Youth Policy Dialogue on:

Accelerating Youth Empowerment for Sustainable Development

5-6 May 2011
Arusha, Tanzania
I. INTRODUCTION

The Youth Dialogue had derived its topic from the theme of the 17th AU Ordinary Summit entitled “Accelerating Youth Empowerment for Sustainable Development”. As CCP-AU is preparing to hold a Citizens Conference ahead of the Summit, this Dialogue is to serve as a brainstorming session of devising ways of sustainable engagement pre, during and post the 17th AU Summit. The Youth Dialogue brought together key stakeholders on the topic with the aim of ensuring the relevance and efficiency of an engagement strategy that is to be employed post the Citizens’ Conference and the Summit as well.

The meeting was opened with welcoming remarks from Mr. Donald Deya, the Chairperson of the CCP-AU Board and Executive Director of PALU—the host organisation of the Dialogue in Arusha. He urged participants to introduce themselves to each other, raised the meeting agenda for adoption and passed the floor to the Executive Director of CCP-AU, Ms. Janah Ncube, to make an official opening remark.

Ms. Ncube granted her appreciation for all the participants and gave special thanks to all of CCP-AU’s Board members present. She then gave a brief overview of CCP-AU activities and also outlined the objectives of the Youth Dialogue as a forum where civil society organisations could advance their recommendations to the Summit. She underlined that the specificity of these recommendations was paramount and as CCP-AU provided a non-limited space whereby all issues could be dealt with freely, she was confident that participants will be encouraged to come up with possible solutions, answers and alternatives.

Following Ms. Ncube, the floor was passed on to Mr. Mwaura Kaara, who had drafted the background paper for the dialogue and the topic.

II. ACCELERATING YOUTH EMPOWERMENT TO CATALYSE SUSTAINABLE DEVELOPMENT AND PRODUCTIVITY IN AFRICA (PRESENTED BY MW AURA KAARA)

Mr. Kaara began his presentation by underscoring how Africa is the youngest region:

- Young people aged between 15 – 24 years account for around 20% of the population;
- In most African countries those aged under 25 years constitute over 60% of the population.

In light of this fact, Mr. Kaara quoted Franz Fanon “Every generation must rise out of relative obscurity, discover, its mission, either fulfil it or betray it.” and urged for the African youth to be proactive and put their destiny in their own hands.
I. Status of Youth in Africa:

§ There is a continuing debate on who is ‘youth’ in Africa, a concept yet to be resolved;

§ Despite the difficulties they face, young people in Africa are continuously participating in socio-economic and political development and in the same process constructing their identities:
  o Viewed simultaneously as creative and destructive forces;
  o As such the youth have the capacity to fracture public spaces and reinvent or even bypass it.

§ Creative and innovative forms of popular cultures, theatre, arts and dance are an exclusive of the youth;

§ The youth are important actors in redefining and restructuring existing models of kinship and moral patterns of reciprocity and solidarity;

§ How then do we situate the youth within the African context as both makers and breakers of society, while at the same time they are simultaneously made and broken by that society?

2. Potential, Opportunities and Challenges:

§ There are roughly 800 million young people in Africa, with the population becoming more youthful with a projection of being over 65% of the total African population by 2015.

§ Experience shows that when given the opportunity the youth can be intrepid innovators, productive workers, enterprising entrepreneurs, active union workers and valued customers.

§ The challenge for all stakeholders is to generate sufficient opportunities for all young people to use their talents, experience and aspirations - doing so under conditions of freedom, security, equality and human dignity.

3. Initiatives and Focus Areas on Youth and Development:

Initiatives:

i. The World Plan of Action for the Youth;
ii. The African Youth Charter;
iii. The NEPAD Youth Programme;
iv. The Millennium Development Goals;
v. The Pan African Youth Union;
vi. The National Youth Councils;
vii. The African Youth Decade

Focus Areas:
i. Good Employment;
ii. Youth Rights and Leadership;
iii. Institutional Representation;
iv. Environmental Degradation;
v. Youth with special needs;
vi. Access to quality education and training
vii. Globalisation and Migration
viii. Culture and tradition

4. Youth integration and Participation in Decision Making Processes:

• Despite their great numbers, young people are poorly represented in the political, economic and social institutions of Africa.

• Regional Economic Communities have often acknowledged the importance of young people and their representation in civil society but their voices are rarely heard in decision making structures.

• SOAWR Campaign reflects important lessons for CSO – AU relationships.

• CSOs and citizens in Africa are ill prepared to be able to articulate or express their needs, aspirations and policy priorities.

5. Proposal on Youth Issues for Integration in the Africa Development Agenda:

• Harmonisation and integration of youth issues in the Africa development agenda must be within the realm of the most pressing issue affecting the African youth

• This must be viewed within the context of sustaining livelihoods and aspirations through addressing the issue of decent work.

Key policy related issues:

i. Re-positioning the role of the state;
ii. Trade policy, the productive sectors and employment;
iii. Agriculture, danger of wrong focus;
iv. Climate, food and technology;
v. Investment policy;
vi. Productive capacity, productivity and value addition.

6. Conclusion:

- 2010 was the football year in Africa and was also the year of 50th Anniversary of independence of a large number of African countries;
- These celebrations took place at the backdrop of persistent poverty, civil war, gender inequality, human rights abuses, staggering rates of child and maternal mortality and many more;
- But perhaps nowhere else captures the economic development crisis in Africa as the inability to create remunerative employment especially for women and young people.

III. SUMMARY PROFILE ON YOUTH POTENTIAL, OPPORTUNITIES AND CHALLENGES: REGIONAL PERSPECTIVES

Young Lawyers’ Association of Guinea: Mr. Kone Christophe

Potential and Opportunities:

- Perspective examination needed of the continent to make long and medium term plans.
- Africa is the only continent with such demographic majority and ample natural resources and the missing link is that of good governance.

Challenges:

- African youth confronted with problems of illiteracy, inadequate skills training.
- Being used and exploited by incumbent governments for political gains
- Unemployment

Recommendations:

- All youth should benefit from training and education, not only small elite groups
- Specialisation of university faculties in the different regions of the continent, to conserve economic means and resources e.g. Law could be specialised in West Africa, Medicine in Southern Africa, etc.
- avoid instrumentalising the youth and using them for political ends
• Only minority of youth have the will to fight at all fronts for emancipation like young entrepreneurs, workers and service providers

• Ratification, adoption and implementation of continental instruments rather than drafting new ones

• Leaders must have to have political will and the youth should lobby Heads of State to respect their commitments.

• If youth of today understand their rights well, they are in a better position to defend the rights of tomorrow’s youth

Open Society Initiative - Eastern Africa: **Mr. Ronald Rwakangi**

*Definition of Youth*

• 18 years of age should not be considered as an automatic switch to adulthood but rather youth should be defined in terms of economic and social status

*Youth Structures*

• Objectivity of NYC and PAYU- not to side line with the state

  § As PAYU is the only recognised youth engagement body at the AU, it limits the representation of the youth and their views are not deservedly put across

• Civil Society youth organisations

  § These are best structures but often lack donor confidence and not many are on leadership and governing bodies and need to be given space on these fora

• African Youth Charter and African Charter of Democracy, Elections and Governance.

  o important instruments of which not many know how to use them to hold governments accountable

  o the ratification of the latter is to be a prerequisite to domesticate the former

*Recommendations:*

• As civil society, to explore strengthening of youth structures and systems like that of PYU

• Reviewing National youth policies as to make them relevant to present circumstances

• Establish Youth ministries
• Divert attention from only fixing weaknesses to building on successes and leveraging skills and competencies we have

• Improve youth representation in civil society by including them in governing boards

• Participation should have a wider coverage, be enshrined in legal, political and economic instruments than just forming NYCs, Youth ministries and youth MPs

REGIONAL PERSPECTIVES

CENTRAL AFRICA: Mr. Gerard Mosolo

Five priority points were identified for Central Africa,

• **Promote culture of citizenship:**
  - African identity in the region is always a problem,
  - youth fail to articulate who they are,
  - most youth don’t understand national instruments that protect their rights and most of the time are not aware of these rights
  - large rate of immigration

• **Regional integration,**
  - creation of FTAs necessary for promotion of jobs, developing creativity and free movement of youth to do so

• **Democracy and participation in decision making,**
  - Should be relegated to the youth, participatory democracy empowers the youth

• **Education, Professional and technical training,**
  - Highlighted the importance to youth and the harm caused by the its lack thereof

• **Employment, entrepreneurship and innovation:**
  - Youth must be given access to loans, credits, micro financing, tax holidays
  - reconcile the youth with innovation,
  - without entrepreneurship and innovation the youth will not blossom or develop,
EASTERN AFRICA: Ms. Stella Agara (African Youth Trust)

Started out with Background of the region, its composition and the performance of the EAC

Issues Affecting the Youth:

- **Unemployment and lack of adequate mechanisms to assure the youth of sustainable livelihoods**

- **Inadequate youth participation in politics and decision making**, which is characterized by the formation of youth bodies whose mandate is executed parallel to mainstream government plans causing the youth issues to be sidelined by governments. Further, most of this bodies such as the youth councils are largely not independent which compromises their credibility.

- **Limited mechanisms for the promotion of youth entrepreneurship and innovation; linked to limited facilities for sports and recreation**

- Inaccessibility and unavailability of medication and medical services due to high costs of the same.

- The limited participation of young people in conflict prevention and resolution in the Eastern African states; most youth have ended up being perpetrators, victims of conflict in the warring states in the Horn.

- There is very poor synergy of country processes to contribute to the continental processes at the regional level. There is for example very little support for the Pan-African Youth Union while on the other hand many states have not been able to create National Youth Councils. The youth from the warring countries have an even bigger problems when it comes to contributing to continental development process.

- **Cultural life**, youth contribution to cultural life is hindered by the fact that in some EA countries the culture transferred is a **culture of conflict**, struggles and many of the countries in conflict have little to display for national heritage.

- **Vulnerable and marginalized youth** whose problems are unique; they include youth with disability, youth living with HIV, the female youth, orphans, youth living on the streets, youth in armed conflict, displaced youth, refugee youth, youth in and after custodial rehabilitation and youth sex workers.

- **The environment, its conservation and sustainable use.**
A fundamental problem in Eastern Africa is the **reluctance of member states to domesticate and implement the Africa Youth Charter** adopted in Banjul, The Gambia on 2\textsuperscript{nd} July 2006 and came to force on 8\textsuperscript{th} August 2009.

**Challenges:**

- Youth are not participating in targeted advocacy to ensure the popularisation and ratification of the charter at the national, regional, continental and international levels;
- situation is much worse amongst the countries experiencing conflict (such as Somalia, Sudan) because less attention is given to youth development under such circumstances.

**Recommendations:**

- Ratify and domesticate the charter to meet national youth development priorities.
- Create National Youth Councils in all EA member states.
- Increase the participation of the Youth Councils in PAYU
- Build the capacity of PAYU Eastern African chapter for better coordination of the AYC popularization process as well as the strengthening of the capacity of the councils to engage at a regional level
- Ensure that the youth agenda is integrated into mainstream government plans.
- That the EAYP and EAYC are brought to fruition

**Actions Taken to Resolve the Issues**

- A process has been started to advocate for an East African Youth Policy
- Further proposals have been made for the creation of an East Africa Youth Council

**SOUTHERN AFRICA: Mr. Alfred Sighudla**

As indicated by Mr. Sighudla the SAYM/ECOSOCC priorities:

- Regionalisation of the African youth charter: ratification and domestication of the AYC at the regional level
- Configuration of the AYC with national youth development policies
- Civil society’s role in this could be:
  - Assessing the political context that characterizes youth development in Africa,
the character and configuration youth development machinery: little support mechanism exists with respect to resources available to the youth, both funding and expertise

- skills audit of prominent youth organisations in Africa, what sort of expertise exists and supporting these organisations
- resolving the unfair competition of resources
- Breaking the myth of the continuous promise of the future, rather to act today

- Regionalisation of the Youth Ten Year Plan of Action and various international instruments and integrate them in regional priorities
  - Develop a coordination mechanism, harmonising Member States

- Professionalisation of youth work in Africa
  - Developing standards for youth development work through appropriate institutions and practice and for it to be a skill based career option rather than just be based on volunteerism
  - Creation of a council for professionalisation of youth work in Africa and institute measurements and statistics of youth development
  - Encourage academia and courses on youth work and youth development to enhance youth service in private, public and non state actors to cater modern trends

- Revitalisation of the PAYU package
  - Provide institutional support to AU and gain technical support from partners and work on coordinating points

NORTHERN AFRICA: Mr. Shadi Khalil

- **Issue of Identity is imperative**
  - Do Egyptian youth consider themselves as Arabs, Middle Eastern, Africans?

- **Free movement**
- **Unemployment**
- **Education system**
- **Freedom of speech and expression**. Social media, street art,
• **Resources vs. Poverty**, even distribution of wealth, etc
• **Popularisation of AU Instruments**, usually stays within the confines of government and officials

**Recommendations:**

• to ask peoples themselves about empowerment and development, what does it mean to the people
• To work on roots of communities and families rather than the up to bottom approach
• Civil society had “chickened out” during the revolutions
• Work with real people in streets and markets, they should know what the meaning of participation, to expose them to experiences
• Those who brought about change in Egypt were not as educated as us here or knew about instruments and policies
• Realisation that change is possible through the revolution had motivated people to stay within the country and do a lot more

**AUC: Mr. Emmanuel Erim**

• Financial Support to AUC is paramount
• Technical vs political participation, to articulate what sort of participation we are to provide Position young people technically as opposed to just political forms of participation
• Provide more access to professional youths
• Capacitate the AU to implement the protocols and instruments,
  • capacity building for PYU, as it is a weak structure. As its members come straight from NYC which are usually sidelined with incumbent govt officials, makes it more difficult to work with civil society.
• Agenda of youth is a specific work and should be treated as such
• the AU does not take responsibility in popularising and ratifying instruments as there is financial and capacity gap, instead of just lobbying the AU to provide technical assistance as well
• Strategising engagement is key
Engaging the AU Strategies:

- To curb the INGO and IGO dominance
- To be aware of the different levels of influencing the AU process, the PRC, Executive Committee rather than on the last stage of Heads of State and Govt summits
- Technical support to the ECOSOCC must be provided civil society
- To fulfill needs, gaps and loop holes rather than pushing for what civil society only wants
- To replace the pre-summit and have an official side event of skill training rather than just meetings
- Create open space for youth particularly on innovation, creativity, entrepreneurship and show casing youth achievements on these
- Finalise the State of Youth Country Reports, provide technical guidance and assistance
- Putting in place M&E mechanisms helps to ensure the continuity of engagement with the AU
- Working on these priority areas also presents an opportunity to expand networks
- Focus on coming up with concrete solutions and be specific
- Professionalise civil society, so that they expertly engage with these institutions

IV. Outputs

- Mr. Sigudllia offered to facilitate the presentation of the Policy paper that would come out of this Dialogue at the official AU pre-summit event and hence urged participants to develop a logical framework of coordination towards it
- OSI to convene meet on the AYC particularly on Articles 4,11 and 12 dealing with Youth participation, freedom of expression and NYCs
  - Follow up mechanisms can be explained and existing spaces expanded
V. AGREED TOPICS OF THE CITIZENS’ CONFERENCE

- Youth Empowerment and Sustainable Development
  - It was proposed on specificity possible focus be on economic empowerment
- North African Revolutions: its implications, whether it’s being manipulated.
- Understanding and Strengthening African/AU Institutions and Monitoring the Implementation of Decisions: domestication, ratification and popularisation AYC and evaluating the programmes towards the implementation
- Free Movement of Persons and Goods
- Shrinking Space for African CSOs

SECOND DAY

VI. ENGAGING THE AU: BEST PRACTICES
by Irungu Houghton (Oxfam)

Extensively dealt with what the Oxfam Office has been involved in

Main Findings from 2010 Studies

1. 3/5 unemployed, 3/4 live below the income poverty measure of US$1 dollar a day
2. Youth bulge seen as a male, urban and potential force for social disruption, upheaval and even terrorism
3. Typical face of the youth in Africa is a rural woman, 18 years of age, less educated than her male counterpart an likely to be married before 24
5. Most facing challenges of economic disaffection, underpaid or even unpaid labour. Economic disaffection fuels political disaffection. Insufficient positive action to promote mainstream political participation
6. 2010 global target set for young people aged 15-24 to be comprehensively informed and knowledgeable about HIV not met.
Main Recommendations

1. Fully integrate the provisions of the African Youth Charter into national plans, laws and budgets
2. Fully resource national youth policies with strong communications and capacity-building components
3. Articulate and promote affirmative political participation in public office
4. Actively promote adolescent sex and reproductive health education

Possible Roles for CCP-AU

§ hold one training workshop for organisations in the country hosting the AU Summit in June
  o to incorporate bold, measurable demands to leaders, 2 or 3 points at most revolving around the right to food work and dignity.
  o Empowerment to be dealt with in the economic, social and political access available to the youth, and for governments to ensure they have the access
  o Delegations to offices and media work to start immediately
  o To follow up on the progresses made

§ 2012 is the year of Shared Values and 2013 celebration of 50 years of independence so an opportunity for CCP-AU to question the implementation of instruments like that of the Human Rights strategy...

§ Not to neglect the RECs and the civil societ formations around them and creating synergy between these spaces

§ Strengthen the relevance and timeliness of information on AU Organs (upcoming events, policy papers, contacts and directories) on it’s website and periodic e-newsletters

§ Directly support the focal points of existing coalitions, networks and alliances working on the AU with information

§ Directly support policy-makers from the AU, AU Organs and African Embassies with names, contacts, events organised by CSOs and their coalitions and overall promote the importance of partnership with non-state actors
§ Do not duplicate the lobbying being done by specialist thematic coalitions and networks
§ Do not attempt to work at national levels but rather support national members to engage their Governments to deliver on the implementation of AU decisions
§ Bigger and professional staff & resources are needed in Addis

VII. PRACTICAL CONSIDERATIONS: ORGANISING CONTINENTAL CONFERENCE IN EQUATORIAL GUINEA

By Mr. Alfred Okenve (CEID)
§ Mr. Okenve agreed CEID the concrete partner to organise the conference
§ Engage AU at all instances
§ Engage high personalities like Wangari Mathai so as to facilitate visas and guarantee the freedom of the meeting
§ Expression of interest to participate made open
§ Malabo, a significantly small town with not enough infrastructure and impossible to have such a big conference there.
  o No Interpretation equipment or other electronic equipments
  o Bata is a bigger town and better
§ CCP-AU to have a fact finding mission and assist CEID due to little experience on such matters
§ Request delegate minister in charge of AU affairs for assistance
§ Meetings to be had with Oxfam, AU and Ambassador residing in Addis
§ Equatorial Guinea is a very expensive country, no fixed prices for visa
§ In all things the president of the country is key in deciding even who gets visa

Recommendations
§ To explore a joint AU-CSO pre-summit event
§ To familiarise and tap into the hosting arrangement Au makes with Equatorial Guinea
VIII. EFFECTIVE COMMUNICATIONS AND MEDIA STRATEGY

FAHAMU EXPERIENCES: Mr. Yves Niyiragira

Communication strategy

§ A communication strategy is a tool that outlines a process for communicating and sharing information on project benefits and facts to target audiences and stakeholders. It is a tool used for promoting the awareness, knowledge and understanding of a project.

A communication strategy can be broken down into 6 main questions:

A) Message

What do you want to say?

A communication strategy can be broken down into 6 main questions:

What do you want your communications to achieve? Make your objectives SMART (Specific, Measurable, Attainable, Results oriented and Time-limited).

When designing your message, think about including information on:

- how you are making a difference in your field
- what benefit you bring, your ‘value added’ to the field
- whether you have done this before, and any examples of previous success

Will you have to tailor your message to different audiences? Will you have to say it differently depending on who you are communicating with?

B) Audience

Who do you want to say it to?

Are there any sub-groups within your main audience?

What about partners?

How will the audience relate to your message?

C) Basket

What communications tools best capture and deliver the message?

How will you tailor the message to your audience?
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Consider:
- language
- format
  - written materials (printed, online)
  - oral discussions (teach-ins, songs, films)

D) Channels

Where will you disseminate the information?
- newspapers, radio, television, websites
- community groups
- individuals

Consider timing as well. When is the best time to deliver messages to the audience? Perhaps there are upcoming events that would be good opportunities to disseminate information. Or perhaps other organisations are hosting events where you can disseminate information.

E) Planning (including budget)

What will this strategy entail? Determine the “milestones” or steps required to implement the strategy. For example:
- Will you designate a specific person or group to manage communications and liaise?
- What materials will you have to prepare before an event? (press kits, printed materials, speeches)
- What will you have to do during an event? (translate, provide printed speeches, press registration)
- After an event? (collect statistics, follow-up, thank you)

What is the budget?

It is also important to measure and track progress on the communication strategy to see whether it’s working. See next point . . .

F) Measuring the effectiveness of the communications strategy

Some of these measurement indicators can help determine whether your communication strategy is working:
- levels of awareness
- understanding
- conviction (Have attitudes or beliefs changed?)
- action or repeat action

Awareness and understanding can be measured through informal or formal surveys. Conviction or action can be measured through observation.

If you are communicating with the media, it is important to track media coverage (number of stories, interviews, etc.) and collect feedback from journalists.

**The essential elements are:**

1. Review – Performance and Perception
2. Objectives – Making them SMART
3. Audience – Primary and Secondary Targets
5. Basket – Tools and Products
6. Channels – Promotion and Dissemination
7. Resources – Materials, Finances, People
8. Timing – Events, Opportunities, Planning
9. Brand – Creating one and being on it
10. Feedback – Evaluative Thinking

**Media strategy**

It is a tool that deals with how messages will be delivered to target audiences by identifying the characteristics of the target audience, who should receive messages and defining the characteristics of the media that will be used for the delivery of the messages.
SPEAK AFRICA EXPERIENCES: **Ms. Addisalem Tesfaye**

**SPEAK Africa Strategies**

On-going

- Peer exchange of ideas
- Advocacy and Media training
- Media production and broadcast
- Knowledge sharing and knowledge management

**Case Study: Young Africa Forum**

The Young Africa Forum (YAF) was conceived as an ongoing process of consultation and engagement of young people in important continental matters, the outcome being a consolidated set of thoughts and opinions of young people across the continent that could feed into continental debates.

- The Consultation Process
- The 2009 consultation focused on the theme of the 13th Ordinary Summit of the African Union: “Investing in Agriculture for Economic Growth and Food Security”
- The consultation process included input and engagement from youth from the five (5) regions of Africa
- SPEAK Africa Secretariat produced a consultation booklet on the Summit theme to provide youth with background information on the topic (consolidating the latest issues on agriculture)

**Youth Engagement Platforms**

- Face to Face exchange/Focus Group Discussions
- Connecting Classrooms Initiative
- Xpress Xchange (on-line) Discussions (Continental Consultation Process)
- SMS Opinion Polls
- Youth Produced Documentaries
- Face to Face Consultations/Focus Group Discussions

**Discussions with young people in rural areas**

- For youth with limited access to technology in rural areas
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- SPEAK Africa resource pack (consultation booklet, facilitation guidelines) with key information, documents, processes and structures related to the children and youth agenda in the African continent were compiled

- Connecting Classrooms

Web-based platform that links classrooms in countries in the five AU regions 8 countries, 2 schools each (Uganda, Egypt, Madagascar, Ethiopia, Senegal, Ghana, Nigeria and South Africa)

- Internet based research
- Out of classroom activities and field trips
- Interviews with farmers
- Profiling urban food producers
- Discussions of findings
- Xpress Xchange

§ Preparation process to familiarise moderators on the topic
§ Debates through online discussions on Summit theme
§ Posting of relevant additional research
§ Establishing views on videos related to agriculture with links to other existing well established websites for young people (e.g. A24 website-CamerPix)
§ The website was used as the main platform for communication and information for the Young Africa Forum
§ SMS Polls
§ Mobile phone survey on the theme of the Summit
§ Toll-free numbers were established in selected countries
§ Predetermined questions were sent via SMS to solicit responses from young people. e.g. Have you or your family ever had trouble buying food? Explain
§ Young people used text messaging from their mobile phones to respond to the survey questions
§ SMS responses posted on www.speakafrica.org
  - Youth Produced Documentaries
§ Documentaries filmed in 5 countries: Ethiopia, Kenya, Madagascar, South Africa, and Uganda
§ SPEAK Africa Youth produced documentaries related to Agriculture, Economic Growth and Food Security
§ Included interviews with Young Farmers, Government officials, Agricultural Experts, and other stakeholders
IX. Closing Remarks

Ms. Chantal Midzie, the Deputy Chairperson of the CCP-AU delivered the closing address for the Dialogue. She commended the youth participants on their active participation and appreciated CCP-AU for providing such a platform. She further urged that the recommendations made in the Dialogue must be transmitted at the AU Summit and hoped that participants who pledged to facilitate this process will keep their word. She finally thanked members of the Board and PALU for hosting the event.