They must be unambiguously defined and accurately measured. When measured, they should indicate a specific state precisely in order to help to explain the change attributed to the joint interventions;

(c) They should be able to explain part of the variation in the settings of specific activities.

The most important aspect from the point of view of Joint Secretariat joint projects is the ability to measure the indicators accurately at a reasonable cost in the magnitude required. Inability to do so would require a search for proxy indicators that can be measured more easily in the joint development initiative setting. Figure 2 demonstrates this.

Figure II
Monitoring and evaluation framework
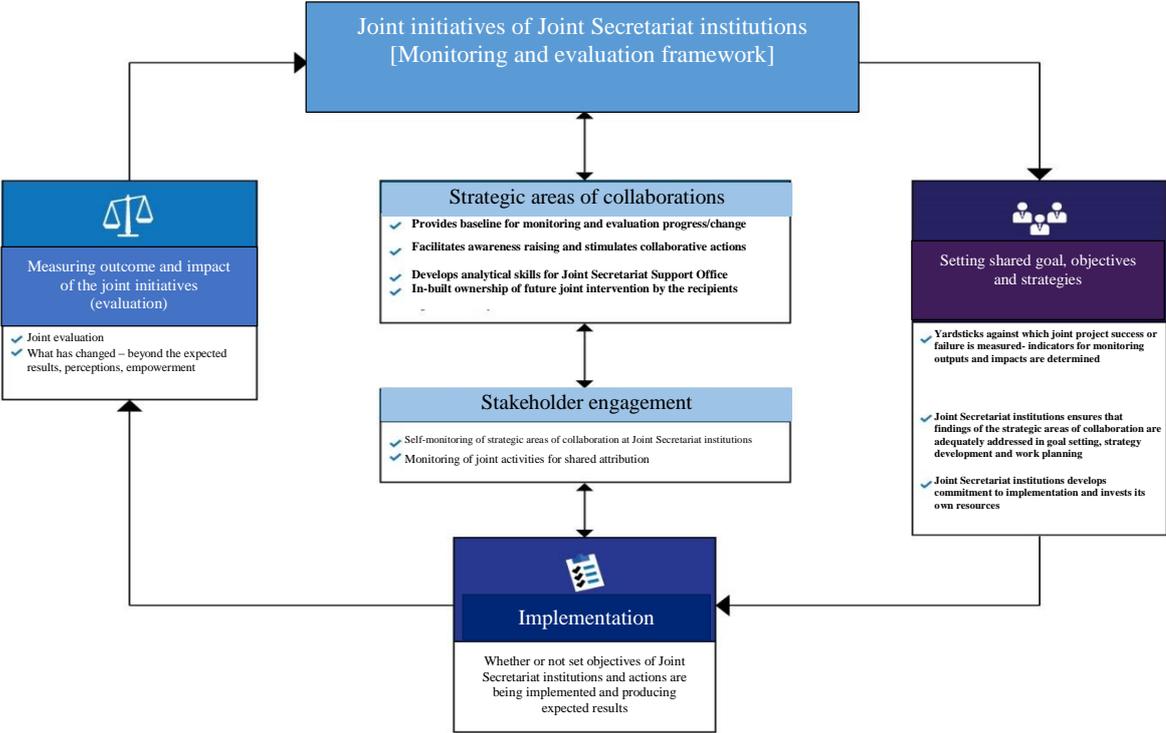
VI. Workplan for 2018

The activities in the Joint Secretariat Support Office workplan were arrived at through a series of activities and processes, including the recently concluded synergies and linkages studies commissioned by the Support Office. The study contained an assessment of possible linkages and synergies in the key development frameworks, strategies and priorities, including Agenda 2063, the 2030 Agenda and the High 5s.

In addition, a one-day partners' meeting was organized in Nairobi in May 2017 to discuss further, validate and review synergies, linkages and strategic areas of collaboration, as discussed in the report. All these led to consolidation of and agreement on the four key strategic areas of collaboration: a common African position on global issues, regional integration, industrialization and employment of young people.

A. Joint Secretariat Support Office work programme for better results

The work programme will be implemented through annual workplans that will include specific benchmarks and budgets. The objectives of annual work planning are to promote joint coordination by the Support Office of the programme initiatives undertaken by the Joint Secretariat institutions, foster continental and regional integration and create awareness of the need for infrastructure development. Efforts will also be made to encourage a focus on climate change and natural resource management, advocate for deepened social inclusion and development, stress accelerated agricultural development and food security, demonstrate the power of strengthened telecommunications and information-sharing, disseminate lessons on

creating an environment conducive to industrial development, tackle issues regarding the employment of young people and encourage the provision of incentives for information and communications technology for development and science and technology.

The attainment of the key results of the Support Office work programme will require the Support Office to enhance the coordination of joint initiatives in order to achieve the desired results. The ultimate aim is to analyse and optimize results and track impacts that may require adjustment and restoration.

B.   Joint Secretariat Support Office resource requirements for the period 2017–2018

The needs of the strategic areas of collaboration under the work programme will determine the resources required. Resource mobilization and allocation should be established at the level of expected results and the specific activities that the Support Office plans to undertake to help to coordinate the joint activities of the Joint Secretariat institutions. The Support Office, working in tandem with the working committees of the strategic areas of collaboration, will promote resource mobilization by applying various fundraising modalities.

It is estimated that $1.6 million will be needed to implement the joint initiatives and joint activities during the duration of the work programme.[6] This will be the subject of continuous dialogue with stakeholders and interested parties as the work of the Support Office moves forward in order to enable institutions, stakeholders and development partners to provide financial commitments to specific initiatives and activities to achieve the expected results and outcomes.

C.   Risk factors

The Support Office work programme takes into account risk factors that may adversely affect its implementation.

Table 4
Risk factors in the implementation of the Joint Secretariat Support Office work programme

Risk factors	Mitigating measures
Individual institutions may interpret the Support Office's approach as encroaching on their mandates	▪ The Support Office strategy ensures that institutional mandates are respected with built-in flexibility on joint initiatives ▪ The increased emphasis on shared goals encourages synergy and understanding of joint programming
As strategic initiatives are implemented, the relationship between the parties may be blurred and appear duplicative	▪ Distinctions in the nature of operation of Joint Secretariat institutions with the coordination of the Support Office are stressed

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[6] This amount is derived from the resource needs required to carry out the activities identified in annex II and elaborated in annex II.

Internal coordination and commitment to joint initiatives remain weak among the Joint Secretariat institutions	- Strong modalities for joint programming to be developed by the Support Office to promote joint initiatives - Promotion of a network of partnerships among Joint Secretariat institutions for innovation and joint ventures
Resource flows to the planned initiatives are delayed or undetermined	- The resource allocation strategy will be revitalized to initiate the identification of funding sources - Flagship joint programmes/joint projects use existing resources by pooling and reallocation

VII. Conclusion and recommendations

A. Conclusion

Several stakeholders acknowledge the role of the Support Office. Notwithstanding a number of challenges, it has played an important role in liaison and brokering agreements to create synergy in collaboration among the Joint Secretariat institutions. Regarding linkages in collaboration, most stakeholders believe that the Support Office still has a long way to go. More needs to be done in order to have an impact on exploiting synergy in collaborative activities. The Support Office has to deepen its approaches to the services that it offers to the institutions in order to be efficient and effective in delivering support to the parties.

To enhance its efforts in the area of facilitating development collaboration, the Support Office should create a mechanism for real-time networking using effective communication systems and versatile information-sharing approaches that respond to the needs of individual officers of the Joint Secretariat institutions.

B. Recommendations

The recommendations arising from this report include the following:

(a) Put in place staff with the skills set that enable them to respond to the changing development dynamics in Africa;

(b) Allocate to the Support Office a timely budget commensurate with planned activities;

(c) Support Office activities have often been stifled by a lack of sustained commitment on the part of the Joint Secretariat institutions. It is therefore emphasized that the institutions should abide by the joint agreements;

(d) The Support Office should conduct a stocktaking (mapping) exercise on what each Joint Secretariat institution is doing regarding various ongoing initiatives, with a view to establishing how the different initiatives fit into its work programme and the work of the Joint Secretariat institution frameworks as a whole;

(e) The Support Office should encourage the development of regional working groups responsible for overseeing the implementation of specific joint initiatives by Joint Secretariat institutions;

(f)   Given that the Joint Secretariat was established in 1989 by the green light given by OAU at its 1989 Assembly, it would be prudent to report to them on the progress, achievements and challenges of the Joint Secretariat to date;

(g)   A communication strategy should be developed to showcase the work of the Support Office to various stakeholders. A communication platform should be established to facilitate networking and information-sharing for learning;

(h)   Institutionalized monitoring and evaluation are vital;

(i)   Given that the Support Office has high potential, consideration should be given to upgrading it to an African joint coordination mechanism;

(j)   Resource mobilization from domestic sources should be an integral part of long-term investment for transformation in Africa.

C.   The way forward

Actions	Deliverables	In charge	Timeline						
			2017			*2018*			
			Q 2	*Q 3*	*Q 4*	*Q 1*	*Q 2*	*Q 3*	*Q 4*
1.Establish priorities on recommended actions	-Refined priority document with timelines	Support Office	* *						
2.Refinement of Work Programme: 2017/2018	-Work plan: Jun-Dec 2017 -Work plan: Jan-Dec 2018	Support Office	* *	* *					
3.Recruitment/deployment of appropriate staff	-All existing positions filled -Job descriptions / classification of new positions finalized	Support Office	* *	* *					
4. Develop contents for Support Office website portal	-Detailed portal content ready for upload	Resource person		* *	* *				
5. Design detailed architecture of Support Office portal for information-sharing	-Support Office website portal	Resource person	* *	* *	* *				
6. Develop mechanism for information-sharing	-Communication feeds platform -Support Office knowledge portal -Trade and regional integration products - Environmental knowledge products	Support Office resource person		* *	* *	* *			
7. Stocktaking (mapping) of joint initiatives	-Compendium of Joint Secretariat Institutions joint initiatives	Support Office resource person	* *	* *	* *	* *			
8. Preparation of progress reports on ongoing initiatives	-Regular Support Office progress reports -Comprehensive report on progress of implementation of Joint Secretariat Institution initiatives for feedback to Heads of State	Support Office resource person		* *	* *	* *	**		
9. Establish monitoring mechanism to generate reports to governing bodies	-Status reports to the Steering Committee -Technical/progress reports to Regional Integration Working Group	Support Office		* *	* *	* *	**	**	**
10. Work planning and progress reviews	-Regular work streams and adjustment	Support Office		* *	* *	* *	**	**	**

Annex I
Synergies and linkages

This annex provides possible areas for synergies and linkages between the three frameworks on the basis of identified corresponding goals. The four strategic areas of collaboration were selected following analysis of the content of the three frameworks. The long-term strategic areas of collaboration that converge in the three frameworks are identified. These were further analysed to identify the possible strategic areas of collaboration shown in table 3.

	Agenda 2063	*New Partnership for Africa's Development*	*African Development Bank*	*2030 Agenda for Sustainable Development*	*Identified strategic areas of collaboration*
Agricultural Productivity	*African Union*				
	-Agricultural productivity and production (Goal 5: Priority Area 1)	-Agriculture and food and insecurity management	-Feed Africa: Building infrastructure to support agricultural value chains and increase food security -Support value chain links and clusters in agribusiness and extractive industries	-Achieve food security and improved nutrition and promote sustainable agriculture (Sustainable Development Goal 12)	Area 1: **Agricultural productivity** 1.1 Agriculture and food security management

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
	-Women's and girls' empowerment (Goal 17) -Youth empowerment (Goal 18)	-Gender climate change agriculture support	-Joint Youth Employment Initiative for Africa	-Achieve gender equality and empower all women and girls (Goal 5) -Develop policies to empower women (Goal 5) -Regional and cross-border information to expand market accessibility for women Goal 5) -Participation of women in regional and international trade negotiations Goal 5)	1.2 Value chain in agribusiness and extractive industries 1.3 Cross-border information for market accessibility 1.4 Promotion of transboundary multipurpose water management 1.5 Providing access to rural areas and poor households, creating links to entrepreneurship development
	-Integrated water resources management (Goal 7: Priority Area 2) - Transboundary water resource sharing (Goal 7) - Water security climate resilience and natural disaster preparedness (Goal 7: Priority Area 3) - Irrigation development (Goal 7)	-NEPAD water centre of excellence	-Support development of multi-purpose water storage infrastructure and irrigation systems to enhance agricultural production - Promote cooperation in transboundary basins -Urban transport and urban water, sanitation and waste management	-Availability and sustainable management of water and sanitation for all (Goal 6)	

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
	-Modern agriculture for increased productivity and production (Goal 5: Priority Area 1) -Joint investment in food processing (Goal 5: Indicative Strategy target 5) -Technology adaptation to enhance agricultural productivity (Goal 5) -Agribusiness incubation framework (Goal 5) -Triple intra-African trade in agricultural commodities and services (Goal 15: Target 8) -Economic diversification and resilience (Goal 4: Priority Area 3: Targets 1-7)	-Food and nutrition security - Comprehensive Africa Agricultural Development Programme implementation support	-Provide access to rural areas and poor households, creating links to micro, small and medium-sized enterprises	-Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation (Goal 9) -Strategy for agricultural value chain to promote Agribusiness. (Goal 2)	

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
Infrastructure and Industrialization	-Regional integration and infrastructure (Goal 10: Target 1-8)	- Programme for Infrastructure Development in Africa - Establishing one-stop border posts	-Integrate Africa: Regional integration initiative: focusing on customs; rehabilitation of cross-border transmission lines; development of one-stop border posts -Support development of more bankable infrastructure projects, through financing for regional; project preparations	- Access to affordable, reliable sustainable and modern energy for all (Goal 7)	**Area 2: Infrastructure Development** 2.1 Cross-border transmission lines and development of one-stop border posts 2.2 Building resilient infrastructure, promoting inclusive and sustainable
	-Sustainable and inclusive economic	- Capacity development	-Industrialize Africa:	-Sustained,	

Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
growth (Goal 4: Priority Area 1) -Economic diversification and resilience (Goal 4: Priority Area 3) -Capable institutions and transformation leadership (Goal 12: Priority Area 1)	- Rural future	Creating infrastructure as an enabler of productivity and growth to boost intra-regional trade and to reduce spatial inequalities - Support initiatives to improve Africa's financial infrastructure, including collateral registries, credit bureaus, credit rating and payment and settlement system -Support transparency in management of natural resources and fair deals in extractive industries	inclusive and sustainable economic growth (Goal 8)	industrialization and foster innovation 2.3 Initiatives to improve Africa's financial infrastructure, including collateral registries
-World-class infrastructure criss-crossing Africa (Goal 10)			Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Goal 9)	

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
Environment	-Sustainable natural resource management (Goal 7) -Biodiversity, conservation, genetic resources and ecosystem Goal 7: Priority Area 1)	-Climate Change Fund	-Building infrastructure to support agricultural value chains and increase food security -Support value chain links and clusters in agribusiness and extractive industries	-Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss (Goal 15)	Area 3: Sustainable environment 3.1 Biodiversity, conservation, genetic resource and ecosystem
	-Blue economy for accelerated economic growth (Goal 6) -Environmentally sustainable and climate-resilient economies and communities (Goal 7)	-Fisheries governance and trade -Climate-smart agriculture		-Conserve and sustainably use the oceans, seas and marine resources for sustainable development (Goal 14) -Sustainable management of water and sanitation (Goal 6)	3.2 Blue economy for accelerated economic growth 3.3 Sustainable management of water and sanitation initiatives

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
Trade and Development	-Continental free trade area will aid intra-African trade by combining the free trade areas of the three economic blocs to create a market of 625 million people with a GDP of more than $1 trillion (Goal 8)	- Move Africa Initiative to promote intra-African trade -Infrastructure for skills development - Programme for Infrastructure Development in Africa	- Implementation of trade facilitation agreements at the World Trade Organization -Fostering integration to create larger, more active markets	-Resilient infrastructure, promote inclusive and sustainable industrialization (Goal 9) -Support continent-wide improvement of the business environment	**Area 4: Trade Facilitation and Development** 4.1 Implementation of trade facilitation agreements at the World Trade Organization
	-Action Plan on Boosting Intra-African Trade -Arrive at the continental free trade area -Strengthening corridor management institutions to enhance cross-border trade	-Move Africa initiative	-Support intra-African trade and linking landlocked countries to international markets -Attract private enterprises through investment and institutional support -Support initiatives to enhance financial inclusion, complemented by initiatives aimed at providing guarantees and insurance mechanisms	- Reduce inequality within and among countries through enhanced trade and global value chain (Goal 10)	4.2 Support continent-wide improvement of the business environment and promote Continental Business Network 4.3 Move Africa initiative 4.4 Strengthen corridor management to enhance cross-border trade and value chain

	Agenda 2063	*New Partnership for Africa's Development*	*African Development Bank*	*2030 Agenda for Sustainable Development*	*Identified strategic areas of collaboration*
Energy and Power	-Regional power pools in operation by 2020 (Goal 10: Priority Area 1: Continental/Regional Target 1)	-Africa Power Vision -Sustainable Energy for All	-Light up and power Africa -Support rural electrification to create jobs and increase energy security	-Ensure access to affordable, reliable, sustainable and modern energy for all (Goal 7)	**Area 5: Energy and Power Investment** 5.1 Joint investment in large-scale power generation for Africa
	-Joint investment in large-scale power generation for the continent such as the Inga Dam in Bas, the Congo (Goal 10: Continental/Regional Targets 1-5)	-Africa Power Vision	-Support policy, institutional and regulatory reforms to promote private participation and enhance the efficiency and sustainability of infrastructure investment	-Ensure access to affordable, reliable, sustainable and modern energy for all (Goal 7)	5.2 Regional power pool and support rural electrification for job creation 5.3 Access to affordable, reliable, sustainable and modern energy for all
Building Strong Institutions	-Master plan for holistic and integrated tourism at national and regional levels (Goal 4) -Research and development to diversify tourism products (Goal 4)			Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Goal 9)	**Area 6: Building Strong Institutions** 6.1 Support harmonization of policy and regulatory

	Agenda 2063	New Partnership for Africa's Development	African Development Bank	2030 Agenda for Sustainable Development	Identified strategic areas of collaboration
	-Harmonization of policy and regulatory frameworks (Goal 12) -Enhancement of cybersecurity in member States (Goal 12) -Development of e-commerce and promotion of market information (Goal 12) -Science parks for job creation for young people (Goal 18) -Modernization of information and communications technology infrastructure (Goal 10)	-E-Africa Programme	-Improve the quality of life of the people of Africa by ensuring capable states for service delivery -Support policy, institutional and regulatory reforms to promote private participation and enhance efficiency and sustainability of infrastructure investment	-Build resilient infrastructure and foster innovation (Goal 9)	frameworks to promote inclusive participation for enhanced efficiency and sustainability 6.2 Promote peaceful and inclusive societies for sustainable development and increased security 6.3 Effective communications network with assured cybersecurity for users
	-Peace, security and stability are preserved (Goal 13) -Framework for Silencing All Guns by 2015 in consultation with regional economic communities (Goal 14)			-Promote peaceful and inclusive societies for sustainable development (Goal 12)	

Annex II
2017-2018 work programme

The work programme is developed from the work stream of key activities to be undertaken to achieve the output targets under each intended output. It is envisaged that the indicative work streams will be refined annually to reflect Support Office priorities and resources allocated to implement activities. The work stream of activities is detailed in annex III to show the indicative budget that will be required to achieve the output targets.

Strategic area of collaboration 1: Common position on global issues				

Intended outputs	*Output targets*	*Indicative work stream*	*Inputs*	*Verification indicators*
1.1 Common approach to foreign direct investment (FDI) and official development as (ODA) management established	1.1.1 Information on FDI trends disseminated	1.1.1.1 Document FDI trends by source and country	Support Office staff time	Reports produced
		1.1.1.2 Synthesis of FDI trends for dissemination		
		1.1.1.3 Disseminate FDI trend statistics and make sense of their implications for Africa		
		1.1.1.4 Initiate development of a study on a common approach to FDI management	Consultant	Report on common approach to FDI management

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
	1.1.2 Information on ODA trends disseminated	1.1.2.1 Document ODA trends by source and country	Support Office staff time	Reports produced
		1.1.2.2 Synthesis of ODA trends for dissemination		
		1.1.2.3 Disseminate ODA trend statistics and make sense of their implications for Africa		
		1.1.2.4 Initiate development of a study on a common approach to ODA management	Consultant	Report on a common approach to ODA management
	1.1.3 Study on a common African position on FDI and ODA management for the benefit of the continent	1.1.3.1 Revisiting Accra Agenda for Action and aid effectiveness strategies	Support Office staff time	Reports produced
		1.1.3.2 Research on emerging policies and strategies for aid effectiveness	Task team	Policy and strategy document
		1.1.3.3 Organize special forum on FDI and ODA management for Africa	Facilitator	
1.2 Intra-African Trade	1.2.1 Awareness creation on the continental free trade area	1.1.2.1 Workshops to create shared awareness of the continental free trade area	Support Office staff time	Reports produced

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
		1.1.2.2 Disseminate information on the planned and ongoing initiatives to boost intra-African trade		
	1.2.2 Capacity development of member States and regional economic communities for negotiations	1.2.2.1 Analysis of Doha Agenda for dissemination	Support Office staff time	Reports produced
		1.2.2.2 Workshop on trade negotiations and commodity pricing	Trade specialist	Workshop report
		1.2.2.3 Regional seminars on trade facilitation	Trade specialists	Number of participants
Strategic area of collaboration 2: Regional integration and development				
2.1 Joint infrastructure development	2.1.1 Infrastructure corridor priorities for joint projects identified	2.1.1.1 Identify ongoing and planned infrastructure corridors within three frameworks of Programme for Infrastructure Development in Africa	Support Office staff time	Reports produced
		2.1.1.2 Work with corridor management institutions to strengthen economic corridors for value chain	Transport expert	
		2.1.1.3 Information-sharing on lessons learned from joint corridor development initiative		

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
	2.1.2 Studies on specific infrastructure development issues	2.1.2.1 Develop terms of reference for the study	Support Office staff time	Reports produced
		2.1.2.2 Identify task team	Task team	
		1.3.2.3 Validate the report on infrastructure development	Support Office staff time	Revised report
		2.1.2.4 Disseminate the outcome of the study	Support Office staff time	
	2.1.3 Scenarios on both software and hardware capacity development for an improved continental transportation system	2.1.3.1 Identify skills and expertise required to maintain and sustain the transportation network in Africa	Support Office staff time	Reports produced
		2.1.3.2 Promote the hardware development aspects of the different means of transport in Africa	Support Office staff time	
		2.1.3.3 Promote software development aspects required to maintain transport system	Support Office staff time	
		2.1.3.4 Initiate process of standardization of transport system to enhance harmonization in the continent	Support Office staff time	
2.2 Energy and power integration	2.2.1 Energy and power accessibility for industrialization	2.2.1.1 Promote power pooling for efficient and accessible industrial production	Support Office staff time	Reports produced
		1.2.1.2 Energy marketing policy and strategy for the regions	Energy marketing specialist	Reports produced

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
		2.2.1.3 Promote environmentally sustainable energy industrialization	Support Office staff time	
	2.2.2 Inclusive participation on energy production	2.2.2.1 Monitor and report on the efforts of Joint Secretariat institutions to implement joint energy programmes	Support Office staff time	Reports produced
		2.2.2.2 Encourage participation on joint investment in power and energy generation	Support Office staff time	
		2.2.2.3 Promote work on public-private partnerships and private sector engagement for regional energy development	Support Office staff time	
	2.2.3 Energy Forum established	2.2.3.1 Develop concept note on Establishment of Energy Forum		
		2.2.3.2 Lessons from Energy Forums		
2.3 Trade facilitation	2.3.1 Trade policies harmonized and simplified	1.3.1.1 Initiate joint efforts to identify trade policies that need harmonization and simplification	Support Office staff time	Reports produced
		2.3.1.2 Share experiences of strategies and policies to encourage free movement across borders	Support Office staff time	
		2.3.1.3 Promote Move Africa initiative	Support Office staff time	
2.4 Telecommunications and information technology application	2.4.1 Awareness created on the need for collaboration on telecommunications linkages	2.4.1.1 Document and disseminate information and communications technology (ICT) application for business facilitation	Support Office staff time	Reports produced

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
		2.4.1.2 Promote use of ICT to lower transaction costs for trade and commercialization	Support Office staff time	
		2.4.1.3 Promote establishment of regional technology forums	Facilitator	
	2.4.2 Study to develop telecommunications strategy for development in Africa	2.4.2.1 Facilitate the efforts of Joint Secretariat institutions to develop telecommunications strategy for development in Africa	Support Office staff time	Reports produced
		2.4.2.2 Facilitate enhanced engagement of the private sector in the delivery of ICT services	Support Office staff time	
2.5 Agricultural development	2.5.1 Commission a discussion paper to address emerging challenges to agricultural development	2.5.1.1 Collaboration with the Food and Agriculture Organization of the United Nations to identify content and focus	Support Office staff time	Reports produced
		2.5.1.2 Initiate recruitment of the task team to develop the discussion paper		
		2.5.1.3 Facilitate organization of an African Forum on Agricultural Challenges	Facilitator	
	2.5.2 Agriculture and climate change	2.5.2.1 Facilitate the process of assessment of the contribution of agriculture to climate change and the impact of climate change on the sector	Support Office staff time	Reports produced

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
		2.5.2.2 Disseminate information on sustainable agriculture	Support Office staff time	
		2.5.2.3 Promote agricultural extension services responsive to the needs of climate change orientation	Support Office staff time	
	2.5.3 Agricultural policy and strategy for growth and development	2.5.3.1 Develop continental policy on expanded cross-border agrifood products	Support Office staff time	Reports produced
		2.5.3.2 Promote collaboration with regional economic communities to pursue joint initiatives that promote trade and agribusiness investment in their economic corridors		
		2.5.3.3 Promote harmonization of food safety standards	Consultant	
2.6 Environment and biodiversity	2.6.1 Enhance collaboration on environmental conservation	2.6.1.1 Facilitate collaboration on biodiversity conservation and poverty alleviation	Support Office staff time	Reports produced
		2.6.1.2 Facilitate discussions and knowledge-sharing on climate change adaptation and mitigation		
		2.6.1.3 Monitor and report on implementation and lessons learned from the climate change action plan	Support Office staff time	
		2.6.1.4 Document use and application of climate finance instruments for learning	Support Office staff time	

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
Strategic area of collaboration 3: Industrialization	3.1.1 Promotion of value chain and natural resources beneficiation	3.1.1.1 Contribute strategies on value addition and beneficiation	Support Office staff time	Reports produced
		3.1.1.2 Share practices on technology application for industrial productivity	Support Office staff time	
		3.1.1.3 Share lessons and experiences on entrepreneurship opportunities	Consultant	Research paper
	3.1.2 Industrial policies responsive to the needs of countries	3.1.2.1 Disseminate knowledge on diagnostic studies on responsive industrial policies	Support Office staff time	Reports produced
		3.1.2.2 Promote research on matters related to youth business opportunities	Task team	Policy document
		3.1.2.3 Disseminate information on market outlets for manufactured products to enhance intra-African trade	Support Office staff time	Increased intra-African trade
Strategic area of collaboration 4: Youth employment	4.2.1 Identification of the root causes of youth unemployment and underemployment	3.2.1.1 Research and studies to support identification of the root causes of unemployment and underemployment	Support Office staff time	Reports produced
		4.2.1.2 Capacity-development for skills enhancement for youth entrepreneurship		
	4.2.2 Youth access to finance	4.2.2.3 Share information on best practices on youth entrepreneurship	Support Office staff time	

Intended outputs	Output targets	Indicative work stream	Inputs	Verification indicators
		4.2.2.4 Advocate for policies /strategies to create youth employment opportunities		

Annex III
2017–2018 budget

A.   2017-2018 indicative budget (United States dollars)

Output targets	*Indicative work stream*	*Inputs*	*Funding source*	*2017*	*2018*	*Total*
Intended output 1.1: Common approach to global issues						
1.1.1 Information on foreign direct investment (FDI) trends disseminated	1.1.1.1 Document FDI trends by source and country	Support Office staff time		10	10	20
	1.1.1.2 Synthesis of FDI trends for dissemination			10	10	20
	1.1.1.3 Disseminate FDI trend statistics and make sense of their implications for Africa			0	15	15
	1.1.1.4 Initiate development of a study on a common approach to FDI management	Consultant		20	20	40
		Support Office staff time		10	10	20
1.1.2 Information on official development assistance (ODA) trends disseminated	1.1.2.1 Document ODA trends by source and country			10	10	20
	1.1.2.2 Synthesis of ODA trends for dissemination			15	20	35
	1.1.2.3 Disseminate ODA trend statistics and make sense of their implications for Africa	Consultant		20	20	40

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
	1.1.2.4 Initiate development of a study on a common approach to ODA management	Support Office staff time		10	15	25
		Support Office staff		5	5	10
1.1.3 Study on a common African position on FDI and ODA management for the benefit of the continent	1.1.3.1 Revisit Accra Agenda for Action and aid effective strategies	Support Office staff and African Union Commission		10	10	20
	1.1.3.2 Research on emerging policies and strategies for aid effectiveness					
		Support Office staff time		0	15	15
	1.1.3.3 Organize special forum on FDI and ODA management for Africa	Staff time		10	15	25
Subtotal 1.1				**130**	**175**	**305**
1.2 Intra-African trade						
1.2.1 Raise awareness of the continental free trade area	1.1.2.1 Participate in workshops to raise shared awareness of the continental free trade area				10	10
	1.1.2.2 Disseminate information on planned and ongoing initiatives to boost intra-African trade	Support Office staff		10	10	20
		Support Office Staff		0	15	15
1.2.2 Negotiating capacities of member States and regional economic communities developed	1.2.2.1 Analysis of Doha Agenda for dissemination	Communication Officer		10	10	20

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
	1.2.2.2 Workshop on trade negotiations and commodity pricing	Support Office staff time		0	0	0
		Support Office staff time		0	20	20
	1.2.2.3 Regional seminars on trade facilitation	Support Office staff time		0	15	15
Subtotal 1.2				**20**	**80**	**100**
2.1 Joint infrastructure development						
2.1.1 Infrastructure corridor priorities for joint projects identified	2.1.1.1 Identify ongoing and planned infrastructure corridors within three frameworks of Programme for Infrastructure Development in Africa	Support Office staff time		5	10	15
	2.1.1.2 Work with corridor management institutions to strengthen economic corridors for value chains				10	10
	2.1.1.3 Information-sharing on lessons learned from joint corridor development initiative	Support Office staff time		10	15	25
2.1.2 Studies on specific issues on infrastructure development	2.1.2.1 Develop terms of reference for the study					0
	2.1.2.2 Identify task team	Support Office staff time		10	10	20
	1.3.2.3 Validation of the report on infrastructure development	Support Office staff time		10	10	20
	2.1.2.4 Disseminate the outcome of the study					
		Support Office staff time		0	15	15

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
2.1.3 Scenarios on software and hardware capacity development for an improved continental transportation system	2.1.3.1 Identify skills and expertise required to maintain and sustain the transport network in Africa					
	2.1.3.2 Promote the hardware development aspects of the different means of transport in Africa	Support Office staff time		15	10	25
	2.1.3.3 Promote the software development aspects required to maintain the transportation system	Support Office staff time		10	10	20
	2.1.3.4 Initiate process of standardization of transport systems to enhance harmonization in the continent	Support Office staff time		0	10	10
Subtotal 2.1				**60**	**100**	**160**
2.2 Energy and power integration						
2.2.1 Access to energy and power for industrialization	2.2.1.1 Promote power pooling for efficient access for industrial production	Support Office staff time		0	15	15
	1.2.1.2 Energy marketing policy and strategy for the regions	Facilitator		10	10	20
	2.2.1.3 Promote environmentally sustainable energy industrialization			30	30	60
2.2.2 Inclusive participation in energy production	2.2.2.1 Monitor and report on the efforts of Joint Secretariat institutions to implement joint energy programmes				10	10

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
	2.2.2.2 Advocate for participation in joint investment in power and energy generation				0	0
		Support Office staff time		10	15	25
	2.2.2.3 Promote public-private partnerships and private sector engagement for regional energy development	Facilitator		5	10	15
2.2.3 Energy forum established	2.2.3.1 Develop concept note on Establishment of Energy Forum	Support Office staff time			10	10
	2.2.3.2 Lessons from energy forum	Support Office staff time			15	15
Subtotal 2.2				**55**	**115**	**170**
2.3 Trade facilitation						
2.3.1 Trade policies harmonized and simplified	1.3.1.1 Initiate joint efforts to identify trade policies that need to be harmonized and simplified	Support Office staff time		10	15	25
	2.3.1.2 Share experiences of strategies and policies to encourage free movement across borders	Consultant		0	10	10
	2.3.1.3 Promote Move Africa initiative					
				10	15	25
Subtotal 2.3				**20**	**40**	**60**
2.4 Telecommunications and information technology application						

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
2.4.1 Awareness created on the need for collaboration on telecommunications linkages	2.4.1.1 Document and disseminate information and communications technology (ICT) application for business facilitation	Support Office staff time		10	15	25
	2.4.1.2 Promote use of ICT to lower transaction costs for trade and commercialization	Support Office staff time		10	15	25
	2.4.1.3 Promote the establishment of regional technology forums				15	15
		Support Office staff time		15	15	30
2.4.2 Study to develop a telecommunications strategy for development in Africa	2.4.2.1 Facilitate the efforts of Joint Secretariat institutions to develop a telecommunications strategy for development in Africa	Support Office staff time		10	15	25
	2.4.2.2 Facilitate enhanced engagement of the private sector in the delivery of ICT services	Support Office staff time		10	15	25
Subtotal 2.4				**55**	**90**	**145**
2.5 Agriculture and development						
2.5.1 A discussion paper commissioned to address emerging challenges to agricultural development	2.5.1.1 Collaboration with Food and Agriculture Organization of the United Nations to identify content and focus	Support Office staff		10	15	25
	2.5.1.2 Initiate recruitment of the task team to develop the discussion paper				**0**	**0**
	2.5.1.3 Facilitate organization of an African forum on agricultural challenges				15	15

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
2.5.2 Agriculture and climate change	2.5.2.1 Facilitate assessment of the contribution of agriculture to climate change and the impact of climate change on the sector			5	10	15
	2.5.2.2 Disseminate information on sustainable agriculture			10	10	20
	2.5.2.3 Promote agricultural extension services responsive to the needs of climate change orientation				15	15
2.5.3 Agricultural policy and strategy for growth and development	2.5.3.1 Develop a continental policy on expanded cross-border agrifood products			10	20	30
	2.5.3.2 Promote collaboration with regional economic communities to pursue joint initiatives that promote trade and agribusiness investment in their economic corridors				10	10
	2.5.3.3 Promote harmonization of food safety standards			10	10	20
Subtotal 2.5				**45**	**105**	**150**
2.6 Environment and biodiversity						
2.6.1 Enhance collaboration on environmental conservation	2.6.1.1 Facilitate collaboration on biodiversity conservation and poverty alleviation				10	10
	2.6.1.2 Facilitate discussion and knowledge-sharing on climate change adaptation and mitigation				10	10

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
	2.6.1.3 Monitor and report on implementation and lessons from the climate change action plan			5	10	15
	2.6.1.4 Document use and application of climate finance instruments for learning				10	10
Subtotal 2.6				**5**	**40**	**45**
3.1 Industrial production						
3.1.1 Value chain and natural resources beneficiation promoted	3.1.1.1 Contributions to strategies on value addition and beneficiation					0
	3.1.1.2 Share practices on technology application for industrial productivity			10	10	20
	3.1.1.3 Share lessons and experiences on entrepreneurship opportunities				10	10
3.1.2 Industrial policies responsive to the needs of countries	3.1.2.1 Disseminate knowledge on diagnostic studies related to responsive industrial policies			5	10	15
	3.1.2.2 Promote research on matters related to youth business opportunities			10	10	20
	3.1.2.3 Disseminate information on market outlets for manufactured products to enhance intra-African trade				10	10
Subtotal 3.1				**25**	**50**	**75**
4.1 Inclusive development						

Output targets	Indicative work stream	Inputs	Funding source	2017	2018	Total
4.2.1 Identification of the root causes of youth unemployment and underemployment	3.2.1.1 Research and studies to support identification of the root causes of unemployment and underemployment			10	10	20
	4.2.1.2 Capacity-development for skills enhancement for youth entrepreneurship				10	10
4.2.2 Youth access to finance	4.2.2.3 Share information on best practices on youth entrepreneurship				0	0
	4.2.2.4 Advocate for polices/strategies to create youth employment opportunities				10	10
Subtotal 4.1				**10**	**30**	**40**
Total 2017 -2018				**425**	**825**	**1250**
	Operations					
	1. Monitoring, evaluation and lessons			30	50	80
	2. Workshops and seminars			20	30	50
	3. Travel			60	60	120
	4. Research and studies			20	20	40
	5. Working committees			30	40	70
	6. Communication and marketing			20	30	50
Subtotal for operations				**180**	**230**	**410**
Grand total 2017 -2018				**605**	**1055**	**1660**

B.   2018 estimated budget

Achievement indicators	Output by expected activities (EA)	Main activity	Period												Resource requirements (United States dollars)	Remarks
			J	F	M	A	M	J	J	A	S	O	N	D		
EA.1 Strengthened coherence and collaboration between Agenda 2063, 2030 Agenda for Sustainable Development and High 5 priorities in order to deepen the cooperation, partnerships and leverage comparative advantage																
Number of high level meetings of chief executives and the deputies leading to decisions at strategic level organized and serviced successfully	Substantive and administrative support for the organization of the annual meeting of chief executives (1)	(1) Convene the annual meeting of the Joint Secretariat	x					x	x							**(1) Service meetings, produce technical documents, travel of Support Office staff, including communication officer**
		(2) Prepare technical and background documents	x						x				x			
		(3) Service the meeting	x				x									
		(4) Prepare outcome document including key strategic decisions of Joint Secretariat	x													
		(5) Follow up and ensure decisions are implemented	x	x	x	x	x	x	x	x	x	x	x	x		
		(6) Raise awareness of meetings, including press	x					x	x				x	**45 000**		

			1	2	3	4	5	6	7	8	9	10	11	12		
		releases and op-eds (7) Document joint efforts to identify trade policies requiring harmonization and simplification														
	Substantive and administrative support for the organization of the annual meeting of the Steering Committee (2)	(1) Convene the biannual meetings of the Steering Committee	x						x							**(1) Staff travel**
		(2) Prepare technical and background documents	x					x	x					x		
		(3) Service the meeting	x					x	x							
		(4) Prepare outcome document, including strategic recommendatio n to Joint Secretariat and directives to Support Office	x					x	x					x		
		(5) Follow up and ensure decisions are implemented	x	x	x	x	x	x	x	x	x	x	x	x	**10 000**	

The number of cooperation standards identified to improve the quality of collaboration among Joint Secretariat institutions towards establishing linkages and synergies	Build on the results from the assessment of linkages and synergies between Agenda 2063, the 2030 Agenda and the High 5 priorities: (1) Africa Mining Vision (2) Youth employment, (3) Regional integration and (4) Industrialization (5) Trade facilitation	(1) Identify and analyse existing and emerging issues requiring joint efforts (2) Joint studies on specific issues on infrastructure development	x	x	x		x	x	x		x	x	x	x	**75 000**	**(1) Organize working groups …..) Consultant fee and travel….) Staff travel 7K**
		(3) Assess and review state of cooperation between the three parties on joint initiatives, monitor gaps and identify proposals on the implementation of initiatives	x	x	x	x	x	x				x	x	x	**30 750**	**(1) Staff travel field work 30750**
		(3) Prepare reports on the level of cooperation (4) Advocacy on joint collaboration on biodiversity conservation and poverty reduction	x	x	x	x	x			x	x	x			**56 500**	**(1) Research assistant (……...K), 2) Substantive editing, design, translation, publication (….. K)**

			c1	c2	c3	c4	c5	c6	c7	c8	c9	c10	c11	c12	c13		
		(5) Facilitate meeting(s) of relevant stakeholders to validate the analytical work and arrange workshops/retreats for strategic initiatives to be jointly planned and implemented	x	x	x	x	x					x	x	x	x	37 000	**(1) Organize validation meetings/forums/working groups on the Africa Mining Vision, youth employment, regional integration and industrialization**
		(6) Channel findings of the review to the Joint Secretariat and the Steering Committee	x	x	x			x				x	x	x		3 500	**(1) Media events**
	A mechanism to foster cooperation standards, monitor and identify collaboration gaps (1)	(1) Stocktaking and mapping of joint initiatives by the Joint Secretariat institutions	x	x	x	x										45 000	**(1) Consultant fee and travel**
		(2) Validate and disseminate the conclusions of the stocktaking exercise									x	x	x	x	x	50 000	**(1) Validation workshop (12-15 people)**
Number of joint planning, programming and	Follow-up on Agenda 2063, the 2030 Agenda and High 5	Engage ClimDev Africa Working Group/Steering Committee			x		x								x	35 500	**(1) Staff travel to attend relevant meetings, especially on ClimDev and Agenda 2063 (...K); (2) Organize retreats and**

Achievement indicator	Output by EA	Main activity	J	F	M	A	M	J	J	A	S	O	N	D	Resource requirements (United	Remarks
implementation forums of joint initiatives effectively supported and monitored	priorities and report on joint implementation (2)	Engage Agenda 2063 Technical Working Group														**workshops to discuss emerging initiatives (35,500K);** **(3) Convene a meeting of regional economic communities, Member States, AU, ECA and AfDB (120,000.00K)**
		Participate and contribute to meetings, workshops and retreats of joint initiatives	x	x		x	x	x		x	x		x	x		
		Provide support and contribute to new and existing demand-driven joint initiatives	x	x	x	x		x		x	x			x		
		On the basis of monitoring and evaluation results, generate specific knowledge products for dissemination including: (1) young people's entrepreneurship practices; (2) trade facilitation products; (3) regional value chain products			x	x	x	x	x						**120 000**	
															508 250	

															States dollars)	
EA. 2 Initiatives of Agenda 2063, the 2030 Agenda and High 5 priorities jointly implemented by the Joint Secretariat institutions given adequate visibility																
Awareness created on the commitments of the Joint Secretariat	Key joint decisions disseminated internally and externally (1)	Prepare reports, brochures, policy briefs of joint activities	x	x	x	x	x	x	x	x	x	x	x	x	**35 500**	**(1) Consultant fee and travel (…...k); 2) Design, translation and printing (…..k)**
		Publish op-eds and press releases on joint initiatives led by Joint Secretariat	x	x			x	x			x	x			**30 000**	**(1) Consultant fee and travel to advocate for communication strategy for Support Office visibility**
		Short documentary on an agreed thematic area highlighting the efforts of the Joint Secretariat (2018 documentary)									x	x	x	x	**27 000**	**(1) Resource people to prepare 15-20-minute documentary**
Communication plan adopted, impact report issued	Joint communication plan to give visibility to the Joint Secretariat institutions developed,	Substantive and administrative support for implementation of joint communication regional-level plans	x	x	x	x	x								**30 000**	**(1) Organization of the communication working group …...K; 2) Staff travel, especially communication officer …... K**

Achievement indicator	Output by EA	Main activity	J	F	M	A	M	J	J	A	S	O	N	D	Resource requirements (United	Remarks
implemented and monitored jointly		Convene the working groups to provide technical assistance with communication and outreach for the Joint Secretariat institutions		x		x		x		x		x		x		
Functional platform launched	Launch of inter-institutional communication platform (information technology tool)	(1) Mobilize technical support from within the Joint Secretariat institutions to develop an online technological tool featuring an information page and discussion forum	x	x	x	x	x	x	x	x	x	x	x	x	40 000	(1) Consultant fee to moderate the session /forum and technical person to build the platform for one year
		(2) Setting up discussion groups on specific continental issues						x	x	x	x				20 000	
															182 500	
Achievement indicator	*Output by EA*	*Main activity*	*J*	*F*	*M*	*A*	*M*	*J*	*J*	*A*	*S*	*O*	*N*	*D*	*Resource requirements (United*	*Remarks*

															States dollars)	

(EA. 3) Strengthened operational and functional capacity of Support Office to fulfil its mandate and mission

Output	Indicator	Activity													*(United States dollars)*	
Capacity strengthening for work groups on Joint Secretariat institution emerging issues	Required technical and financial resources provided to working groups (3)	Manage the planned technical sessions		x	x	x	x	x								
Support Office activities adequately funded	Financial resources mobilized from regular budget and extrabudgetary resources (2)	Fundraising activities to mobilize financial resources internally in Joint Secretariat institutions and from their institutional partners for 2018 and 2019		x	x	x			x		x		x	x		
		Liaise with relevant actors in the Joint Secretariat institutions to ensure budget lines are established in their programme and operational budgets	x	x	x	x	x	x	x	x	x	x	x	x	**15 000**	

65

2019 work plan and budget finalized and approved before end of 2018	Support Office work plan and budget for 2018 approved by end of October 2018 (1)	Conduct necessary consultations to inform the development of the 2018 work plan on the basis of experience gained in 2017							x	x	x	x	x	x		(1) Programme staff travel to African Development Bank (AfDB) to consult on 2019 planning
Approved and ad hoc activities carried out successfully	Support provided to senior management and working groups (10)	(1) Liaise and build relations with Joint Secretariat institution stakeholders	x	x	x	x	x	x	x	x	x	x	x	x		
		(2) Follow up on agreements and attend meetings of the Office of the Deputies	x	x	x	x	x	x	x	x	x	x	x	x		
		(3) Implement tasks assigned by the Steering Committee	x	x	x	x	x	x	x	x	x	x	x	x		
		(4) Advise senior management on response to emerging directives	x	x	x	x	x	x	x	x	x	x	x	x	15 700	(1) Staff travel to liaise and build relations of Joint Secretariat institutions

		(5) Attend meetings of the deliverable organs of the Joint Secretariat institutions and other continental forums (African Union summits, AfDB annual meeting, African Development Forum, General Assembly and Conference of Ministers)	x	x	x	x			x			x	x	x	40 000	(1) Staff travel to African Union Summit, Conference of Ministers, AfDB annual meeting and similar key events
														70 700	
		Grand total												761 450	

Annex IV
Reporting mechanisms

The review of joint initiatives will be conducted collectively by the Joint Secretariat institutions and participating development partners, as appropriate. There will be one consolidated report for the joint initiatives. A common format for reporting based on key principles, such as results-based annual programme-level reporting, will be developed and used as far as possible. All reports will be shared with all relevant stakeholders through the joint coordination mechanism.

The progress and final reports on Joint Secretariat institution joint initiatives will serve several key functions, including the following:

(a) Demonstrating accountability;

(b) Providing input for monitoring the activities of joint initiatives and a means of communication between institutions and partners during initiative implementation;

(c) Disseminating outputs to a wider audience.

The progress and final reports on the joint initiatives describe activities, outcomes and the extent to which these outcomes are in line with the objectives in the original joint initiative document.

Progress reports describe joint initiative activities still under way. Final reports look back on completed joint activities and place more emphasis on outcomes.

The reports on joint initiatives will feed into the learning processes of continental and regional institutions and will be an important source of information on the performance of joint initiatives and how it could be improved.

Annex V
Joint Secretariat Support Office website portal management

Communication archive

The management system will be a searchable repository of information disseminated.

The communication archive could contain all communication sent to a specific Joint Secretariat institution.

Portal database

The website and the management system must have a robust relational database. The quality of the database will, to a large extent, determine the quality of communication received by stakeholders. To ensure that the database is as accurate as is possible, the Support Office will lay down procedures and responsibilities regarding database management.

- The database will be updated by the Joint Secretariat institutions completing their portfolios in the management system and the Support Office, and integrating or synchronizing with other databases (e.g., trading system).

The database must be accessible and available 24 hours a day, 7 days a week and backed up on a regular basis. It should also be segmented so that it has the relevant information on the various categories of stakeholders. namely, the Joint Secretariat institutions, regional economic communities, national Governments and development partners.

Messaging platform

Completing the communication system jigsaw will be a multiplatform messaging system. In today's world, people have several options as to how they view their communications and are, in general, averse to being dictated to in this regard. If stakeholders are to embrace Support Office communication channels, they must be given options as to how to receive them. The messaging platform should therefore facilitate this. The implementation of a communication system as outlined above will result in the proliferation of communication that might result in significant costs. The development of a related application would avoid that. The messaging platform should not create an additional administrative burden for the Support Office.

Equally, stakeholders should be able to receive and interact with information in the format that they desire and on their device of choice, including mobile, desktop and tablet. Multiplatform messaging should be accessible by multiple institutions and a place in which those with different communication responsibilities can send messages to stakeholders.

Implementation

To determine a workable plan, the steps below should be taken.

1.   Set communication objectives

Ideally, all objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time-bound), but this is not always possible when delivering communication to a myriad of different audiences.

2.   Define and prioritize key stakeholders (target audiences)

Each stakeholder has a different involvement with the Support Office and should be identified, along with their issues and expectations. This will enable a determination to be made as to how important each is in relation to the other. This process will then provide a basis on which the Support Office can prioritize its resources.

3.   Develop an effective communication strategy for each target audience

The communication requirements of each priority stakeholder group must be defined. Resources, skills and finances will also determine what is possible.

4.   Allocate budget and responsibilities

When allocating the budget and responsibilities, the development of the systems or processes and their ongoing support must be addressed.

5.   Develop a timetable of deliverables

A quarterly or six-monthly timetable should be developed so that there is a clear understanding of what will be delivered and when.

6.   Assess results and adapt the plan

Once a new system or process is implemented, it needs to be assessed to establish whether or not it is achieving its objectives.

- This can be achieved by conducting online surveys and conducting individual interviews with top stakeholders to obtain a real understanding of how they view the communication system.

A communications plan is not static. It should be constantly reviewed and amended, with a view to making it as effective as possible.

Resources

The efficacy of the communication system will depend in large part on the resources available to support it. The principle is to implement a system that is automated as far as is practical, allowing the resources involved to focus on content creation and management, as opposed to information dissemination.

Key systems should be the responsibility of the Support Office, but the systems implemented should also allow third parties to update information in order to distribute this workload. The support responsibilities for the various communication channels and systems need to be identified.

Support Office portal

The website should be developed with a content management system that allows easy updating. The website will require resources that do the following:

(a)   Regularly update site content to ensure that it remains current and relevant;

(b)   Respond to queries communicated through the website. As detailed above, the intention will be to try to automate this process as far as possible, but some human intervention/response will be required;

(c)   Maintain and update the website from a technical perspective to ensure optimal performance.

Portal management system

The resources required to support the various elements of the management system will depend on the elements actually implemented. Resources will be required to do the following:

(a)   Curate content for updates. This includes news updates and ad hoc emails;

(b)   Upload content to keep the management system current;

(c)   Provide specific administrative functions, such as approving access for members registering on the management system;

(d)   Monitor the various elements of the management system to ensure that they are performing correctly.

Responsibility for maintaining the management system will lie with the Support Office communication specialist working with the communication teams of Joint Secretariat institutions.

Portal database

The integrity of the database is fundamental to the effectiveness of the communication system. A dedicated person or party should be responsible for ensuring that it is properly maintained. This could include synchronizing the database with other databases and deleting data that are no longer relevant. Database administration, while important, is an ad hoc responsibility and should not require a full-time resource.

Messaging platform

The messaging platform should be an automated process that supports the various elements of the management system. No additional resources should be required to support it.

Information-sharing network

The Support Office will aim to establish an online platform to serve as a gateway for information on existing and planned Joint Secretariat institution initiatives, mechanisms and programmes. The online platform should facilitate access to information, knowledge, experience, best practices and lessons learned from joint initiatives.

The Support Office online platform should also facilitate the dissemination of relevant publications by members of the Joint Secretariat institutions in order to inform policy and practices by member States and regional economic communities.

Annex VI
Persons consulted

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