

AFRICA MATTERS

THE AFRICA-CANADA FORUM PLATFORM FOR ACTION¹

2009-2011

The interests of Canadians and Africans are converging, as people struggle with environmental, social, and economic injustice everywhere. What happens in one part of the world matters in places thousands of miles away. A woman dying of childbirth in Africa because medical care is too far away and too expensive matters. A child dying of AIDS or malnutrition in Africa because of a lack of drugs and healthy food matters. A farmer killed in a resource-driven war matters. Throughout Africa, citizens' groups and young people are asking for new kinds of leadership and political action. Women assert their determination not to be marginalized within movements. People discuss human rights, the World Trade Organization, debt cancellation, women's rights, peace-building, and democratization.

We, the 40+ member organizations of the Africa-Canada Forum, work daily in collaboration with African organizations and colleagues to promote human rights and end poverty and injustice in Africa. We know that Africa matters; Canadians know that Africa matters. The platform below describes what we recommend that Canada do to promote human rights and end poverty and injustice in Africa. Meant as a reference for individual members' and collective action for policy work, the platform is rooted in the close relationships ACF and its members have been building over years of collaborative work with African counterparts. It reflects our experience of the day-to-day reality of Africans and their struggle to transform this reality.

Underlying all parts of this platform is a fundamental commitment to democratic development, anchored in active citizenship. This is development that respects the rights of citizens and their governments to choose their own models of development, responding to their own needs and interests. It recognizes the critical role of civil society and citizens' movements in determining what those needs and interests are and in holding their governments accountable to its citizens. It recognizes civil society's role as development actor.

The recommendations presented here build on policy work that the Africa-Canada Forum has undertaken in the past nine years. The specifics were worked out at the ACF's 2008 annual three-day symposium that brought together members and African colleagues, and during a consultation tour in early 2009. The recommendations are preceded by ACF strategic objectives, which constitute the five ACF areas of focus for the next two years. The objectives were agreed to on the basis of previous policy work and consideration of the value-added the Forum could generate.

ACF strategic objectives include making Africa a priority for the 2010 G8 Summit; regulating Canadian investments; reasserting Canada's role in promoting peace; ensuring the right to food and sustainable rural development in Africa; and reaffirming women's rights and gender equality. This choice reflects what the ACF understands to be key challenges in Africa, and where we believe our contribution can make a difference¹.

¹ Important issues such as migration and climate change were raised during the consultation with ACF members but have not been addressed by ACF and thus are not integrated in this document.

ACF Strategic Objectives

Goal

Canada's Foreign Policy gives high priority and acts to promote human rights and end poverty and injustice in Africa, including by strengthening the role and voice of African citizens in determining policies and programs for development.

Objectives

1. **Making Africa a priority at the 2010 G8 Summit:** Renewed priority for African poverty and injustice is a key focus for Canadian policy initiatives for the 2010 G8 Summit agenda, such as a renewed long-term commitment to better quality aid in Sub-Saharan Africa, involving significant African participation in the preparations for this meeting.
2. **Regulating Canadian extractive investments in Africa:** The Canadian government responds to and implements the recommendations of the Advisory Group to the National Roundtables on Corporate Social Responsibility and Extractive Industries, with particular policy and diplomatic attention to the impact of Canadian resource extraction in Africa on human rights, poverty and injustice.
3. **Reasserting Canada's role in promoting peace in Africa:** Canada reasserts its roles in African peace operations and peace diplomacy through substantive cross-departmental investments and diplomatic engagement in countries such as Sudan and the DRC.
4. **Ensuring the right to food and sustainable rural development in Africa:** Canada makes sustainable agriculture and rural development a priority for its aid and ensures that our international trade and investments rules do not undermine the livelihoods of African small-scale farmers, with particular emphasis on rural women.
5. **Reaffirming women's rights and gender equality:** Canada's policies and programs strongly support and encourage the full participation of women in public-decision making at all levels, recognizing that the achievement of women's rights and gender equality are essential to poverty eradication and social justice in Africa. This will require dedicated actions to strengthen African women's rights organizations, reduce maternal mortality, and give priority to gender equality issues in Canadian international cooperation programs for African sustainable development.

1. Integrate Fully Women's Rights and Equality in Canadian Policies and Programs in Africa

Canada should:

- Integrate the promotion of women's and girl's human rights and gender equality in all Canadian policies and programs that affect Africa, including the mainstreaming of women's rights and specific programs for women's rights. It should pay specific attention to address violence against women and girls, and the use of rape as a weapon of war.
- Commit to reach 10% of Official Development Assistance (ODA) for gender equality and women's empowerment by 2010 and 20% by 2015, setting out a plan of action and strategies, monitoring performance and evaluating impact in reaching the target.
- Provide core funding for autonomous women's rights and gender equality organizations in Africa and their networks.
- Report regularly on the results of Canada's gender equality policies and programs in Africa.
- Support policy dialogue to enable respect for international human rights obligations and commitments in national African legislation, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform of Action, and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa
- Promote international and bilateral economic, trade and investment policies that respect and protect women's human rights.
- Support African women's participation and representation in national and international policy elaboration and decision-making instances.
- Promote full and equal participation of women in all steps of conflict prevention and resolution processes in Africa as well as in reconstruction programs and natural disasters management, as prescribed in the UN Security Council Resolution 1325.
- Support the creation of an independent observer body to monitor and assess progress towards gender equality or vest UNIFEM with this mandate.²
- Continue supporting the mandate of the UN Special Rapporteur on Violence against Women, its causes and consequences, and her work.

² See Pistes d'actions prioritaires dégagées par la Rencontre internationale « Du dire au faire : l'égalité des femmes et des hommes dans l'espace francophone de Luxembourg 2000 à Québec 2008 » at http://www.etudesfeministes.fss.ulaval.ca/ChaireClaire-Bonenfant/actualites/rencontre_pistes_action.html.

2. Promote the Right to Health in Africa

Canada should:

- Provide political and financial support to African governments to meet their commitment to allocate 15 per cent of their annual budgets to health as stated in the Abuja Declaration, the African Union's Africa Health Strategy 2007-2015 "*Strengthening of Health Systems for Equity and Development in Africa*". Specifically, increase funding to facilitate access to Primary Health Care, in particular for women and girls; and for reproductive health services.
- Provide sustainable and predictable funding to strengthen African health systems, including better access to gender disaggregated health data, and better delivery of health services, and to help consolidate public funding for health systems to enable universal access, without the application of user fees or out-of-pocket payments, to advance towards the achievement of the health related MDGs by 2015.
- Identify support for public water and sanitation systems as priority areas for direct budget support.
- Support countries to train and retain health workers in Africa to address the challenge of health professionals' migration to Northern countries; and develop integrated Federal, Provincial and Territorial policies in Canada to prevent active recruitment of health workers from Africa.
- Reassess Canada's commitment to the Global Fund to Fight AIDS, Tuberculosis and Malaria, recognizing the contribution of the Fund to health systems strengthening and in supporting country-led programming to address these diseases, and increase its pledge to the GFATM, consistent with the planned growth of Canadian aid³.
- Introduce without delay a legislation to simplify Canada's Access to Medicines Regime (CAMR) to facilitate the export of lower-cost generic medicines to any of the eligible countries covered by the existing law and launch an information campaign to raise awareness among Africans on the possibility to access them.
- Ensure that incentives instituted by one program do not draw workers and resources from other programs, and that active recruitment of public sector health workers and managers to health projects are avoided.

³ See Health Systems and HIV Priorities for Civil Society Advocacy, December 2008, Global Treatment Access Group (GTAG) prepared under the leadership of the Interagency Coalition on Aids and Development at <http://www.icad-cisd.com>

3. Meet Canada's Commitment to Education for All in Africa

Canada should:

- Contribute Canada's fair share of the more than \$11 billion annually required to achieve the Education for All goals, while setting out a ten-year timetable to increase Canadian foreign aid to 0.7% of Gross National Income.
- Increase Canadian funding to the full Education for All agenda, which includes adult literacy and early childhood education, particularly in countries where quality education is the lowest and including those affected by conflict and emergencies.
- Develop an education sector aid policy which includes innovative efforts to support the participation of African and Canadian civil society organizations in the development, monitoring and implementation of education sector policy and plans.
- Ensure education funding is long-term, stable and predictable through program and budget support.
- Ensure its aid programs support the achievement of full gender equality, respecting the rights of women and girls, in education.

4. Promote Global Economic Policies that are Just, Equitable and Give Priority to African Development

Canada should:

- Promote international economic, trade and investment policies that respect the priority of ending poverty in Africa and the need for African countries to be able to use a full range of policy tools to promote human rights and realize their own development strategies (including for e.g. taxation, procurement, tariffs, investment laws and regulations, capital controls, social policies). Specifically,
- Canada should pursue multilateral trade rules that will:
 - bring a rapid end to harmful agriculture subsidies and dumping;
 - enable protections for small holder farmers to reduce their exposure to price volatility and enable policies for food sovereignty;
 - Protect governments' ability to regulate services and exempt core service areas from liberalization without pressure.
 - reform intellectual property rules to ensure respect for the principle of free prior and informed consent (FPIC) and a ban on the patenting of life forms
- Canada should refrain from pursuing bilateral trade and investment treaties that strengthen investors' rights through investor-state dispute settlement while restricting government's ability to direct investment to development goals such as through performance requirements.

- Join like-minded donors to end donor-imposed policy conditions currently attached to World Bank and International Monetary Fund (IMF) development loans and grants to all countries, to support local ownership of development strategies and strengthen country systems, consistent with Canadian support for the 2008 Accra Agenda for Action for aid reform.
- Champion the immediate and unconditional cancellation of 100% of the multilateral and bilateral debts owed by all of the poorest countries in Africa. This should include conducting national audits to determine the illegitimacy of odious and apartheid debts incurred by dictatorial African regimes, and supporting such audits within other countries and in International Financial Institutions. Freeing up such resources, and working to ensure the accountable and transparent use of funds released by debt cancellation, is consistent with the urgent need for development finance to realize international human rights and meet UN Development Goals, including the MDGs.
- Promote and take initiatives for the participation of women in governance and negotiation of development finance in African countries.
- Work with African counterparts to enforce core international labour rights for African workers, from both formal and informal sectors, including social protection and security. Canada should sign, ratify and implement the International Convention on the Protection of the Rights of All Migrant Workers and their Families.

5. Strengthen Global Environmental Justice for Africa

Canada should:

- Honour its international commitments and agreements on global environmental justice and fully comply with its obligations under the Kyoto Protocol, recognizing our contribution to greenhouse gas emissions and its effect on Africa, the Millennium Development Goals, and United Nations Environmental Conventions: (i) United Nations Convention on Biological Diversity (UNCBD), (ii) United Nations Convention to Combat Desertification (UNCCD), and (iii) the United Nations Framework Convention on Climate Changes (UNFCCC)⁴.
- Contribute its fair share of accessible funds to support Africa in mitigating and adapting to the impacts of climate change, relative to Canada's specific level of greenhouse gas emission, and on the basis of an inventory of real adaptation needs determined by African countries and beneficiary populations.
- Increase its support to African national NGO networks and civil society that link development and ecological issues; act as citizens' focal points for assessing national needs in relation to multilateral agreements on the environment; incorporate farmers' knowledge and experience, and bring voices of local people, including women and small-scale farmers, into agricultural and development policies decision-making.

⁴ http://www.ccic.ca/e/docs/003_acf_2006_report_environment_session.pdf.

- Emphasize support for agriculture and development policies in Africa, which are small-scale farmer-based, biodiversity-based, and conservation-based in Canada's bilateral programs and in the revision and implementation of CIDA's Environmental Sustainability policy.

6. Build a Democratic and Effective Multilateral System Responsive to the Urgent Development Needs of Africa

Canada should:

- Support a United Nations Monetary and Financial Conference to make fundamental reforms in international development finance that take into account the interests of all African countries. This Conference must take place within the framework of the UN, not in the context of, or as an adjunct to, a Group of 20 Conference, and with direct and diverse participation of the poorest African countries. It should propose to the UN General Assembly that relevant democratically-managed international financial institutions for development finance:
 1. Are accountable to the framework of international human rights law, sustainable development, human security and dignity;
 2. Take into account the inequitable impact of the current international finance crisis on developing countries, and in particular impacts on the least developed countries and impoverished populations in Africa;
 3. Are responsive to new regionally-managed financial institutions in the South (e.g. the Bank of the South and the Bolivarian Bank of the Americas)⁵;
 4. Provide operational transparency and timely accountability to affected populations;
 5. Establish a governance structure with equitable participation of developing countries, addressing *inter alia* the current lack of representation of African countries, and ensuring access for citizens of the poorest countries in their governance/management.
- Support reforms of the Security Council and UN agencies that strengthen the voice of all African people and governments in the management of global governance, peace, security and development.
- Support the call for strengthening UN mechanisms for the promotion of gender equality and women's rights in the UN system, including strengthening UNIFEM as its own UN agency, equivalent to the UNDP or UNICEF, with a mandate on women's rights.
- Support the institutional strengthening of the African Union (AU) to be an effective voice for African citizens, including African civil society, and their governments to respond to critical African development issues through: (i) Financial and diplomatic support of AU initiatives; and (ii) Giving priority to policy dialogue on Africa peace and development issues with the

⁵ See Halifax Initiative Issue Brief: The Bank of the South – December 2008

<http://www.halifaxinitiative.org/index.php/factsheets/1125>

AU over bilateral relation with individual affected countries.

- Create a coherent Canadian government approach to multilateral institutions, including the International Financial Institutions (IFIs) and the World Trade organization (WTO) that explicitly addresses Canada's obligations to international human rights standards.
- Implement the ODA Accountability Act provisions on consultations every two years with multilateral institutions and the IFIs by creating organized and systematic spaces for Canadian and developing country CSOs, including those from Africa, to offer their policy perspectives and assessment of these institutions against the ODA test in the Act (reduction of poverty, taking account the perspectives of the poor and consistency with international human rights standards).

7. Achieve More and Better Aid for Africa

Canada should:

- Renew its financial commitment of Canadian ODA to address growing poverty in Africa by increasing Canadian aid for Sub-Saharan Africa by at least the annual increase to the International Assistance Envelop (IAE). Total CIDA resources for Sub-Saharan Africa should equal to at least 50% of CIDA's bilateral and multilateral disbursements.
- Apply international human right standards to Canadian ODA channeled through the IFIs to African countries: The Department of Finance should set out a publicly-available implementation strategy for the 2008 ODA Accountability Act in relation to Canadian engagement with the World Bank, which pays particular attention to the implications of international human rights standards for Canadian ODA resources channeled through the World Bank's International Development Association (IDA) financing window to the poorest countries in Africa.
- Maintain an autonomous agency like CIDA dedicated only to international cooperation and with the capacity to respond adequately to the mandate of channeling development aid, under a minister with equal status as the minister of Foreign Affairs.
- Commit to reach 10% of ODA for gender equality and women's empowerment by 2010 and 20% by 2015, setting out a plan of action and strategies, monitoring performance and evaluating impact in reaching the target.
- Implement the ODA Accountability Act ⁶, by:
 1. Making resources available for enhanced independent monitoring and evaluation of Canadian aid disbursements.
 2. Holding, within each 2 year cycle at least, in depth consultations with civil society on

⁶ See the Law at http://www.ccic.ca/e/docs/002_aid_2008-05-29_bill_c-293_oda_act_assent.pdf and CCIC Briefing Note: International Human Rights Standards and Canadian ODA – Implications and Issues of the Canadian ODA Accountability Act (December 2008) at http://www.ccic.ca/e/docs/002_aid_2008-12_oda_hr_standards.pdf

thematic and country issues, exploring if and how Canadian ODA is pertinent to development issues in Africa, using the three tests included in the Act.

3. Implementing the highest standards of transparency and access to information in meeting the obligations for transparency in the Act.
- Finalize a CIDA policy on civil society in development to strengthen the roles and voice of CSOs as development actors in their own right, consistent with the findings and recommendations of the Advisory Group on civil society and aid effectiveness
 - Devote at least 5% of CIDA's program resources for public engagement in Canada.
 - Renew a CIDA commitment to programs that strengthen the rights of the child in its priority countries.
 - Acknowledge that policy conditionality is at odds with and undermines democratic country ownership and therefore should be consistently and strongly resisted/ended in all Canadian international relationships.
 - Support and implement the recommendations of the Advisory Group on Civil Society and Aid Effectiveness⁷ on managing for results:
 1. Adopt results-based approaches and results-monitoring mechanisms intended first and foremost as management tools to promote iterative learning and adaptation, while empowering the ultimate beneficiaries of development programs;
 2. Adopt a more meaningful approach to results that includes greater attention to indicators of institutional and social changes and to sex-disaggregated data of importance to CSOs operating as agents of change;
 3. Adopt an approach to accountability that emphasizes a rebalancing of accountability for results in favour of beneficiaries;
 4. Reinforce accountability systems in country for all development actors (donors, government and CSOs); and
 5. Adopt a multi-stakeholder approach to monitoring and evaluation that includes the effective and timely engagement of CSOs and beneficiary populations, including representation.

⁷ See Synthesis of Findings and Recommendations, Advisory Group on Civil Society and Aid Effectiveness at http://www.ccic.ca/e/docs/002_aid_2008-08_ag_synthesis_and_recs.pdf

8. Promote the Right to Food and Rural Development in Africa ⁸

Canada should:

- Promote global and bilateral trade, investments and commodity agreements (including food stocks) that are respectful of African countries' sovereignty to chart their own agricultural, trade and investments policies, which support sustainable local food production, and local and regional markets, and that do not undermine African governments' autonomy to maintain tariffs to limit the concentration of corporate power in the food system and reduce food price volatility.
- Support fundamental reform of the multilateral food system, including the Food and Agriculture Organization and the Consultative Group on International Agricultural Research (CGIAR), with greater transparency in their relationships with other IFIs, and accountability to the needs and interests of small-scale African farmers and sustainable food systems.
- End food commodity dumping by Canada and encourage other donors to do the same, while supporting African countries means to block such dumping.
- Promote and encourage policies in African countries related to food sovereignty at farmers' community and country levels by supporting the implementation of farmer-controlled market mechanisms, the financing and strengthening of robustly independent African agricultural research institutes, the African Union Model Law on Rights of Local Communities, Farmers, Breeders, and the Regulation for Access to Biological Resources, based on the 2000 UN Convention on Biological Diversity.
- Promote Canadian leadership for reform of the infrastructure for international food policy and research, including greater democratization of the Food and Agricultural Organization (FAO), giving equitable voice to African developing countries, improved transparency and accountability, and reform of research, based on the findings of the April 2008 *International Assessment of Agricultural Knowledge, Science and Technology for Development* report.
- Ensure Canada does not promote, fund or expand the Alliance for a Green Revolution for Africa (AGRA) nor support for agro-fuels production and Genetically Modified Organisms (GMOs), but rather support policies that emphasize small scale farmer-based, biodiversity-based and conservation-based climate change adaptation in Africa.
- Ensure a strong CIDA focus on African women's livelihoods as food producers and women's rights at the multilateral institutions level, and in Southern and Northern civil society organizations, and farmers' movements and organizations.

⁸ See Canadian Food Security Policy Group, *Canada and the Global Food Crisis*. Policy Brief, 2008; Dièye, Cheikh Tidiane. *The hopes and illusions of world trade liberalisation for women in Africa*. Pambazuka News, 2008; Holt-Giménez, Eric, Altieri, Miguel A., and Peter Rosset, *Ten Reasons Why the Rockefeller and the Bill and Melinda Gates Foundations' Alliance for Another Green Revolution Will Not Solve the Problems of Poverty and Hunger in Sub-Saharan Africa*. Policy Brief No 12, Food First – Institute for Food and Development Policy, Oakland, CA, October 2006; and Jeremic, Rusa, *Connecting the Dots on the Food Crisis*. In *Week to End Poverty*, October 12-19, 2008, KAIROS: Canadian Ecumenical Justice Initiatives, 2008

- Ensure CIDA makes agriculture a priority sector with a specific and significantly well-funded focus on supporting small-scale farmers to strengthen their livelihoods while sustainably increasing their food production for household consumption and local markets through farmer-led solutions building to at least \$500 million per year or 10% of CIDA's budget by 2010 while avoiding cutting funds to other important work.

9. Ensure Canadian Corporate Accountability in their Operations in Africa

Canada should:

- Respond favorably to the consensus Advisory Group report on the National Round Tables on Corporate Social Responsibility and the Canadian Extractive Industry in Developing Countries (March 2007)⁹, and adopt its main recommendations, in particular:
 1. The establishment of a Canadian Corporate Social Responsibility (CSR) Framework that includes, among other things, the adoption of existing high health, environmental and security standards. The interpretation of those standards should respect the Universal Declaration of Human Rights principles;
 2. The adoption of a unique reporting model for the entire industry: the Global Reporting Initiative;
 3. The creation of an independent Ombudsman office with the capacity to receive and inquire complaints against Canadian companies, with the possibility of imposing sanction in the form of withdrawal of public funding and support in cases of proven non-compliance with the CSR Framework ;
 4. The creation of a multi-stakeholder Canadian Extractive Sector Advisory Group to advise government on the implementation and further development of the Canadian CSR Framework.
- Ensure Canada's private sector development strategies are consistent with Canada's development aid objectives for poverty reduction, and with the development goals of concerned African countries. In that context, Canada should:
 1. Evaluate the real development impact of the Canadian Investment Funds for Africa (CIFA), an important Canadian initiative of \$100 millions to support private sector projects in Africa;
 2. Offer information, in a transparent way, on Foreign Investments Protection and Promotion Agreement (FIPAs) negotiations currently under way with some African countries.
 3. Organize consultations with Parliamentarians and civil society in concerned countries to ensure the FIPAs are consistent with national development and poverty-reduction plans;

⁹ See <http://www.halifaxinitiative.org/> for information related to the National Round Tables.

4. Ensure that the Canada diplomatic representation abroad respects national development goals and follows ethical principles in the promotion of Canadian interests.
 5. Promote policy and legal tools to support CSR and ethical investments by institutional investors (including State financial assets, pension plans funds, etc.).
- Amend the Corruption of Foreign Public Officials Act (1999) to make it more in line with the spirit of the OECD Convention on Combating Bribery of Foreign Officials in International Business Transactions₂ of which Canada is a signatory.
 - Promote the inclusion of human rights standards in World Bank policies to ensure the Bank's loans to the private sector abide by international human rights.

10. Promote Peace in Africa

Canada should:

- Commit to strengthening peace building and conflict prevention capacities, through long-term financial and diplomatic support to African regional initiatives and organizations, and the African Union, emphasizing conflict prevention, management and conflict resolution capacities.
- Take all possible actions, in consultation with all relevant African institutions, to respond to genocide and crimes against humanity, emphasizing the prevention, diplomatic and reconstruction policy tools, over military intervention.
- Provide strong support and actively promote initiatives addressing specific impacts of conflicts on women and girls, including women's role in peace-building and reconstruction as laid out by UN Security Council Resolutions 1325 and 1820, the African Union Protocol on Women's Rights, and other regional instruments such as the Pact on Security, Stability and Development in the Great Lakes Region.
- Ensure comprehensive reforms to strengthen African states emerging from conflict, while also supporting democratic local actions through citizens, particularly women, and civil society organizations to contribute to bottom-up processes of peace-building and social reconciliation.
- Combat impunity of national and international actors, through supporting, politically and financially, mechanisms such as the International Criminal Court (ICC), amnesty law, truth, justice and reconciliation commissions, reparations, and transitional justice as important tools for promoting a just peace.
- Review its support to Canadian companies operating in war zones and hold them accountable for their actions in light of the growing privatization of security and military and the use of national army to protect their activities.
- Exert leadership with other donors for an effective and accountable donors' approach to peace and conflict that gives primacy to human rights, focuses on local actors for peace,

improves donors' coherence guided by UN authorized norms and explicitly protects the independent space of humanitarian and civil actors, and invests in early warning system and conflict prevention actions.

- Give specific and urgent attention to advancing the negotiations for the International Arms Treaty, and the promotion of legally binding agreements on territorial and extra-territorial arms brokering, and common standards on monitoring and enforcement. Five of the G8 members are among the biggest arms exporters in the world, and many of the manufacturers and brokers of arms to Africa operate from G8 and EU countries.
- Exert leadership in implementing the 2002 Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict in Africa through concerted diplomatic efforts and dedicated financial resources in its aid programs.

ⁱ The CCIC 10-Point Agenda to End Poverty and Injustice provided the framework for organizing ACF's Africa-specific messages. The 10-Point [Agenda](#) sets out a general Canadian civil society vision of how Canada can help to end global poverty and injustice and reflects current trends and challenges in ten key areas.