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**AFRICA'S SCIENCE AND TECHNOLOGY CONSOLIDATED PLAN
OF ACTION IMPLEMENTATION STRATEGY**

STRATEGY FOR THE IMPLEMENTATION
OF
AFRICA'S SCIENCE AND TECHNOLOGY
CONSOLIDATED PLAN OF ACTION

A Report of the Strategic Planning Meeting
Held in Pretoria
4th to 5th June 2007

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1. INTRODUCTION

Africa's Science and Technology Consolidated Plan of Action (CPA) was developed in August 2005 in implementation of the decision of the Second Ordinary Session of the Assembly of Heads of State and Government of the African Union (AU) held in July 2003 in Maputo, Mozambique to integrate the NEPAD Programme into the AU structures and processes. [Assembly/AU/Decl. 8(II)].

The CPA represents a significant milestone achievement for the Department of Human Resource Science and Technology (HRST) and the NEPAD Office of Science and Technology (OST).

The CPA articulates Africa's common objectives and commitment to collective action in order to develop and use science and technology for the socio-economic transformation of the African continent and its integration into the Global economy. It is founded on three interrelated conceptual pillars. These are:

- Capacity building;
- Knowledge production; and
- Technological innovation.

The CPA was elaborated to focus on specific projects and concrete actions. This was done through workshops held in each of the five regions of Africa between November 2004 and March 2005. In addition experts' consultations and studies on key issues were conducted to provide a rich technical base for the programmes and projects.

The CPA address the way forward to use S&T as catalysts for Africa's socio-economic development via:

- R&D programmes;
- Improving Policy and Institutions; and
- Institutional arrangements and financial mechanisms for CPA implementation.

To facilitate the implementation of the Africa's Science and Technology Consolidated Plan of Action a workshop between the African Union Commission and NEPAD officers charged with the responsibility for Science and Technology was held in Pretoria, Republic of South Africa June 2007. The aim of the meeting was the development of a strategy for the implementation of Africa's Science and Technology Consolidated Plan of Action.

The workshop reviewed the vision, developed a mission statement, clarified goals/objectives and outlined an implementation strategy for the immediate term.

The outcomes of the workshop along with the strategy were presented to the Steering Committee and the Bureau of the African Ministerial Conference on Science and Technology (AMCOST) meetings that were held in Pretoria in June 2007.

2. VISION

The CPA implementation strategy vision was coined to reflect the African Union vision “an Africa Integrated, prosperous and Peaceful, an Africa Driven by its own Citizens, a dynamic force in the Global arena”. After long discussions the following vision was adopted :

Africa that is free of poverty and well integrated into the global knowledge economy through science and technology and innovation.

3. MISSION

A mission statement sets out the purpose of the CPA implementation strategy. It provides the compass for the goals, objectives, plans and actions. The following mission statement was adopted:

Building capacity to generate and apply science, technology and innovation for Africa's socio-economic development and competitiveness.

This mission directs the efforts of the leadership and officials of the AUC and the NEPAD programme towards ***ensuring that there is capacity to implement*** the vision, goals and objectives set out in the Consolidated Plan of Action. The primary role is therefore that of ***enablement*** rather than that of direct implementation by AUC and NEPAD officials.

This focus is very critical in that it directs how the efforts and resources of both organizations should be expended. In essence, it is the function of these bodies to concern themselves with making sure that there is ***willingness and capacity within member states, Regional Economic Communities, continental bodies and science councils to lead, champion and implement the programmes and projects outlined in the CPA.***

4. GOALS

The continent must be able to generate and apply science and technology innovations for socio-economic development and making the continent competitive in the global economy. This can be done by focusing on a number of goals in the following areas:

- Institutional Mechanisms and Financing;
- Policy development and harmonization; and
- Human Capital Development and S&T Promotion

(a) Institutional Mechanisms and Financing

- Improve infrastructure and facilities for R&D and promote sharing of such facilities;
- Strengthen the capacity of regional economic bodies to mainstream science and technology into their sectoral programmes and projects;
- Promote innovative ways and means of financing science and technology in Africa; and
- Improve the quality and intensity of regional cooperation.

(b) Policy Development and Harmonization

- Creating institutional and policy arrangements that enable African countries to mobilize and share their scarce resources to conduct science and generate technological innovations;
- Improving the quality of science, technology and innovation policies of African countries through processes that promote sharing of experiences and policy learning; and
- Promoting the application of science and technology to achieve specific MDGs.

(c) Human Capital Development and S&T Promotion

- Strengthening the continent's human skills base by increasing the number of scientists, technicians and engineers; and
- Building a strong political and civil society constituency for science and technology in Africa.

5. SPECIFIC OBJECTIVES

The objectives outlined below are specific to the work of the AUC and NEPAD programme, and should largely guide their work, over the next five years, taking in to account that the flagship research and development programmes listed below are to be implemented through Regional Economic Communities (RECs) and Member States entities.

The CPA flagship research and development clusters are:

- Biodiversity, Biotechnology and Indigenous Knowledge;
- Energy, Water and Desertification;
- Materials Sciences, Manufacturing, Laser and Post Harvest Technologies;
- Information, Communication and Space Science Technologies;
- Improving Policy Conditions and Building Innovation Mechanisms; and
- Implementation, Funding and Governance.

The following objectives were identified

- (a) Build African scientific and technological capacity by increasing the number of scientists, technicians and engineers;
- (b) Ensure that Regional Economic Communities mainstream science and technology for socio-economic development and competitiveness;
- (c) Promote innovative ways and means of financing science and technology in Africa;
- (d) Support the development and harmonization of science and technology policies on the continent; and
- (e) Promote Research and Development to achieve specific MDGs.

6. CURRENT WEAKNESSES

A preliminary SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) shows a number of weaknesses, which would need to be addressed if better progress is to be made in the future. The following table represents the weakness identified and their suggested solutions.

Weakness	Suggested solution
Failure to identify and mobilize relevant focal points in member countries.	Identify and engage institutions with relevant capability to initiate and implement action plans in Member States and RECs.
Lack of awareness of the CPA at national levels.	Create awareness and communicate more effectively.
Limited human resources across the board i.e. within the AU/NEPAD and Member States.	<ul style="list-style-type: none"> • Targeted capacity building in each of the areas; • Increase number of scientists and technicians. • Establish/support flagship institutions.

Flagship programs in the CPA not yet recognized and owned at the political level.	<ul style="list-style-type: none"> • Create a user-friendly/popular version of the CPA; and • Demonstrate relevance of the CPA to development agendas of Member States and RECs
Weak participation of RECs in the implementation of the CPA.	Create linkages between CPA and economics, trade and the development agenda of RECs.
Poor communication and working relations between the AUC and NEPAD secretariat.	<ul style="list-style-type: none"> • Institutionalize communication between the AUC and NEPAD S&T officers to facilitate regular sharing of information; and • Hold joint meetings every six months
Limited involvement of AMCOST and its Bureau in the implementation of the CPA.	Create ownership, commitment and accountability mechanisms.
Limited financial, infrastructural resources and inability to secure adequate fund for the CPA flagship projects.	<ul style="list-style-type: none"> • Produce a version of the CPA for marketing purposes; • Ensure donor intelligence to maximize funding sources; and • Establish creative funding mechanisms.
No pan-African Science and Technology policy framework	Policy harmonization and alignment are underway.
Lack of pro-active leadership/championing of CPA programs	Create a flexible program to encourage participation and leadership.

7. IMPLEMENTATION STRATEGY

The implementation strategy seeks to focus the work of AUC/NEPAD in very specific terms. Again the overall guiding principle should be about ensuring requisite institutional capacity within the implementing agencies, Member States, RECs and other stakeholders.

- (a) Create awareness of the Consolidated Plan of Action (CPA). Develop a deliberate outreach and communication plan for increasing

awareness, creating and sustaining commitment and publicizing success and sharing lessons and experiences.

- (b) Ensure regional and national ownership of the CPA – The role of bureaus and RECs is critical to success. Ownership requires political and financial commitment from Member States and other stakeholders. Encourage and strengthen regional cooperation within regional blocks and RECs.
- (c) Create working groups where this is appropriate. The funding and sustainability of the working groups is a challenge. They should therefore be formed where the funding for their activities is easy to secure. Working Groups should have clear terms of reference and a limited life span and work closely with the AUC and the AMCOST Steering Committee and Bureau.
- (d) Encourage champions, lead agencies and catalysts for programmes and projects. These may be experts, Member States, public and business organizations etc.
- (e) Create a framework for policy development and harmonization to guide the work of Member States in policy issues.
- (f) Establish and sustain creative funding mechanisms. These may include international funding, private funding, donor funding. A system of incentives to encourage commitment of Member States, RECs and stakeholders should be developed.
- (g) Establish a monitoring and accountability framework through a set of continental and regional Key Indicators. Establish mechanisms for monitoring progress made on commitments and encourage better accountability at established fora. Create space where Member States and RECs can present their progress on the implementation of the CPA programmes.
- (h) Establish partnerships with business and determine the possible role of NGOs through MOUs and other instruments.
- (i) Two broad approaches towards implementation may be considered:
 - **Incremental:** Member States and RECs who have committed resources and have taken up programmes and projects and are reporting good results. These countries and regions need to be encouraged and showcased to provide motivation and lessons to others. AU certificates of good work or similar recognition mechanisms should be considered.

- **Strategic intervention and facilitation:** some Member States and/or RECs may require additional assistance and facilities to initiate and rollout programmes. These should be determined and tailored on a case-by-case basis.
- (j) Establish mechanisms for regular progress reporting and interface between the AUC and NEPAD secretariat in Science and Technology.

8. CRITICAL SUCCESS FACTORS

- (a) Ensure that RECs take ownership and responsibility for implementing the CPA.
- RECs should create links between the trade, economic and their development agenda with Science and Technology priorities.
 - AUC/NEPAD should meet with Executive Directors of RECs to impress upon them the importance of taking ownership of the CPA programmes in their regions.
 - RECs and Member States in each region should commit to programmes, which they are going to champion or implement.
 - Each of the Member States should, through their Ministries of Science and Technology, designate a focal point for interface with AUC/NEPAD on Science and Technology issues.
 - A set of benefits and incentives for RECs and Member States who take up CPA programmes should be outlined by the AUC.
 - It is critical that Member States should exert the necessary pressure on RECs to take on the implementation of the CPA in their region.
 - The SADC example could be used as a model or example for other RECs.
- (b) Promote innovative ways and means of financing science and technology in Africa.

The following funding mechanisms should be pursued:

- I. Member States:
- Once off contributions by Member States based on AU assessments;
 - Voluntary additional contributions by Member States; and
 - Technical and in-kind support from Member States.

II. Donors:

- Proposal based funding;
- Donor contributions to the Science and Technology fund;
- Partnerships and MOU based funding; and
- Technical and in-kind support.

III. Private sector:

- Target science consumers and leaders in business;
- Pursue venture capital and intellectual property management initiatives;
- Philanthropic donations by wealthy individuals; and
- Funding by the African Development Bank, Regional and Country Development Banks.

(c) Monitoring, reporting and accountability framework.

- Develop indicators for Science and Technology;
- Develop a user-friendly reporting template for progress monitoring;
- Produce an African Science and Technology report every two years;
- Create accountability mechanisms through regular progress reporting at AMCOST; and
- Use institutions such as Pan-African Parliament (PAP), regional and national parliaments for complimentary progress monitoring.

(d) Strengthening the capacity of the AUC and NEPAD Secretariat

- Pursue secondments of staff by member states;
- Pursue training and development programs for existing staff;
- Deploy existing resources within AUC/NEPAD better to avoid duplications; and
- Share information on programs, projects and activities.

9. Conclusion

The strategy highlights the need to establish and/or identify focal points in Member States and RECs to foster the implementation of the CPA, and the need to produce a CPA version for marketing purposes (User-friendly/popular version).

The strategy also highlights the need to create ownership, commitment and accountability mechanisms to encourage the AMCOST, Member States, RECs and other Stakeholders to domesticate the CPA and to link its flagship projects to their development and poverty reduction programmes.

Finally, the strategy calls for the creation of S&T sustainable fund and an African Policy framework that would facilitate Africa's development through Science and Technology.

Action plans for the strategy implementation should be prepared as soon as possible and more cooperation and joint meetings between the AUC and NEPAD secretariat will be needed to streamline and harmonise implementation efforts, and optimize synergies.

The Strategy was presented and endorsed by the Bureau of the African Ministerial Conference on Science and Technology (AMCOST) held in Pretoria, the Republic of South Africa, in June 2007