

“Creating opportunities for youth and women in Africa”

**A renewed alliance between
the Spanish Agency for International
Development Cooperation (AECID)
and
the African Union Development
Agency (AUDA-NEPAD)**



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I. EXECUTIVE SUMMARY

The Spanish Agency for International Development Cooperation (AECID) and the African Union (AU) have a solid record of collaboration since 2009. Today, this relationship is conducted in close partnership with the African Union Development Agency, AUDA-NEPAD. AECID's collaboration with the AU has traditionally focused in the fields of peace and security, economic development, and social and human development with a significant gender perspective. Such cooperation has counted on two main lines for its realization, the NEPAD-Spain Fund for the Empowerment of African Women and budgetary contributions to the AU Commission.

Building on this history of mutual cooperation, in 2023, Spain renewed its commitment towards the AU pledging 70 M€ of additional funds, out of which 50 M€ will be allocated to supporting the AU Commission's efforts in the fields of peace, security and growth, while the remaining 20M€ will be dedicated to cooperating with AUDA-NEPAD.

The ambitious scope of such a commitment, together with the need to work for a more efficient, results-oriented action to confront the current development challenges of the continent, has required the definition of a renewed cooperation framework

between AECID and AUDA-NEPAD. Our objectives are aligned with AU's Agenda 2063 and Spain's AECID strategic programming, as defined by 1/2023 Law on Cooperation for Sustainable Development and Global Solidarity, the Spain-Africa Strategy 2025-2028 and the Master Plan for Spanish Cooperation 2024-2027.

AUDA-NEPAD and AECID have decided to focus on working for the future of the new generations of African people, opening opportunities for African youth and women, through a wide range of cooperation instruments and strategies, defined in three components:

- Training.
- Support for socio-economic Inclusion.
- Support to Business Incubators for the African Youth and Women Entrepreneurs (BIAYWE) programme.

In order to safeguard its effectiveness and correct functioning, this cooperation alliance also defines a renewed governance structure with a Steering Committee, a Technical Monitoring Committee and a Programme Management Unit. Finally, the Project Management Unit and AECID's advisor will be in charge of monitoring and evaluation, according to the programme's Logical Framework and the periodic Action Plans.



Beneficiary Graduation at a Live Addis supported Programme in Addis Ababa, Ethiopia

II. BACKGROUND AND CONTEXT

The Spanish Agency for International Development Cooperation (AECID) and the African Union (AU) have developed a solid collaboration over the last 15 years. The African Union is a key driving force for the continent's political and economic development. Its primary purpose is African integration and increased cooperation among African countries, with a view to achieving peace, security, and prosperity for all the people of the continent.

The New Partnership for Africa's Development (NEPAD), integrated into the institutional framework of the AU, is the implementing body of the AU's development policy. In 2018, the NEPAD Planning and Coordinating Agency was transformed into the African Union Development Agency (AUDA-NEPAD). The creation of AUDA-NEPAD is part of the overall reforms aimed at improving the impact and operational effectiveness of the AU.

Spain's collaboration with the AU has focused mainly on three sectors: (i) peace and security (conflict prevention, management and resolution; post-conflict reconstruction and development; African common defense and security policy; gender, peace and security); (ii) economic development (improvement of the business climate, African energy development and rural development); (iii) social and human development, with a marked gender perspective (economic empowerment of African women and gender equity).

Cooperation between AECID on the one hand, and AUDA-NEPAD, on the other hand, has been articulated through two main lines: the NEPAD-Spain Fund (NSF) for the Empowerment of African Women, created in 2007 and endowed with 20 million euros; and budgetary support to the AU Commission in 2009, with a financial commitment of up to 30 million euros. Spain also holds the status of observer State in the AU.

In February 2023, the Spanish Minister of Foreign Affairs, European Union and Cooperation, José Manuel Albares, announced a new stage in relations with the African continent in which Spain will allocate 70 million euros to cooperation projects with the AU: 50



The NEPAD-Spain Fund enabled the establishment of Women Cooperatives in Kaolack, Senegal

million euros will go to support the AU Commission's efforts in the areas of peace, security, inclusive and productive growth, and 20 million euros will go to AUDA-NEPAD.

In 2013, the members of the AU adopted their Agenda 2063, a common vision for Africa's development over the next 50 years, which aims to address the continent's main challenges in the areas of inclusive socio-economic development, peace and security, governance, democracy and human rights. In the Agenda 2063, the AU members laid down aspirations which include "An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children," and "An Africa of good governance, democracy, respect for human rights, justice and the rule of law."

The second report (2022) on the Agenda 2063, prepared by the AU Commission and AUDA-NEPAD, indicates that significant progress has been made at the continental level in certain sectors, such as access to housing, electricity, internet, health and nutrition. Significant progress has also been made in various flagship projects, such as the African Continental Free Trade Area (AfCTA), which aims to accelerate and increase trade among African countries as a key driver of economic growth and sustainable development. However, performance in other key areas, such as job creation and poverty and inequality reduction, has fallen short of expectations.

Africa (with an estimated population of 1.2 billion) is the region with the youngest population in the world (70% of sub-Saharan Africa under the age of 30 and 69% under the age of 25) and the numbers of African young people are expected to continue to increase rapidly in the foreseeable future. This provides an opportunity to reap the benefits of the demographic dividend for the continent's growth but only if these new generations are fully empowered to meet their best potential. Young people account for 60% of all of Africa's jobless.

The average match between the skills needed by businesses and the education requirement in Africa is worse than in the rest of world, and there is a weak link between higher education levels and better job prospects. Just 1% of 15–24-year-olds in sub-Saharan Africa participate in vocational education programs. While 10 million to 12 million youth enter the workforce in Africa each year, only 3 million formal jobs are created annually. Involving young people politically, economically and socially is not merely a question of inclusion, but one that is vital for economic growth, innovation, peace and security.

Young girls tend to be more disadvantaged than young men in access to work and experience worse working conditions than their male counterparts. The economic dimension is central to women's empowerment and includes women's ability to participate in the labour market and to earn an income, as well as their ability to access and control productive and fi-

ancial resources. In 2018, women spent, on average, four times more time than men on unpaid care and domestic work, including raising children, caring for sick or elderly family members, and managing household tasks.

In addition, biased perceptions of women's abilities and discriminatory educational norms tend to prevent women from accessing decent work and confine them to specific sectors of the economy. The African Gender Index indicates that women in African countries benefit from about two-thirds of the economic opportunities available to men. In 2020, the labor force participation gap stood at nearly 20 percentage points, with 54% of African women contributing to the labor force compared to 73% of men. The COVID-19 pandemic has widened pre-existing gender gaps and reinforced gender inequalities.

Both AECID and AUDA-NEPAD have among their work priorities interventions focused on gender and youth, as they understand that both are essential for the future of the African continent and its sustainable development. Bilateral collaboration predates the NEPAD-Spain Fund and has focused from the outset on the areas of socio-economic inclusion, strengthening women's civil society organizations and political advocacy, support for women's cooperatives, the fight against gender-based violence and the promotion of sexual and reproductive health. The intention is to continue working in these areas.



AECID and AUDA-NEPAD Teams during the signing of the COYWA Memorandum of Understanding

III. BASIS OF AUDA-NEPAD AND AECID PARTNERSHIP

The present work programme between AECID and AUDA-NEPAD is based on previous experiences between both institutions. Its strategic axes and priority areas of work are in line with the strategic and sectoral priorities of both organizations.

3.1 Spain and AECID

Article 5.3 of Law 1/2023 on Cooperation for Sustainable Development and Global Solidarity, establishes that preferential attention will be given to the areas that make up the geographical and cultural neighborhood of North Africa, the Middle East and Sub-Saharan Africa, in particular the countries of West Africa and the Sahel, and Spanish and Portuguese-speaking countries.

The Master Plan for Spanish Cooperation (2024-2027) establishes that the latter will promote integration processes in Africa, aligning itself with the objectives of its regional organizations, and especially considering the strategic framework included in the AU's Agenda 2063. Such objectives are also included in the Spain-Africa Strategy 2025-2028.

3.2 AU and AUDA-NEPAD

The African continent aims to achieve sustainable socio-economic development through the Agenda 2063



An unemployed young woman being trained in sewing and life skills, towards finding employment in a Wiredo in Addis Ababa, Ethiopia



The NEPAD-Spain Fund enabled establishment of Women Cooperatives in Kaolack, Senegal

and its five ten-year implementation plans. AUDA-NEPAD's mandate is to: a) coordinate and implement priority regional and continental projects to promote regional integration for the accelerated implementation of Agenda 2063; and b) strengthen the capacity of AU Member States and regional bodies, promote knowledge-based consultative support, undertake the full range of resource mobilization and serve as the continent's technical interface with all African development stakeholders and development partners.

The First Ten-Year Implementation Plan of the Agenda 2063, spanning 2014 to 2023, outlines a set of goals, priority areas and targets at national, regional and continental level. During the second implementation period, there is space for a greater focus on preventing violent conflicts, pursuing long-term global partnerships, strengthening horizontal relations of the Regional Economic Communities (RECs), and investing in the potential of the AfCFTA.

Gender equality is an overarching cross-cutting principle of Agenda 2063, which assigns a key role to the empowerment of women and youth, and their socio-economic and inclusive development. The AU has a policy and programmatic policy on Gender Equality and Women's Empowerment (GEWE) for 2018-2028 and an African Youth Charter, and is implementing various programs in these areas, such as the youth focused ENERGIZE programme.

The GEWE sets forth a plan to realize Aspiration 6 of the African Union's Agenda 2063: "An Africa where development is people driven, relying upon the potential offered by people, especially its women and youth and caring for children," and the principles enshrined in Article 4 (l) of the AU's Constitutive Act: "promotion of gender equality" as well key continental and global commitments.

The AUDA-NEPAD led initiative ENERGIZE Africa is aimed at rallying coherent and focused attention onto dedicated resource allocation, policy alignment as well as institutional and human capital capabilities translating into action the African Union Youth Charter proclamation "that the youth are partners, assets and a prerequisite for sustainable development and for the peace and prosperity of Africa with a unique contribution to make to the continent's present and future development". The main goal of the initiative is to mobilise the potential of youth through re-energizing the public and private sector performance, enhancing Gender Equality and Social Inclusion while emphasizing expanded opportunities for youth and women in job creation and entrepreneurship.

In 2020, the 33rd Ordinary Session of the Assembly of Heads of State and Government adopted the African Women's Decade on Financial and Economic Inclusion 2020-2030. This decision set the stage for the

introduction of the AU Women and Youth Financial and Economic Inclusion (WYFEI 2030) initiative. Additionally, regarding youth empowerment, the 1 million Next Level initiative emerged with the aim of providing opportunities to promote health and wellbeing, education, entrepreneurship, employment, and engagement for at least 300 million young people across Africa.

3.3 Bilateral cooperation

The strategic partnership between AECID and AUDA-NEPAD is based on the aid effectiveness principles of the Paris Declaration (2005): ownership, alignment, harmonization, managing for development results and mutual accountability.

The NEPAD Spain Fund (NSF) for the Empowerment of African Women (2007-2022) has been aligned with the priorities of the AU Gender Policy and other international and regional policies and frameworks, to strengthen the relevance, effectiveness and sustainability of the AU Agenda 2063. This Fund has contributed to women's economic empowerment through skills transfer, access to finance, enterprise creation and job creation. At the institutional level, it has strengthened the capacities of government institutions and civil society organizations, including grassroots



The NEPAD-Spain Fund Supported Programmes against Gender-based Violence in Cape Verde



The NEPAD-Spain Fund supported GAAS Mali to Empower Women in Cross-border Trade within the Fisheries Sector

women’s organizations, and supported the development of a transversal gender plan for policies and plans of NEPAD itself and the AU.

Through the NSF, 77 projects have been supported in 38 African countries. The programme supported rural women in 27 countries to access land and acquire knowledge and equipment for processing and packaging in various value chains. In addition, it provided 175 cooperatives with access to extension services and technology; and supported the creation and financing of micro-credit schemes in 18 countries. Thousands of women victims of gender-based violence received support from the Fund, and numerous training and awareness-raising activities were carried out on gender, women’s rights, prevention and sexual and reproductive health.

Also noteworthy is the creation of 7 business incubators to support young women entrepreneurs through the Economic Community of West African States (ECOWAS) and the Common Market for Eastern and Southern Africa (COMESA), within the framework of the BIAWE (Business Incubators for African Women Entrepreneurs) programme. In addition to the training of hundreds of women in management and entrepreneurship; and the creation of a large number of employment and self-employment opportunities for women and youth.

In 2022, a Memorandum of Understanding (MoU) for political dialogue and sectoral collaboration was signed between the Spanish Ministry of Foreign Affairs, European Union and Cooperation and the AU Commission, in relation to various areas of collaboration, such as the preservation of peace and security, the implementation of Agenda 2030 - Sustainable Development Goals (SDG) and AU Agenda 2063 and the mobilization of resources in jointly identified areas. This instrument strengthens collaboration and dialogue at a multi-sectoral level between the two institutions.



BIAWE Training Beneficiary with Products

IV. PROGRAMME OBJECTIVES, COMPONENTS AND INSTRUMENTS

The new programme will maintain the strategic and thematic alignment of the two organizations¹. The planned actions, mainly targeting youth and women, are framed in AU Agenda 2063 Aspiration 1 (“A prosperous Africa, based on inclusive growth and sustainable development”) and AU Agenda 2063 Aspiration 6 (“An Africa whose development is people- driven, relying on the potential of African people, especially its women and youth, and caring for children”) and their respective goals. These aspirations and goals are also crucial for the strengthening of stability, peace and security. The intervention is also directly oriented to generate progress in relation to SDG 5 (“Gender equality”) and 8 (“Decent work and economic growth”), among others.

The cross-cutting themes of the programme are the following (i) Training, employment and opportunity creation; (ii) Participation and inclusiveness; (iii) Human rights-based approach; and (iv) Promotion of gender equality and empowerment.

With regards to geographical scope, actions under this program will consider preferably African countries where Spain has institutional presence to continue benefiting from the existing partnerships. Spanish embassies will be involved in the follow-up of the programme and activities.

4.1 Objectives

The overall objective of the programme is to improve the livelihood of African youth and women, opening opportunities for the future of the new generations. Our aim is our action to result in a measurable and increased impact in their social and economic em-

powerment, through access to institutional representation, employment and the reduction of gender-based sexual and physical violence.

As detailed in the matrix of activities, such a general output will build on the existing experience between AECID and AUDA-NEPAD and is reflected in a series of operational outputs:

- The creation of fully functional learning platforms aimed at improving the financial, digital and overall business skills of women and young participants.
- The establishment of mentoring programmes between successful local entrepreneurs and other women aiming to establish their SME's.
- Boosting the performance of young and female entrepreneurs through the provision of marketing and organizational services.
- Reinforcing the capacities of existing incubators under the Business Incubator for African Women Entrepreneurs programme (BIAWE), using them as a platform for growth for new incubators which shall also include a focus on young participants (BIAYWE: Business Incubator for African Young and Women Entrepreneurs programme).



BIAWE Participant with Products after Training

¹The completion of the NEPAD Spain Fund took place in November 2022. In December of the same year, a meeting was held in Madrid between AECID's Director of Cooperation with Africa and Asia and the Director of AUDA-NEPAD. For its part, in early 2023, AECID carried out a reflection and analysis exercise on the experience of its collaboration with AUDA-NEPAD, reflected in a strategic document, the main elements of which were shared with AUDA-NEPAD. In May and September 2023, two working sessions were held in Madrid between AECID and AUDA-NEPAD representatives to address the various aspects of the new institutional cooperation programme. This entire process has allowed for the joint identification of a series of priority areas of work between AECID and AUDA-NEPAD for their work programme, which aims the socio-economic empowerment of youth and women and the expansion of their income opportunities through job creation, innovation, digital transformation and entrepreneurship.



BBIN group of incubates with trainers

4.2 Components and Instruments

The programme will be articulated around three components, through which the corresponding actions and support will be channeled and implemented.

4.2.1 Capacity Building Programme

The certified capacity building aimed at young and women entrepreneurs will cover various topics, including the following: (i) processing of goods and provision of services, including training in commercial skills and tools; (ii) financial literacy; e-commerce; (iii) cross-border trade; (iv) basic digital skills; (v) soft skills; (vi) branding; (vii) Technical and Vocational Education and Training (TVET); and (viii) climate finance. A certificate of attendance and competence will be issued by the program.

To foster an enabling environment for youth and women across the continent, tailored training programmes and capacity-building sessions will be implemented, focusing on specific groups such as cross-border agents, Members of Parliament, and others. The component will also utilize the training of trainers (ToT) model to ensure sustainable knowledge generation, transfer and dissemination.

This component will be implemented through two instruments: learning platforms and the AUDA-NEPAD Hub.

a. Learning Platforms

Based on the diverse needs and context, the training programmes will be implemented through different types of learning platforms which include both e-learning and face-face training for different women and young entrepreneurs.

b. The AUDA-NEPAD Hub

AUDA-NEPAD's Hub, based in Nairobi, Kenya aims to solve the underlying systemic challenges in the system for human capital development (ecosystem thinking); and the existing need for knowledge-based policy and programming. Its mission is to advance research and harvest knowledge, and to foster knowledge sharing and learning as inputs for policy adaptation and implementation. The Hub will facilitate research and evaluation; capacity building; data collection and knowledge repository on issues relating to gender and youth empowerment, entrepreneurship, skills and TVET; innovation; and advocacy and policy influence.

The Hub may organize sectoral dialogues that will guide and expand exchange of experiences between Spain and AUDA-NEPAD through round tables on topics such as: (i), women's rights; (ii) promoting skills and entrepreneurship in Africa; (iii) gender equality (incorporating lessons learned from gender-equal countries in Sub-Saharan Africa); and (iv) inter-country/ inter-RECs peer learning platforms. This hub will also be an instrument for component 2 and 3.



Tour of BIAWE Facilities during closure event at KIRDI Nairobi, Kenya

4.2.2 Support for socio-economic inclusion

The aim of this component is to support: (i) youth and women socio-economic inclusion and employment opportunities; and (ii) youth and women's leadership and prevention of gender-based violence and sexual and reproductive Health.

Good practices from the NEPAD-Spain Fund (NSF) will be incorporated in projects focused on support for women's and youth entrepreneurship initiatives, women's cooperatives, financial inclusion, and access to micro-credits.

This support will be channeled through public institutions, such as the sectoral ministries of each African country involved, and private actors, such as Women's Chambers of Commerce, Traders' Associations, and other civil society organizations.

Call for Proposals (CfP)

Component 2 will be implemented through Call for Proposals (CfP) which, as mentioned, will be carried out by public institutions and civil society organizations promoting youth and women programmes. These organizations will receive grants from the programme, whose final beneficiaries will be women and youth-led businesses, joint ventures, associations, cooperatives, community-based organizations and initiatives at the grassroots level.

A digitalized system for CfP will be developed. Capacity assessment of readiness to implement the project to delivery results will also be a key component of the grant management process. Lessons learned from the NSF will guide the implementation of this component.

It is envisaged that the selection process for proposals will be carried out in two phases. In the first phase, a concept note on the proposal will be requested, which will be evaluated by the Spain-AUDA-NEPAD selection committee based on the quality of the con-



Tour of Facilities during BIAWE closure event at KIRDI Nairobi, Kenya

cept note. Pre-selected proposals will be invited to submit a project formulation document. The recommended duration of projects eligible for support is at least 3 years. This will strengthen the effectiveness of the interventions and their sustainability.

4.2.3 BIAYWE programme

The pilot phase of the previous BIAWE project was implemented under the NSF to address the many challenges faced by women entrepreneurs in Africa through a range of incubation, post-incubation, and access to credit services. This has improved the business environment for the growth of women-owned businesses and generated several good practices and lessons learned that will also be incorporated into the new programme. This component will continue to focus on incubators for women and will also include young entrepreneurs, in line with AUDA-NEPAD's Energize Africa Programme and the AU Masterplan.

Business organization and marketing services will be provided to expand business bargaining power and access to national and regional markets for goods (raw materials, intermediate and finished products) and services. Likewise, spaces and opportunities will be created to bring successful enterprises into contact



Tour of BIAWE Facilities during closure event at KIRDI Nairobi, Kenya

with recently incubated enterprises run by women and young people for the purpose of joint learning. Access to financial services, including (micro) loans and savings schemes, will be facilitated, and promoted through special financial tools. Full incubation and standard post-incubation pathways will be defined for the projects to be financially supported.

Business incubation will address many of the gaps that have been identified in start-ups support activities. These gaps include those related to capacity building in terms of: (i) technical, business and soft



BIAWE closure event at KIRDI Nairobi, Kenya



BIAWE Participant during Training

skills; (ii), business counselling; (iii) access to affordable services and facilities; (iv), access to Small and Medium Enterprises (SME) finance; (v) venture capitalist and investors; (vi), better linkages with both the academic community and industry; and (vii) quicker commercialization of innovations.

Incubation and economic empowerment of female and youth-led enterprises will continue to be promoted through digital finance and financial literacy in agribusiness, food processing, textile, manufacturing, food and non-food related retail, digital transformation services, transport and mechanization services, marketing, and other services to be identified.

a. Delegation Agreements with Regional Economic Communities (RECs)

This component will be implemented by AUDA-NEPAD through delegation agreements with the

ECOWAS and COMESA following the previous NSF programme. Following the call from AU Member States to expand further into additional regions, the new programme will onboard Southern Africa Development Community (SADC) and East African Community (EAC) under the tripartite agreement with COMESA, with the possibility to include other RECs accordingly at a later stage within the program.

Subdelegation agreement shall be used as part of the implementation arrangement, where AUDA-NEPAD will delegate the Technical Implementation and fiduciary responsibility to Regional Economic Communities (RECs) using a selective methodology inviting the RECs to participate. Since the RECs will participate, there will be need for Technical Organization Capacity Assessment that will focus on assessing the RECs Technical capability to implement the Project and their fiduciary capacity on the financial and procurement policies and processes.

b. Credit guarantee

This instrument will help reduce the financial risks associated with women-led businesses, making it easier for them to access funding for growth. AUDA-NEPAD will work closely with financial institutions like the Trade and Development Bank (TDB), ECOBANK, AFREXIM, and UBA Bank to develop financial support tools and guarantee mechanisms. Additionally, AUDA-NEPAD will advocate for more flexible processes that make it easier for women and youth to access finance.



Tour of BIAWE Facilities during closure event at KIRDI Nairobi, Kenya

V. GOVERNANCE STRUCTURE

5.1 Steering Committee

It will be composed of representatives of AECID and AUDA-NEPAD and chaired jointly by AECID's Director for Cooperation with Africa, Arab World and Asia and AUDA-NEPAD's Director of Human Capital and Institutional Development.

This committee will be responsible for steering the overall implementation of the programme and making strategic decisions. It will monitor the overall programme, identify good practices, make recommendations and, if necessary, strategic reorientations. Aspects related to the financial management of the programme will also be addressed by this committee, as well as the monitoring of the disbursement plan.

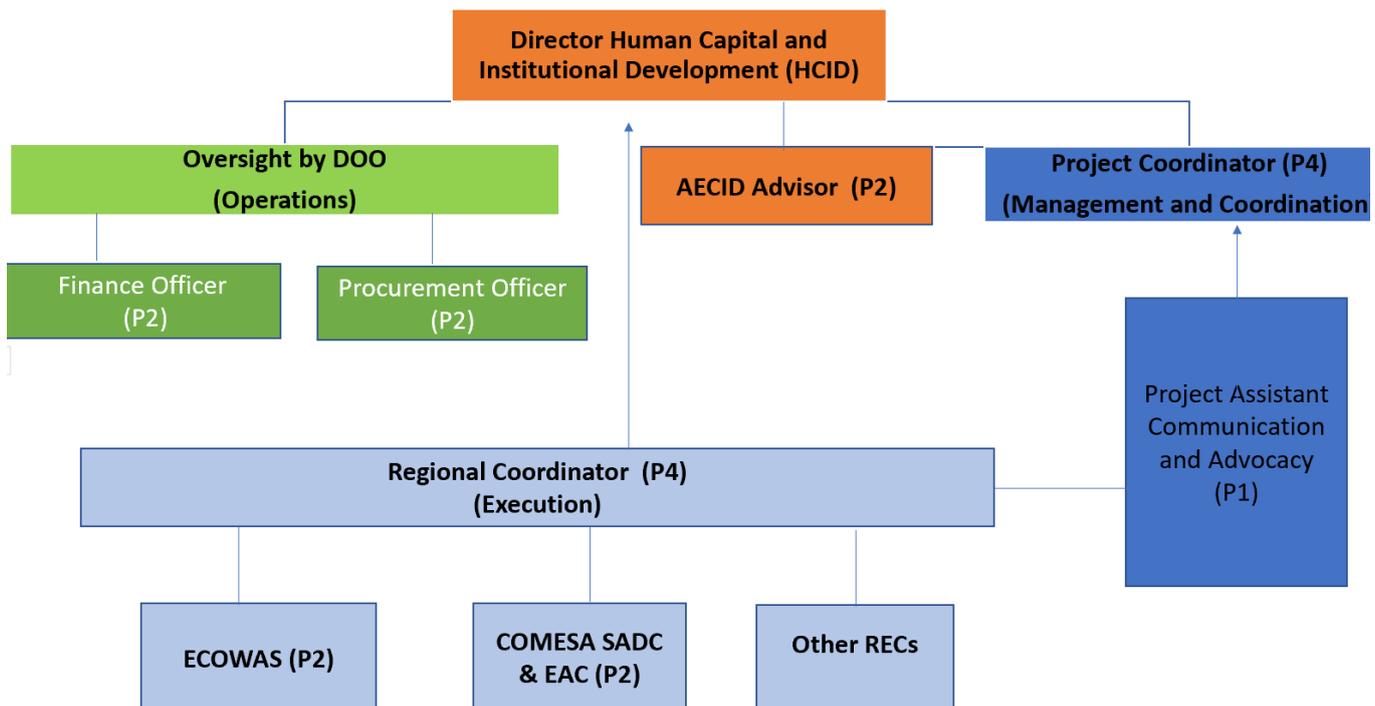
The Committee shall hold face-to-face meetings at least once a year but may hold additional online meetings upon request of the parties. Prior to each of its annual meetings, AUDA-NEPAD and AECID will prepare an annual monitoring report for the previous

period, analyzing progress in relation to the identified development results and indicators. This report and the action plan for the following period will be submitted for approval at each annual meeting.

5.2 Technical Monitoring Committee

This committee is the coordination and monitoring structure of the programme. It will be responsible for monitoring the programme and its results and indicators, identifying any unforeseen events or obstacles that may affect the implementation of the intervention. It will be composed of the technical heads of both institutions and may meet either in person or by videoconference. In the case of AUDA-NEPAD, this committee will be composed of the Programme Management Unit (PMU) representatives and in the case of AECID, Deputy Director for Cooperation with Sub-Saharan Africa and the Regional Cooperation Advisor of this Department. Its meetings will be held quarterly, either in person or by videoconference, although meetings may be held whenever both parties deem it necessary.

The organization chart of the PMU will be as follows:



5.3 Programme Management Unit (PMU)

The PMU shall be responsible for the continuous and comprehensive management of the programme. It will be responsible for the management, implementation and supervision of the different activities planned. It will be composed initially of a team of 8 people, with a professional profile suitable for the competences and tasks assigned to each job and function, including sectorial specialization and fluency in the AU's official languages as required, mainly: Spanish, French, English and Portuguese.

The recruitment of PMU staff will be carried out by AUDA-NEPAD in close coordination with AECID. Recruitment shall be carried out in a gradual and progressive manner, in such a way that the incorporation of personnel into the PMU coincides chronologically with the availability of funds and means necessary for the performance of their duties. AUDA-NEPAD will prepare a professional profile for each member of the PMU, which will be communicated to AECID, and which will include the estimated duration of each work contract in accordance with their responsibilities and tasks. AUDA-NEPAD will conduct the selection procedure, in coordination and with the participation of AECID

The RECs Programme Officers will ensure knowledge



Symbolic Planting of COYWA Trees at KIRDI Nairobi, Kenya

and information from the programme is well documented through a continuous process. This information will be stored and maintained in a central repository by AUDA-NEPAD, and it will be quality assured and disseminated widely and regularly through various communication and advocacy platforms.



Joint AECID and AUDA-NEPAD Meeting

VI. MONITORING AND EVALUATION

The programme will be followed up and monitored by the Programme Management Unit (PMU) and the AECID advisor. The person in charge of monitoring by the PMU will be the Project Coordinator, under the supervision of the Director of Human Capital and Institutional Development. The programme manager will coordinate as well with the Monitoring & Evaluation (M&E) division of AUDA-NEPAD.

The main tools for programme monitoring will be the programme's Logical Framework and the Periodic Action Plans. The progress of the programme will therefore be rigorously monitored against the expected results and specific objective and their corresponding indicators. Follow-up and monitoring will be in accordance with the dimension and complexity of the intervention and will allow the indicators and results of its Logical Framework to be measured, as well as adopting decisive decisions based on the evolution and unforeseen events that may arise.

The M&E exercise will also contribute to strengthening the institutional capacity of AUDA-NEPAD and the Data and Knowledge Management Unit of the AU,

facilitating the identification of lessons learned and the replication of good practices.

Semi-annual financial and narrative reports will be produced by AUDA-NEPAD. Furthermore, an annual financial and narrative report will be submitted to the Steering Committee. The implementation of the mid-term review of the programme will be decided by the Steering Committee, either as a mid-term evaluation or as a Results Oriented Monitoring (ROM) following the methodology of the European Union (EU). A final external evaluation or ROM of the program will also be carried out after the end of its implementation. The programme will be audited annually.

The Spanish Embassies in Africa and the Spanish Cooperation Offices (OCEs) will be involved and provide support for the implementation and monitoring of the programme's actions in each African country, identifying possible complementarities and synergies with other Spanish cooperation actions and projects; and including possible collaborations with other Spanish Cooperation actors (academic institutions, research centers).



Digital and Financial Literacy Training, Lusaka (Zambia), September 2025

VII. SUSTAINABILITY

The programme will select as beneficiaries (civil society organizations, youth, and women's entrepreneurship projects) those whose institutional and professional references are the most credible for sustainability.

The programme will use the training of trainer's (ToT) model to ensure sustainable knowledge generation and transfer of information. Furthermore, sound sustainability analysis will be necessary for every action supported by the programme from the design phase. The duration of the projects supported by the programme should ensure a minimum implementation timeframe that will contribute to reinforcing their sustainability.

The programme will also incorporate lessons learned from NSF, as mentioned above. In this sense, the necessary measures will be taken to accompany the beneficiaries of the intervention to strengthen their employment options. During the NSF, it was obser-

ved that once the incubation and employment and self-employment-oriented training processes were completed, there was often no accompaniment, follow-up, guidance, or counselling of the target groups, which hindered their labor market insertion process. AUDA-NEPAD will endeavor to support continuity of the results of this programme through continuous program development and resource mobilization at the institutional level, facilitating funding access for some beneficiaries, specific mechanisms (e.g., post-financing technical accompaniment) and incorporating other lessons learned outlined in the end of program report of the NSF. Finally, the M&E system as well as mid-term and external reviews of the programme will also be oriented to reinforce its sustainability.



Training sessions coinciding with the Industrial Skills Week in Africa (ISWA) 2025



List of Abbreviations

AfCFTA	African Continental Free Trade Area
AECID	The Spanish Agency for International Development Cooperation
AU	African Union
AUC	African Union Commission
AUDA NEPAD	African Union Development Agency – New Partnership for Africa’s Development
BIAWE	Business Incubators for the African Women Entrepreneurs
CfP	Call for Proposals
BIAYWE	Business Incubators for the African Youth and Women Entrepreneurs
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
ECOWAS	Economic Community of West African States
GEWE	Gender Equality and Women’s Empowerment
MoU	Memorandum of Understanding
NSF	NEPAD Spain Fund
OCE	Spanish Cooperation Offices
PMU	Programme Management Unit
RECs	Regional Economic Communities
ROM	Results Oriented Monitoring
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
TDB	Trade and Development Bank
ToT	Training of Trainers
WYFEI	Women and Youth Financial and Economic Inclusion



MINISTERIO
DE ASUNTOS EXTERIORES, UNIÓN EUROPEA
Y COOPERACIÓN



cooperación
española



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