

**THE AFRICAN  
UNION COMMISSION**



**AGENDA 2063**

**The Africa We Want**

*A Shared Strategic Framework for Inclusive Growth and Sustainable  
Development*

**FIRST TEN-YEAR IMPLEMENTATION PLAN  
2014 – 2023**

September 2015

## ABBREVIATIONS AND ACRONYMS

AAIN	Africa Angel Investors Network
AAQS	Ambient Air Quality Standards
ADEPI	Autorite' de Developement et de Promotion du site d'Inga
ACBE	African Centre for Blue Economy
ACDC	Africa Centre for Disease Control
ACGF	African Credit Guarantee Facility
ACIRC	Africa Capacity for Immediate Response to Crisis
ACPII	African Caribbean Pacific
AfDB	Africa Development Bank
AfDF	African Development Fund
AGA	African Governance Architecture
AIB	African Investment Bank
AIDF	Africa Infrastructural Development Facility
AIF:	African Integration Fund
AIIGC:	Inter Arab Investment Guarantee Corporation
AHSTN	African High Speed Train Network
AIDA	Accelerated Industrial Development for Africa
AMCEN	African Ministerial Conference on the Environment
AMDC	African Minerals Development Centre
APRM	African Peer Review Mechanism
APSA	African Peace and Security Architecture
AIMS	African Integrated Maritime Strategy
AMU	Arab Maghreb Union
AMV	African Mining Vision
AWV	African Water Vision
AU	African Union
AUC	African Union Commission
AUNACDP	African Union Non-Aggression and Common Defence Pact
ARV	Anti-Retroviral
ASACOF:	Africa-South America Cooperation Forum
ASF	African Stand-by Force
ASIC	African Scientific and Innovation Council
ATAF:	African Tax Administrative Forum
ATI :	African Trade Insurance Corporation
AVCA :	African Venture Capital Association
BIAT	Boosting Intra African Trade
BRVM:	Bourse Regionale des Valeurs Mobilières
CAADP	Comprehensive African Agricultural Development Programme
CADSP	Common African Defence and Security Policy
CFTA	Continental Free Trade Areas
CEDAW	Convention on Elimination of Discrimination Against Women
CEN-SAD	Community of Sahel Saharan States
CDM:	Clean Development Mechanism
CER:	Certified Emission Reduction
CFA:	Coopération Financière Africaine
COMESA	Common Market for Eastern and Southern Africa
CoSSE:	Committee of SADC Stock Exchanges
CPCRD	Centre for Post Conflict Reconstruction

DAC:	Development Assistance Committee (of the OECD)
DBSA:	Development Bank of Southern Africa
DEG:	German Investment and Development Agency
DFI	Development Finance Institution
DRM:	Domestic Resource Mobilization
EAC	East African Community
EBID:	ECOWAS Bank for Investment and Development
ECCAS	Economic Community of Central African States
ECOSOCC	Economic Social and Cultural Commission
ECOWAS	Economic Community of West African States
EEZs	Exclusive Economic Zones
EIB:	European Development Bank
EPSA:	Enhanced Private Sector Assistance
EMIS	Education Management Information System
ESA-IO:	East, Southern Africa and Indian Ocean
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FfD:	Financing for Development
GCC:	Gulf Cooperation Council
GDP	Gross Domestic Product
GERD	Gross Domestic Expenditure on Research and Development
GGWSSI	Great Green Wall for the Sahara and Sahelian States Initiative
GIMAG	Gender Is My Agenda
HCLA	High Council on Local Authorities
HLF:	High Level Forum on Aid Effectiveness
HLPASF:	High Level Panel on Alternative Sources of Funding
HSGOC:	NEPAD Heads of State and Government Orientation Committee
ICIEC:	Islamic Corporation for the Insurance of Investment and Export Credit
IDEP	Institute for Development Planning (UNECA)
IFC:	International Finance Corporation
IFF:	Illicit Financial Flows
IGAD	Inter Governmental Authority on Development
ILO	International Labour Organization
IPPF:	NEPAD Infrastructure Project Preparation Facility
IPSAS:	International Public Sector Accounting Standards
ITF:	Infrastructure Trust Fund
IWRI	International Water Resources Institute
JAES:	Joint Africa-EU Strategy
JBIC:	Japan Bank for International Cooperation
JSE:	Johannesburg Stock Exchange
JV	Joint Venture
KfW:	German Development Finance Bank
LIMIS	Labour Market Information System
MCC:	Millennium Challenge Corporation
MDGS	Millennium Development Goals
MDTF:	Multi-Donor Trust Fund for CAADP
MFI	Micro Finance Institution
MIGA:	World Bank Multilateral Investment Guarantee Agency

MINT:	Mexico, Indonesia, Nigeria, Turkey
MNC:	Multinational Corporations
MoU:	Memorandum of Understanding
MS:	Member State
MSME:	Micro, Small and Medium Enterprise
NCA	NEPAD Coordinating Agency
NAIPs	National Agricultural Investment Programmes
NEPAD	New Partnership for Africa's Development
ODA:	Official Development Assistance
OECD:	Organization for Economic Cooperation and Development
OGM	Oil, Gas and Mining
OVP	Orphaned and Vulnerable Children
PAP	Pan African Parliament
PE:	Private Equity
PIDA	Programme for Infrastructural Development in Africa
PPP:	Public-Private Partnership
PSC	Public Services Commission
PSO:	Private Sector Organization
PTA Bank:	Preferential Trade Area Bank
RADS	Resource-based African Development Strategy (AU)
R&D	Research and Development
RECS	Regional Economic Communities
RMS	Resource Mobilization Strategy
SACCO:	Savings and Credit Cooperative
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDI	Solemn Declaration Index
SE:	Stock Exchange
SHaSA	Strategy for Harmonization of Statistics in Africa
SIDA:	Swedish International Development Agency
SMART	Simple Measurable Achievable Relevant and Timely
SME:	Small and Medium Enterprise
SMMES	Small Medium and Micro Enterprises
STC	Specialized Technical Committee
STI	Science Technology and Innovation
STISA	Science Technology and Innovation Strategy for Africa
SPV:	Special Purpose Vehicle
TICAD:	Tokyo International Cooperation on Africa's Development
TVET	Technical Vocational Education and Training
UN	United Nations
UNCBD	United Nations Convention on Biodiversity
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNSC	United Nations Security Council
VAT:	Value Added Tax
WB:	World Bank
WHO	World Health Organization
3ADI	African Agribusiness and Agro-Industry Development Initiative

## GLOSSARY OF TERMS/NAMES

TERM/NAME	DEFINITION/EXPLANATION
African Agribusiness and Agro-Industry Development Initiative (3ADI)	Launched in August 2010 by FAO and UNIDO in response to a request from the AU, its objective is to raise the competitiveness, productivity and growth of Africa's agro-based industrial sector through implementation of policies geared towards value addition/agro- industry transformation and enhanced market participation.
African Centre for Disease Control	It was formally established in January 2015 by the AU Assembly. A Multinational Taskforce has been created to oversee the development of its , mandate/scope, nature and legal framework by June 2015. The Coordination Office is to be housed initially at the AU headquarters. The recent outbreak of Ebola in some west African countries highlighted the need for its immediate set-up
African Climate Change Fund	It was established in April 2014 under the auspices of the African Development Fund (AfDF). It received initial financial support from the government of the Federal Republic of Germany. Its main objective is to assist African governments, Non-Governmental Organizations, regional institutions, research organizations etc in addressing the issue of climate change and its associated challenges.
African Education Observatory	As per the draft statutes, when established the African Education Observatory will be constituted by the Pan African Education Institute for Development (Kinshasa), the International Centre for Girls and Women's Education in Africa (Ouagadougou) and collaborative relationships with the Association for Educational Development in Africa, UNESCO and UNICEF in addition to others. To be located within the Pan African Education Institute for Development in Africa, it will amongst others: develop an integrated data base of African Education; conduct educational policy analysis; develop early warning systems for triggering policy shifts in education development and management; provide advisory services and technical assistance to member states; promote the use of Educational Information Management Systems; create a platform for networking and sharing of best practices in education.
African Minerals Development Centre	It was established to support the implementation of the Africa Mining Vision adopted by the AU through the Executive Council's Decision on the Development and Management of Africa's Mineral Resources [EX.CL/Dec.471(XIV)].
African Mining Vision	Developed through a consultative process by the AUC/ UNECA/ AfDB in 2009 aims for the continent "a transparent, equitable, and optimal exploitation of mineral resources to underpin broad based sustainable growth and socio-economic development on the continent". This is to be achieved through: creation of downstream (manufacturing), up stream (mining capital goods, consumables and services industry) , side stream (power, logistics, water, communications) linkages for mineral beneficiation; building of mutually beneficial partnership between the state, private sector and civil society in the exploitation of mineral wealth and developing capacity for building a comprehensive knowledge base of member states mineral resources and development process.
African Peace and Security Architecture	It is a continental framework for the promotion of peace, security and stability in Africa. It is supported by the Protocol relating to the Establishment of the Peace and Security Council of the African Union, and the Common African Defence and Security Policy (CADSP). The Protocol was adopted by the AU assembly on 9 July 2002 in Durban, South Africa, and entered into force in December 2003. CADSP was adopted by the AU Assembly on 28 February 2004 in Sirte, Libya. It is under the overall leadership of the AU Peace and Security Council
African Standby Force	It is one of the pillars of the Peace and Security Council established under Article 13 of the Protocol Relating to the Establishment of the Peace and Security Council of the African Union. It is composed of five brigades from ECOWAS, SADC, ECCAS and Eastern and Northern geographical regions of Africa.
African Summit	Meetings of the Heads of States and Government of the African Union
Assembly Decision	Regulations, directives, declarations, resolutions, opinions, etc that are adopted

TERM/NAME	DEFINITION/EXPLANATION
	by the AU Assembly of Heads of States and Government and the Executive Council during their meetings.
AU Policy Organs	The policy organs in order of hierarchy are the Summit (Heads of States and Government) , The Executive Council (Currently the Foreign Ministers of Member States) and The Permanent Representative Council ( currently Ambassadors of member states accredited to the AUC and mostly based in Addis Ababa)
The African Vision	The collective foresight of the African Union defined as “building an integrated, prosperous and peaceful Africa, driven by its own Citizens and representing a dynamic force in the international arena”.
Africa’s Blue Economy	It is constituted by all economic activities that emanate from Africa’s oceans, seas / sea beds, lakes, rivers. Example of blue economy activities include: fishing, marine/lake transport/shipping, seabed mining, marine tourism , generation of tidal energy etc.
Basic Education	Education level from early childhood to junior high school
Boosting Intra African Trade (BIAT)	BIAT was adopted by the AU Assembly in January 2012 to provide and ensure the attainment of the full potential /benefits from the envisaged continental free trade areas and custom unions to be created. The seven priority action areas /policies cover the following: trade, trade facilitation, production capacity, trade related infrastructure, trade finance, trade information and factor market integration.
<b>Blending and Blended Finance:</b>	<b>Blending and Blended Finance:</b> Blending is the term used to describe the leveraging of grant funding to attract private capital in infrastructure project and/or other private sector development activities (e.g. attracting equity investor in an SME investment project). “Blending” facilities can include one or more elements of a range of instruments, including: technical assistance, feasibility studies, investment co-financing; equity participation and other risk-capital, interest rate subsidies, on-lending; guarantees and insurance subsidies and/or incentive payments. .
Creative Arts Industry	Economic activities covering the following areas in general: drama/theater, music, film, creative writing, graphic design, photography, visual arts etc
Diversification Index	It provides a summary of the changes in the structure of an economy resulting from diversification of production and export.
<b>Domestic Resource Mobilization (DRM)</b>	<b>Domestic Resource Mobilization (DRM)</b> refers to the savings and investments generated by households, domestic firms, and governments. In contrast to mobilizing external resources (through FDI, aid, trade, and debt relief), DRM offers the advantages of greater domestic policy ownership and greater coherence with domestic needs. It does not suffer from the disadvantages associated with FDI and foreign aid, which are tied to the objectives of foreign investors (e.g. exclusive focus on sectors such as OGM and telecommunication to the detriment of the agriculture sector) and donors (e.g. tied aid and conditional aid).
Executive Council	The Executive Council of the African Union – currently made up of foreign ministers of Member States of the Union. It is the next highest Policy Organ of the Union after the AU Summit
Fast Track Programmes/Projects	These are priority projects / programmes whose immediate implementation and impact are expected to galvanize and sustain the commitment of the African Citizenry to the cause of Agenda 2063. There are 12 such programmes identified and approved by the AU Policy Organs for inclusion in the First Ten Year Implementation Plan. These appear in Text Box 2.1
<b>Generation-based Incentives</b>	<b>(GBI)</b> is an alternative to VGF as VGF is considered not to incentivize enough project developers to build and operate most efficient power plants (namely through the upfront payment). GBI promotes the construction of efficient plants and through its two main structuring options: (i) Feed-in tariff which offers long-term contract to the developer and (ii) off-take agreement that guarantees payment security. Both instil a level of confidence in the financing community to fund the concerned projects.
Gini Co-efficient	It measures the extent to which the distribution of income or consumption expenditure among individuals or households within an economy deviates from

TERM/NAME	DEFINITION/EXPLANATION
	a perfectly equal distribution. A Lorenz curve plots the cumulative percentages of total income received against the cumulative number of recipients, starting with the poorest individual or household. The Gini index measures the area between the Lorenz curve and a hypothetical line of absolute equality, expressed as a percentage of the maximum area under the line. Thus a Gini co-efficient of 0 represents perfect equality, while a co-efficient of 100 implies perfect inequality.
<b>Illicit Financial Flows (IFF)</b>	Involve capital that is illegally earned, transferred, or utilized and are unrecorded, unlike broad capital flight which consists of a mix of licit and illicit capital. Import mis-invoicing, capital account restriction, tax evasion through tax base erosion and profit shifting and corruption are found to be among the key drivers of illicit capital flight
<b>Index Insurance</b>	Is a relatively new but innovative approach to insurance provision that pays out benefits on the basis of a pre-determined index (e.g. rainfall level, seismic activity, livestock mortality rates) for loss of assets and investments, primarily working capital, resulting from weather and catastrophic events, without requiring the traditional services of insurance claims assessors. Index insurance is considered to be an effective income poverty alleviation tool for farmers in addition to being a saving mobilization vehicle.
Linguistic Atlas for Africa	An atlas that shows the spatial distribution of African languages on the continent
<b>Micro-insurance</b>	Is a mechanism to protect poor people against risk (e.g. accident, illness, death in the family, and natural disasters) in exchange for payments tailored to their needs, income, and level of risk.
Neo-natal deaths	They are deaths that occur during the first 28 days of life
<b>Official development assistance (ODA):</b>	ODA represent the “flows of official financing to developing countries which have an economic development or anti-poverty purpose and are concessional [interest rate or grace periods more generous than market loans] in character with a grant element of at least 25% (using a fixed 10% rate of discount).”
<b>Public-Private Partnership (PPP)</b>	is about mobilizing private sector money, expertise and capacities for government infrastructure development. It involves a long-term relationship between government and private sector(usually>10years); sharing of risks and rewards (mutualizing profits and losses) with private sector agreeing to performance level.
<b>A pillar assessment</b>	Is an assurance engagement to assess the systems put in place and the controls, rules and procedures applied by the entity for each pillar against the criteria set by the Commission. More specifically, EU pillar assessment looks at the level of standards and best practice adoption in the area of accounting, internal control, audit and procurement.
<b>Project Development Funds (PDF)</b>	Are meant to meet the high project development costs (prefeasibility studies, engineering studies, feasibility studies, business plan and investment memorandum) involved in the process of bringing an infrastructure/PPP project to bankability and investment readiness stage. Project development cost for large-scale infrastructure/PPP projects can represent 5% to 10% of total project investment.
<b>Private equity</b>	Provides equity capital to enterprises not quoted on a stock market. Private equity can be used in venture creation and business development; to develop new products and technologies, to expand working capital; to make acquisitions; to strengthen company’s balance sheet; and in business transmission and control in the form of succession in family-owned businesses or management buy-out (MBO) / management buy-in (MBI). Broadly speaking, there are three categories of private equity: <u>Venture capital</u> : invests in new companies; <u>Buy-out capital or LBO</u> : buys big and small businesses with internal (MBO: management buy-out) or

TERM/NAME	DEFINITION/EXPLANATION
	external management (MBI: management buy-in); <u>Mezzanine capital or subordinated debt</u> : This is a capital that ranks below bank debt and above the equity from the LBO (leverage buy-out).
PanWise	It is a continental network that brings together panels or bodies of wise Africans under the AU Panel of the Wise umbrella to promote peace, security and stability on the continent.
Permanent Representative Committee	The African Union Committee of Ambassadors and other plenipotentiaries of the AU Member States. It a Policy Organ of the AU and reports to the Executive Council of the AU
<b>Remittance securitization</b>	Typically involves the borrowing entity (such as a bank) pledging its future remittance receivables to an offshore Special Purpose Vehicle (SPV). The SPV issues the debt. Designated correspondent banks are directed to channel remittance flows of the borrowing bank through an offshore collection account managed by a trustee. The collection agent makes principal and interest payments to the investors and sends excess collections to the borrowing bank. Several banks in developing countries (e.g., Brazil) have been able to raise cheaper and longer-term financing from international capital markets via securitization of future remittance flows.
Regional Economic Communities (RECS)	They are the 8 regional economic communities recognized by the African Union. These are: Common Market for Eastern and Southern Africa (COMESA); Community of Sahel-Saharan States (CEN-SAD); East African Community (EAC); Economic Community of Central African States (ECCAS); Economic Community of West African States (ECOWAS); Inter-Governmental Authority on Development (IGAD); Southern African Development Community (SADC) and the Union of Maghreb States (AMU)
Regional Industrialization Hubs	The concept is yet to be developed but a generalized framework could be : Institutional collaboration of academic, research and development, science and technology practitioners that support value chains, business development and services, innovation and incubation, entrepreneurship to create wealth and employment and strengthen informed advancement of the regions private sector
Regional Power Pools	Coordination of generation of power by member states and their sharing /distribution at the REC level to ensure optimal power availability and use by member states within the REC.
Results Framework for Agenda 2063	It is matrix of different levels of results expected under each of the seven aspirations, the associated goals under each aspiration, the priority areas under each goal and the targets under each priority area for national, regional and continental level interventions. Figure 4.1 provides graphical/hierarchical presentation of the Agenda 2063 Results Framework. The results framework forms the basis for designing implementation strategies and also the point of reference for the monitoring and evaluation of implementation interventions at the national, regional and continental levels.
Specialized Technical Committee	Ministerial Committees of the AU responsible for coordinating sectorial policies, plans, programmes and performance at the continental level. Some of the STCs are Finance, Economy, Planning and Integration; Education; Health; Infrastructure etc.
Ship Call Time	Also called ship turnaround time – it is the sum of the time a ship goes through the following events: (i) time it takes to be allowed to berth at the port (ii) time it takes to unload/load cargo and (iii) time it takes to leave port after completion of unloading /loading of cargo.
Social Protection Policies	The AU Social Policy Framework for Africa encourages member states to adopt minimum social protection policies covering the following: essential health care, social insurance, social welfare, employment guarantee and non-contributory cash transfer schemes for children, informal workers, the unemployed, elder persons and persons with disabilities. Member States are expected to formulate an implement their minimum social protection policies along the above

TERM/NAME	DEFINITION/EXPLANATION
	dimensions.
<b>“Takaful” or Ethical Insurance</b>	Is a mutual insurance scheme where members contribute money into a pooling system in order to guarantee each other against loss or damage.
The African Peer Review Mechanism	It was initiated in 2002 and established in 2003 by the African Union in the framework of the implementation of the New Partnership for Africa’s Development (NEPAD). The objectives of the APRM are primarily to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated subregional and continental economic integration through experience sharing and reinforcement of successful and best practices, including identifying deficiencies and assessment of requirements for capacity building.
Total Factor Productivity	It is the portion of an output of an economy / sector of an economy not explained by the amount of inputs ( e.g. labour, land, capital) used in production. As such its level is determined by how efficiently and intensely the inputs are utilized in production. For example, doubling total factor productivity in crude terms means- double output for the same amount of labour, land and capital currently being utilized.
Transformation Index	It provides a summary of the changes in the structure of an economy resulting from (i) diversification of production and exports (ii) export competitiveness (iii) productivity increases (iv) technology upgrading and (v) human economic well being. (See annex 1 2014 African Transformation Report for computational process)
A <b>venture capital (VC)</b>	Is, strictly speaking, a subset of private equity and refers to equity investments made for the launch, early development, or expansion of an unproven business. Typically, the business will be a new and potentially promising (i.e. high expected return) but unproven (i.e. high risk) business idea. Hence, VC has a particular emphasis on entrepreneurial undertakings rather than on mature businesses.
<b>Viability Gap Funding (VGF):</b>	The Viability Gap Funding scheme provides financial support in the form of grants, one time or deferred, or other incentives to infrastructure projects undertaken through PPPs with a view to make them commercially viable. Indeed, there are many projects with high economic returns, but with financial returns that may not be adequate for a profit-seeking investor. For instance, a rural road connecting several villages to the nearby town would yield huge economic benefits by integrating these villages with the market economy, but because of low incomes it may not be possible to charge an adequate level of user fee. In such a situation, the project is unlikely to get private investment. In such cases, the government can pitch in and meet a portion of the cost, making the project viable. This method is known as viability gap funding (VGF).
Water Productivity	Simply put it is the money earned from using a cubic meter of water in production in any sector an economy – agriculture, mining, energy etc.

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## EXECUTIVE SUMMARY

Over the past 50 years (1963–2013) Africa focused her collective on the decolonization, the struggle against apartheid and attainment of political independence for the continent. On the occasion of the golden jubilee (May 2013) of the Organization of African Unity (OAU)/African Union (AU) which spearheaded the decolonization process, the continent re-dedicated herself to the attainment of the Pan African Vision of *An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena*. To achieve this vision, the Golden Jubilee Summit of the Union came up with a solemn declaration in eight areas spanning: social and economic development; integration, democratic governance and peace and security amongst others as the planks of the vision.

In order to make the solemn declaration a reality and within the context of the AU Vision, the Golden Jubilee Summit of the Union directed the African Union Commission (AUC), supported by the New Partnership for Africa’s Development (NEPAD) Planning and Coordinating Agency (NPCA), the African Development Bank (AfDB) and the UN Economic Commission for Africa (UNECA), to prepare a continental 50-year agenda through a people-driven process outlining the *Africa We Want*, namely **Agenda 2063**.

### The Seven Aspirations

- **Aspiration 1.** A prosperous Africa based on inclusive growth and sustainable development.
- **Aspiration 2.** An integrated continent; politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance.
- **Aspiration 3.** An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
- **Aspiration 4.** A peaceful and secure Africa.
- **Aspiration 5.** An Africa with a strong cultural identity, common heritage, shared values and ethics.
- **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.

- **Aspiration 7:** Africa as a strong, united, resilient and influential global player and partner.

After the adoption of the Agenda 2063 Framework Document by the Summit in January 2015 as the basis for Africa's long term socio-economic and integrative transformation, it directed the AUC to prepare the First Ten Year Implementation Plan of Agenda 2063 (2013 – 2023). This plan, the first in a series of five ten year plans over the fifty year horizon was adopted by the Summit in June 2015 as a basis for the preparation of medium term development plans of member states of the Union, the Regional Economic Communities and the AU Organs.

### **SCOPE OF THE FIRST TEN-YEAR IMPLEMENTATION PLAN**

**The plan document comprises seven chapters.**

1. Introduction: Covers the context, purpose and foundation and preparatory process. It situates the plan within the context of Agenda 2063 and highlights its foundations as the AU Vision, The AU 50<sup>th</sup> Anniversary Solemn Declaration and the Seven African Aspirations with the purpose of providing a common results framework for Africa's socio-economic transformation within the first ten years of the 50 year horizon.
2. Goals and Priority Areas: Looks at the current development situation in the seven aspirational areas and provides the selection criteria for Goals and Priority Areas which form the basis for the plan framework; lastly it provides a snap shot of Africa in 2023 when all the set goals and targets have been attained.
3. Plan Framework It outlines for each of the 7 aspirations – the goals, the priority areas for each goal, the target(s) for 2023 (national, regional and continental) ,

the indicative strategies and key process actions/ milestones towards 2023 on continental frameworks (e.g. PIDA, CAADP).

4. Implementation Plan: It presents the principles (e.g. diversity, subsidiarity, inclusiveness, results orientation, leveraging of existing institutions) which will guide all stakeholders in the implementation of the First Ten Year Implementation Plan, the key stakeholders – national/sub-national, RECs and AUC, PAP, ECA, AfDB etc. are identified and their roles indicated; timelines, policy guidelines for execution of key implementation activities and issues related to capacity and communication are presented.
5. Monitoring and Evaluation: It outlines the rationale for an M&E, structure of results framework, policy guidelines on M&E and knowledge and experience sharing required for the successful execution of the ten year plan.
6. Financing: It identifies the financing need of the First Ten Years together with the facilitative measures that will ensure funds availability; it also presents the implementation arrangements which will ensure funds availability.
7. Partnerships: It outlines the recommendations on partnerships with respect to having an AU common position on partnerships, measures to maximize Africa's benefits from partnerships and deepening of transformative benefits from partnerships

**There are six annexes in addition to the seven chapters.**

1. Policy Guidelines on Implementation Monitoring and Evaluation
2. The First Ten Year Plan: Implementation Timeline
3. Linkages/Commonalities between AU Agenda 2063 and the Sustainable Development Goals (SDGs)
4. Profile of Flagship Projects/Programmes

5. Critical Success Factors, Potential Risks and Mitigation Strategies
6. Funding Needs and Potential Sources of Funding

In summary the document seeks to : identify priority areas, their associated targets / expected outcomes and indicative strategies to stakeholders; highlight the fast track programmes/ projects that will bring quick wins and generate and sustain the interest of the African Citizenry in the African Agenda; assign responsibilities and accountabilities to all stakeholders in the implementation, monitoring and evaluation of the plan and outline the strategies required to ensure resource and capacity availability and sustained citizen's engagement for plan execution.

### **GOALS AND PRIORITY AREAS FOR THE FIRST TEN YEAR IMPLEMENTATION PLAN**

Determinants of the goals and priority areas

Agenda 2063 is a 50 year strategic document and hence priorities had to be set within it for the First Ten Year Implementation Plan. The goals, priority areas within a goal and targets within a priority area were to a large extent influenced by four factors:

1. Flagship Projects: All the flagship projects and programmes approved by the AU Summit are included in the First Ten Year Implementation Plan. The African Citizenry through the consultations in the preparation of the 50 year framework document and supported by the AU Summit came out with 12 programmes/projects which they will like to see implemented immediately even before the adoption of the First Ten Year Implementation Plan

### Flagship Programmes/Projects of Agenda 2063

- Integrated High Speed Train Network: Connecting all African capitals and commercial centres through an African High Speed Train to facilitate movement of goods, factor services and people, reduce transport costs and relieve congestion of current and future systems.
- An African Virtual and E-University. Increasing access to tertiary and continuing education in Africa by reaching large numbers of students and professionals in multiple sites simultaneously and developing relevant and high quality Open, Distance and eLearning (ODEL) resources to offer the prospective student a guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week).
- Formulation of a commodities strategy. Enabling African countries add value, extract higher rents from their commodities, integrate into the Global Value chains, and promote vertical and horizontal diversification anchored in value addition and local content development.
- Establishment of an annual African forum. Designed to bring together, once a year, the African political leadership, the private sector, academia and civil society to discuss developments and constraints as well as measures to be taken to realize the Aspirations and goals of Agenda 2063.
- Establishment of the Continental Free Trade Area by 2017. To significantly accelerate growth of Intra-Africa trade and use trade more effectively as an engine of growth and sustainable development, through doubling of intra-Africa trade by 2022, strengthen Africa's common voice and policy space in global trade negotiations and establish the financial institutions within agreed upon timeframes: African Investment Bank and Pan African Stock Exchange (2016); the African Monetary Fund (2018); and the African Central Bank (2028/34).
- The African Passport and free movement of people: Transforming Africa's laws, which remain generally restrictive on movement of people despite political commitments to bring down borders with the view to promoting the issuance of visas by Member States enhance free movement of all African citizens in all African countries by 2018.
- Implementation of the Grand Inga Dam Project. The optimal development of the Inga

Dam will generate 43,200 MW of power (PIDA) to support current regional power pools and their combined service to transform Africa from traditional to modern sources of energy and ensure access of all Africans to clean and affordable electricity.

- The Pan-African E-Network. This involves a wide range of stakeholders and envisages putting in place policies and strategies that will lead to transformative e-applications and services in Africa; especially the intra-African broad band terrestrial infrastructure; and cyber security, making the information revolution the basis for service delivery in the bio and nanotechnology industries and ultimately transform Africa into an e-Society.
- Silencing the guns by 2020. Ending all wars, civil conflicts, gender based violence and violent conflicts and prevent genocide. Monitor progress through the establishment and operationalization of an African Human Security Index (AHSI)
- Africa Outer Space Strategy aims to strengthen Africa's use of outer space to bolster its development. Outer space is of critical importance to the development of Africa in all fields: agriculture, disaster management, remote sensing, climate forecast, banking and finance, as well as defence and security. Africa's access to space technology products is no longer a matter of luxury and there is a need to speed up access to these technologies and products. New developments in satellite technologies make these very accessible to African countries. The Brazzaville meeting on aerial space technologies underlines the need for appropriate policies and strategies in order to develop regional market for space products in Africa.
- Establishment of a single African air transport market. This flagship Programme aims at delivering the single African air transport market to facilitate air transportation in Africa.
- Establishment of the African financial institutions. Establishment of the Continental Financial Institutions: aims at accelerating integration and socio-economic development of the continent, as they are important institutions when it comes to the mobilization of resources and management of financial sector.

2. Near Term National and RECs Development Priorities: National Plans of Member States were reviewed in addition to the strategic plans of the RECs. The focus areas of their development priorities have been included in the First Ten Year Implementation Plan- this will ensure that their priorities in the near term converge with the priority areas contained in the 50 year framework document. The priority areas that emerged include:

- Sustainable and inclusive economic growth
- Human Capital Development
- Agriculture/value addition and agro-businesses development
- Employment generation, especially the youth and females
- Social Protection
- Gender / Women development and youth empowerment
- Good governance including capable institutions
- Infrastructural development
- Science, Technology, Innovation
- Manufacturing-based industrialization
- Peace and Security
- Culture, Arts and Sports

3. Continental Frameworks: The AUC has developed continental frameworks as Comprehensive African Agricultural Development Programme (CAADP}, Programme for Infrastructural Development in Africa (PIDA), African Mining Vision (AMV) , Science Technology Innovation Strategy for Africa (STISA), Boosting Intra African Trade (BIAT), Accelerated Industrial Development for Africa (AIDA) amongst others to support Member States of the Union in their development efforts. These frameworks are being implemented by some member states and to ensure coherence and convergence, they have to be captured in the priority areas of the First Ten Year Implementation Plan.

4. Agenda 2063 Results Framework: All the targets in the 50 year framework document that are due by 2023 must be included in the First Ten Year Implementation Plan. Examples are AU Decisions /Directives and AU Plan of Action / Treaties.

### The Goals and Priority Areas for the First Ten Years of Agenda 2063

Aspiration	Goals	Priority Areas
1) A Prosperous Africa, based on Inclusive Growth and Sustainable Development	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	<ul style="list-style-type: none"> <li>• Incomes, Jobs and decent work</li> <li>• Poverty, Inequality and Hunger</li> <li>• Social security and protection Including Persons with Disabilities</li> <li>• Modern and Liveable Habitats and Basic Quality Services</li> </ul>
	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	<ul style="list-style-type: none"> <li>• Education and STI skills driven revolution</li> </ul>
	(3) Healthy and well-nourished citizens	<ul style="list-style-type: none"> <li>• Health and Nutrition</li> </ul>
	(4) Transformed Economies	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• STI driven Manufacturing / Industrialization and Value Addition</li> <li>• Economic diversification and resilience</li> <li>• Hospitality/Tourism</li> </ul>
	(5) Modern Agriculture	<ul style="list-style-type: none"> <li>• Agricultural Productivity and</li> </ul>

	for increased productivity and production	Production
	(6) Blue/ ocean economy for accelerated economic growth	<ul style="list-style-type: none"> <li>• Marine resources and Energy</li> <li>• Ports Operations and Marine Transport</li> </ul>
	(7) Environmentally sustainable and climate resilient economies and communities	<ul style="list-style-type: none"> <li>• Bio-diversity, conservation and sustainable natural resource management.</li> <li>• Water security</li> <li>• Climate resilience and natural disasters preparedness and prevention</li> <li>• Renewable energy</li> </ul>
2) An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of African Renaissance	(8) United Africa (Federal or Confederate)	<ul style="list-style-type: none"> <li>• Framework and Institutions for a United Africa</li> </ul>
	(9) Continental Financial and Monetary Institutions are established and functional	<ul style="list-style-type: none"> <li>• Financial and Monetary Institutions</li> </ul>
	(10) World Class Infrastructure crisscrosses Africa	<ul style="list-style-type: none"> <li>• Communications and Infrastructure Connectivity</li> </ul>
3) An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law	(11) Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	<ul style="list-style-type: none"> <li>• Democracy and Good Governance</li> <li>• Human Rights, Justice and The Rule of Law</li> </ul>
	(12) Capable institutions and transformative	<ul style="list-style-type: none"> <li>• Institutions and Leadership</li> <li>• Participatory Development and</li> </ul>

	leadership in place	Local Governance
4) A Peaceful and Secure Africa	(13) Peace Security and Stability is preserved	<ul style="list-style-type: none"> <li>• Maintenance and Preservation of Peace and Security</li> </ul>
	(14) A Stable and Peaceful Africa	<ul style="list-style-type: none"> <li>• Institutional structure for AU Instruments on Peace and Security</li> <li>• Defence, Security and Peace</li> </ul>
	(15) A Fully functional and operational APSA	<ul style="list-style-type: none"> <li>• Fully operational and functional APSA Pillars</li> </ul>
5) Africa with a Strong Cultural Identity Common Heritage, Values and Ethics	16) African Cultural Renaissance is pre-eminent	<ul style="list-style-type: none"> <li>• Values and Ideals of Pan Africanism</li> <li>• Cultural Values and African Renaissance</li> <li>• Cultural Heritage, Creative Arts and Businesses</li> </ul>
6) An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children	(17) Full Gender Equality in All Spheres of Life	<ul style="list-style-type: none"> <li>• Women and Girls Empowerment</li> <li>• Violence &amp; Discrimination against Women and Girls</li> </ul>
	(18) Engaged and Empowered Youth and Children	<ul style="list-style-type: none"> <li>• Youth Empowerment and Children</li> </ul>
7) An Africa as A Strong, United, Resilient and Influential Global Player and Partner	(19) Africa as a major partner in global affairs and peaceful co-existence	<ul style="list-style-type: none"> <li>• Africa's place in global affairs.</li> <li>• Partnership</li> </ul>
	(20) Africa takes full responsibility for financing her development	<ul style="list-style-type: none"> <li>• African Capital market</li> <li>• Fiscal system and Public Sector Revenues</li> <li>• Development Assistance</li> </ul>

## **KEY TRANSFORMATIONAL OUTCOMES BY 2023**

Chapter three provides the plan framework – aspirations and their associated goals; goals and their associated priority areas; priority areas and their associated targets at the national, regional and continental levels; and targets and their indicate strategies. These together constitute the results framework for the First Ten Year Implementation Plan and when achieved by 2023 at the national, regional and continental levels there would be transformations in five key areas- highlights of such expected outcomes include:

### **Improvements in Living Standards**

- Real per-capita incomes would be a third more than 2013 levels.
- Incidence of hunger, especially amongst Women and Youth will only be 20% of 2023 levels.
- Job opportunities will be available to at least one in four persons looking for work.
- At least one out of every three children will be having access to kindergarten education with every child of secondary school age in school and seven out of ten of its graduates without access to tertiary education enrolled in TVET programmes.
- Malnutrition, maternal, child and neo-natal deaths as at 2013 would be reduced by half; access to anti-retroviral will be automatic and proportion of deaths attributable to HIV/AIDs and malaria would have been halved.
- Nine out of ten persons will have access to safe drinking water and sanitation; electricity supply and internet connectivity will be up by 50% and cities will be recycling at least 50% of the waste they generate.

## **Transformed, Inclusive and Sustainable Economies**

- GDP will be growing at 7% and at least a third of the outputs will be generated by national firms.
- Labour intensive manufacturing, underpinned by value addition to commodities and doubling of the total agricultural factor productivity will be attained by 2023
- The beginnings of value addition blue economy – fisheries, eco-friendly coastal tourism, marine bio-technology products and port operations- will emerge.
- Creative arts businesses will be contributing twice as much in real terms their 2013 contribution to GDP.
- ICT penetration and contribution to real GDP in absolute terms would be double of 2013 levels.
- Regional industrialization hubs linked to the global value chains and commodity exchanges will be in place by 2023.
- At least 17% of terrestrial and inland water and 10% of coastal and marine areas would have been preserved and 30% of farmers, fisher folks and pastoralist will be practicing climate resilient production systems.

## **Integrated Africa**

- There will free movement of goods, services and capital; and persons travelling to any member state could get the visa at the point of entry.
- The volume of intra-African trade especially in agricultural value added products would increase three fold by 2023.
- The African Customs Union, an African Common Market and an African Monetary Union will be operational by 2023.
- The African Speed Train Network will have passed the inception stage and will be taking its first passengers between two connected cities.
- African Skies will be open to all African Airlines.

- Regional power pools boosted by at least 50% increase in power generation and the INGA dam will be operational and will contribute to the powering of the industrial transformation of the continent and comfort of the citizenry.
- African Education Accreditation Agency and a common educational system are in place and the African Youth will have the choice to study at any university and work anywhere on the continent.

### **Empowered Women, Youth and Children**

- All obstacles related to Women owing/inheriting property or business, signing a contract, owning or managing a bank account would be removed by 2023.
- At least one in five women would have access to and control of productive assets.
- Gender parity in control, representation, advancement will be the norm in all AU Organs and the RECs.
- All forms of violence against women would have been reduced by a third in 2023.
- All harmful social norms and customary practices would have ended by 2023.
- The African Youth will be mobile and 15% of all new businesses will emanate from their ingenuity and talent and the proportion of 2013 youth unemployed will be reduced by at least a quarter.
- Child labour exploitation, marriages, trafficking and soldiering would have ended by 2023

### **Well-governed, peaceful and cultural centric Africa in a Global Context**

- Democratic values and culture as enshrined in the African Governance Architecture would have been entrenched by 2023.
- At least seven out of ten persons in every member state of the union will perceive: elections to be free, fair and credible; democratic institutions, processes and leaders accountable; the judiciary impartial and independent; and the legislature independent and key component of the national governance process.

- African Peer Review Mechanism will have been ascribed to by all Member States and its positive impact on governance metrics felt.
- All guns would have been silenced by 2023.
- All Member States of the Union will have in place local and national mechanisms for conflict prevention and resolution.
- All Member States of the Union will have in place a dual citizen's programme for the diaspora.
- The Encyclopaedia Africana will be launched by the 2023 Assembly of the Union.
- One in five poly techniques will be offering programmes in the creative arts and management of micro cultural enterprises to support the growth of the creative arts businesses.
- Local content in all print and electronic media would have increased by 60%.
- At least 30% of all cultural patrimonies would have been retrieved by 2023.
- An African Space Agency would have been established by 2023.
- An African Global Platform will be in place by 2017 and will contribute to an increase in the share of Africa's exports in global exports in 2023 by at least 20%.
- The African Investment Bank, the African Guarantee Facility, the African Remittances Institute and at least 2 Regional Stock Exchanges would have been established and functioning.
- National capital markets will contribute at least 10% of development financing and the proportion of aid in the national budget will be no more than 25% of the 2013 level.

### **IMPLEMENTATION MONITORING AND EVALUATION OF THE PLAN**

The targets set in the plan cover national, the RECs and continental bodies, especially the AU Organs. Roles and responsibilities have been assigned to all these stakeholders in the implementation, monitoring and evaluation of the First Ten Year Implementation Plan. The implementation also covers building capacities of all the stakeholders to execute the plans and engaging citizens to own the process and outcomes of the plan implementation.

## **Highlights of Implementation, monitoring and evaluation responsibilities of Key Stakeholders:**

Member States shall:

- Adopt/ integrate Agenda 2063 and the associated Ten Year Implementation Plans as the basis for developing their national visions and plans.
- Use the national planning systems- structures for implementation monitoring and evaluation, methodologies, systems and processes, rules and regulations, forms and formats in the execution of Agenda 2063.
- Develop policy guidelines on the design and implementation, monitoring and evaluation by various stakeholders.
- Ensure that the Legislature adopts Agenda 2063 as the blue print for Africa's social, economic and political development in the next 50 years.
- Encourage all political parties / private candidates use Agenda 2063 as a basis for preparing their political manifestos.

Regional Economic Communities shall:

- Adopt Agenda 2063 and its associated Ten Year Implementation Plans as the basis for developing their regional visions and plans.
- Serve as focal points for the facilitation of the adoption, implementation, monitoring and evaluation of all continental frameworks related to Agenda 2063 by Member States of the Union.
- Organize annual forums for Member States to review regional implementation performance (monitoring and evaluation) on Agenda 2063.
- Report annually to the AU Assembly on regional implementation, monitoring and evaluation of The First Ten Year Plan.
- Facilitate / coordinate / support the resource mobilization and capacity development initiatives of Members States for the Ten Year Plan implementation.

## The African Union Organs

- The African Union Commission will be the body to follow up the formulation and adoption of decisions on Agenda 2063. These decisions / policies will cover – the 50 year Agenda; the 10 year plans; guidelines on implementation, monitoring and evaluation.
- The AUC will organize annual consultation(s) between the AU Organs and the RECs on implementation, monitoring and evaluation of Agenda 2063.
- The AUC / NEPAD will ensure the formulation of policies and frameworks for the assessment of RECs and national capacities for the execution of Agenda 2063 at the inception and mid-term review of every 10 Year Plan.
- The AUC will provide a continental framework / strategy / platform for the mobilisation of resources for the implementation of the Ten Year Plan by Member States of the Union
- The Pan African Parliament (PAP) will hold annual consultations with the African Legislatures on the progress towards the implementation, monitoring and evaluation of Agenda 2063.
- The Economic Social and Cultural Commission (ECOSOCC) will hold bi-annual consultations with the Member States Focal Groups for Agenda 2063
- The AUC/NEPAD Coordinating Agency will follow up on the implementation of continental programmes/projects

Continental bodies as the United Nations Economic Commission for Africa (ECA) and the African Development Bank (AfDB) have been assigned roles appropriate to their mandates.

### *Capacity Development for the Implementation of the First Ten-Year Plan*

Lessons learnt from the implementation of past continental frameworks indicate the necessity for building the capacities of all stakeholders at the continental, regional and

national levels. It is against this background that a capacity assessment and development plan is being prepared to cover some of the AU Organs and the RECs in the first instance and later to the national levels.

It is anticipated that the implementation of the outcomes of the capacity assessment and development studies will deepen the planning, monitoring and evaluation skills of development managers; strengthen institutional / organizational effectiveness in development management; provide transformative and visionary leadership and the enabling policy, legal and regulatory environment required for the successful execution of the First Ten Year Implementation plan at all levels.

### *The Role of Communications*

Again among the major shortcomings experienced in the execution of previous continental strategies and frameworks was the lack of effective use of communication tools. In order to ensure successful implementation of the Agenda 2063, a Communication Strategy has been developed.

The Agenda 2063 Communication Strategy will generate sustained public awareness, involvement, support and ownership by the African population of the Agenda and its execution. It will ensure extensive out-reach with up-to-date and accurate information. It is linked to the overall Communications Strategy of the African Union, and targets AU Member States, staff, organs and agencies; RECs; African citizens both within the continent and in the diaspora and their institutions, including private sector, civil society etc.; as well as AU's partners.

## **FINANCING THE TEN YEAR PLAN**

**Financing Needs for First Ten Years:** Agenda 2063 Financing and Resource Mobilization Strategy (RMS) outlines the key areas where resources will be required, the potential sources to finance each of these needs, processes for operationalization for matching

demand and supply for funds at the national and regional/continental levels and institutional arrangements for making it happen.

Annex 5 outlines areas requiring financing by aspiration and the potential sources for funding each need while table 6.1. shows a succinct presentation of the areas requiring scaled-up financing at both continental/regional and national levels in the first ten years based on annex 5.

**Sources of Finance for the First Ten Years.** The typology of the sources for financing the First Ten Year Plan as per Annex 5 ranges from government budgetary increases, crowd sourcing for social causes, pure commercial finance from both public and private sources/savings including domestic capital markets, concessional loans, market price-based commercial loans, equity and other market instruments, FDI, portfolio investments by the private sector (debt, bonds, equity and other securities).

Domestic resource mobilization (DRM) is meant to contribute at least 75% to 90% of the financing of Agenda 2063 on average per country, namely through: (i) enhanced fiscal resource mobilization, (ii) maximization of natural resource rents – OGM, agriculture, maritime, tourism, etc.; (iii) the leveraging of the increasingly important pool of African institutional savings – pension funds, central bank foreign exchange reserves, sovereign wealth funds and capital market development; (iv) enhanced retail savings mobilization through financial inclusion namely; (v) the curbing of illicit financial flows; (vi) the reduction of inefficiency and governance/corruption-based financial leakages and wastages – government, infrastructure services, agriculture value chain, etc. Agenda 2063 should also be rightly financed through external financing mechanisms including (i) FDI, official development assistance (ODA); (ii) financial cooperation from emerging development partners such as BRICS countries, Arab world, etc.; (iii) FDI, PPP et other forms of investment partnerships; (iv) the leveraging of Diaspora remittances and savings; (v) improved access to the international financial markets

**Channelling Resources into Agenda 2063 Programs and Projects:** It is to be noted that Africa needs not only funds, but also a more effective and inclusive means of channelling funds (including financial institutions and markets, financial instruments and financial services) to where they can be most effective and where there is market failure in the allocation of the needed resources.

From that perspective, **three levels of financial intermediation vehicles and resource channelling vehicles** will be considered as part of the First 10 Year Implementation Plan.

- Existing commercial financial intermediation vehicles such as, on the one hand, commercial banks, microfinance institutions (MFI), development finance institutions (DFI), insurance companies, etc. that will need to be up-scaled through additional capitalization and capacitated in relevant financial services and project finance expertise areas; and on the other hand, stock exchanges and bond markets that will need to be expanded, deepened and regionalized.
- New commercial financial intermediation vehicles to be created such as Africa 50 Fund, Africa Credit Guarantee Facility (ACGF), Africa Investment Bank (AIB), Africa Infrastructure Development Facility (AIDF), Diaspora bonds, Diaspora remittances securitization, African-owned private equity funds, African Angel Investors Network (AAIN), regional stock exchanges, regional commodity exchanges. Other processes that will promote commercial financing include: Intra-African investment promotion, PPPs targeted at African investors and local government DRM tools such as retail bond for infrastructure services for example
- Non-commercial finance channelling or intermediation vehicles to be considered include existing vehicles such as AU, RECs and Member State budgets and new vehicles to be created such as African Integration Fund (AIF), Fund for

African Women, Youth Empowerment and Entrepreneurship Fund; but also crowd funding solutions for social or emergency causes.

**Facilitation Measures for Access to Finance:** During the period of the First Ten Year Plan the following facilitation measures will be put in place at the national, regional and continental level, depending on its appropriateness within the context of Agenda 2063 Resource Mobilization Strategy (RMS).

- Developing / implementing generic “framework conditions” (policy, legal, regulatory and institutional framework) for private sector development and industry/issue-specific enabling conditions (financial industry development, PPP/Infrastructure financing, large industrial project financing, private equity/venture capital market development, SME finance/banking and micro-finance).
- Setting up relevant project development funds, viability gap funds, capitalization funds, blending facilities to address demand side readiness.
- Establishing information infrastructure (country rating system, corporate governance standards, credit bureau and collateral registries etc.)
- Developing expertise in financial advisory services and specialist financial services where there is significant gap across Africa (project finance, capital market, private equity/venture capital, financial engineering, risk management and industry-specific financial services)
- Putting in place risk sharing and guarantee facilities to “de-risk” investment into African securities and enhance the risk of lending to African SME namely.

**Implementation arrangements of the resource mobilization strategy (RMS) for the First Ten Years:** The articulation of the institutional arrangements for the implementation of the RMS is still under consideration. The evolving consensus within Agenda 2063 implementation framework is that:

- Under the direction of the Agenda 2063 Ministerial Committee and the AUC the African Development Bank will be the lead institution in facilitating, coordinating, monitoring and evaluation of Agenda 2063 RMS.
- Identifiable key stakeholders in the implementation of the RMS at the continental level in addition to the AU and AfDB include UN-ECA at continental level; and RECs, regional DFIs and regional stock exchanges at the regional level. Regional associations such as the African DFI associations, the African Venture Capital Association (AVCA) and the Association of African Stock Exchange will also play a significant role in the implementation. At the national level, governments and financial sector-related organizations (stock exchange association, banking association, Insurance sector association, MFI association, etc.) and other non-state actors will be assigned responsibilities appropriate to their relevance and competencies.

### **LEVERAGING AFRICA’S STRATEGIC PARTNERSHIPS**

The African Union has entered into a number of strategic partnerships to support its development process: Africa-EU, Africa-USA, Africa-Japan, Africa-China, Africa-India, Africa-Arab League of States, Africa-South America, Africa-Turkey, and Africa-Korea with more demand for partnership in the pipeline. However, the full potential of the financial pledges and technical assistance pledges embedded in these partnerships are yet to fully leverage from the African side. Hence, going forward the following three levels of actions need to be considered by the AU to take maximum advantage of its strategic partnerships:

- Preparing a comprehensive AU policy framework and articulating a partnership strategy for all high-potential partners around a limited number of interventions with meaningful socio-economic transformational benefits;

- Maximizing Africa’s potential to exploit the full potential of its partnership by enhancing its strategic, governance, technical, logistical and financial support to the partnership management function of the AUC; by bringing more clarity to the implementation model of Africa’s various continental programs (PIDA, CAADP/3ADI, AIDA/APCII/RADS/AMV, BIAT) to facilitate result-oriented cooperation with its strategic partners; and by improved involvement and coordination of/among Africa’s various stakeholders of the partnership process: AUC, NPC, AfDB, RECs, Member States, PSO, CSO and other AU organs; and
- Deepening transformational benefits of the partnerships through alignment to Agenda 2063 priorities, namely: Agenda 2063 flagship projects, natural resource-based and STI-based industrialization and technology transfer, intra-African trade and export development, private sector and MSME development, financial market development, support to the post-2015 Agenda in social and sustainable development and domestic financial resource mobilization.

# 1. INTRODUCTION

## Background

In May 2013, Africa celebrated the Golden Jubilee of the founding of the Organization of African Unity (OAU). On that occasion, Africa's political leadership took stock of past achievements and challenges, and through the 50<sup>th</sup> Anniversary Solemn Declaration rededicated itself to the continent's socioeconomic and political transformation. In this regard, the Assembly requested the elaboration of a forward looking 50-year continental framework, namely Agenda 2063, founded on the AU vision of “an ***integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena***”.

Agenda 2063 – *a shared strategic framework for inclusive growth and sustainable development* – was developed through a people-driven process and was adopted, in January of 2015, in Addis Ababa, Ethiopia by the 24<sup>th</sup> African Union (AU) Assembly of Heads of State and Government, following 18 months of extensive consultations with all formations of African society<sup>1</sup>.

Agenda 2063 is anchored on the AU vision and is based on the seven aspirations derived from the consultations, namely:

1. *A prosperous Africa based on inclusive growth and sustainable development;*
2. *An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;*
3. *An Africa of good governance, respect for human rights, justice and the rule of law;*
4. *A peaceful and secure Africa;*
5. *An Africa with a strong cultural identity, common heritage, values and ethics;*
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*
7. *Africa as a strong, united, resilient and influential global player and partner.*

In order to ensure effective implementation, the 24<sup>th</sup> Assembly of the Union further requested the African Union Commission (AUC) to finalize a First Ten Year Plan of Agenda 2063 for consideration and adoption by the June 2015 meetings of the AU Policy Organs.

This document presents the First Ten-Year Implementation Plan for Agenda 2063. It builds upon the Agenda 2063 Framework Document adopted in January 2015, and seeks to accelerate Africa's political, social, economic and technological transformation while continuing the Pan African drive for self-determination, freedom, progress and collective prosperity. Covering the period 2013-2023, it is the first of a series of five ten year implementation plans to be developed to realize the vision of the “Africa We Want By 2063”.

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<sup>1</sup> Consultations were held with the following stakeholder groups: Private sector; Academicians/Think Tanks; Civil Society; Planning Experts; Women; Youth; Media; RECs Representatives; Forum of Former Heads of State and Government; Faith-based groups; Sector Ministries; and others.

## Purpose of the Plan

The purpose for developing the plan is to:

- Identify priority areas, set specific targets, define strategies and policy measures required to implement the first ten years on the journey to 2063.
- Bring to fruition the Fast Track programmes and initiatives outlined in the Malabo Decisions of the AU to provide the big push and breakthroughs for Africa's economic and social transformation.
- Provide information to all key stakeholders at the national, regional and continental levels, the Diaspora, development partners, global financial institutions the expected results / outcomes for the First Ten Year Implementation Plan and the roles expected of them
- Assign responsibilities to all stakeholders in the implementation, monitoring and evaluation.
- Outline the strategies required to ensure availability of resources and capacities together with citizen's engagement to implement the First Ten Year Plan.

## Foundations of the First Ten Year Implementation Plan

The foundations of the first ten-year plan, a subset of the 50-year horizon of Agenda 2063 as contained in the framework document, are the following:

- The AU Constitutive Act
- The African Union Vision
- The Eight Priority Areas of the Solemn Declaration
- The African Aspirations for 2063 obtained through a consultative process.
- Regional and Continental Frameworks
- National Plans and Visions

The Common African Position on Post 2015 and the SDGs were taken cognizance of (see annex 3 for the commonality profile between Agenda 2063 and the SDGs) in the preparation of the First Ten Year Implementation Plan.

## Plan Preparatory Process

The Agenda 2063 Framework Document from which the First Ten Year Implementation Plan is derived was prepared through: (i) a consultative process covering all social formations / sectors in Africa, (ii) review of national / regional plans and continental frameworks (iii) review of Africa's development experience and (iv) review of global trends / possible development scenarios/paths.

### The Eight Priorities of the 50<sup>th</sup> Anniversary Solemn Declaration

- African Identity and Renaissance.
- Continue the struggle against colonialism and the right to self-determination.
- The Integration Agenda
- Agenda for Social and Economic Development.
- Peace and Security Agenda.
- Democratic Governance.
- Determining Africa's Destiny
- Africa's Place in the World

Against this background, the preparation of this First Ten Year Implementation Plan followed the following process:

- Selection of priority areas and targets for the first ten years from the Agenda 2063 Framework document through (i) guidance from Assembly's Decisions (ii) insights from the development priority areas of member states and the

- RECs (iii) existing continental frameworks and (iv) the flagship projects / programmes of Agenda 2063.
- In-house AUC departmental consultations on the priority areas, targets and their associated strategies for the first ten-year plan.
- Preparation of a draft Ten Year Plan
- Review and validation with experts from ministries of planning and finance of AU Member States.
- Presentation to the <sup>First</sup> AU Specialized Technical Committee of Ministers of Finance, Monetary Affairs, Economic Planning and Integration and the 48<sup>th</sup> Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development that took place in Addis Ababa, Ethiopia, 30-31 March 2015.
- Review and validation with African sector experts in all the areas covering the 7 aspirations, in a consultation meeting that took place in Nairobi, Kenya, 20-22 April 2015.
- Review and validation with the RECs, especially on implementation arrangements.
- Presentation / validation by the Retreat of the Ministerial Committee on Agenda 2063 in Sandton South Africa in June, 2015
- Presentation to / adoption by the AU Policy Organs in Johannesburg, South Africa in June 2015.

## Structure of the Document

This First Ten Year Implementation Plan is presented in seven chapters and six annexes as follows:

- Chapter 1: Introduction – provides the context of the First Ten Year Implementation Plan;
- Chapter 2: presents the goals and priority areas of the first decade including the context and rationale for the choice of the priority areas;
- Chapter 3: the Plan Framework for the first decade, outlines the results matrix: the seven African Aspirations and their corresponding priority areas, targets and strategic measures to be taken;
- Chapter 4: addresses key implementation issues, including guiding principles, roles and responsibilities, capacities and communication;
- Chapter 5: discusses the monitoring and evaluation framework;
- Chapter 6: presents proposals on financing centred on domestic resources; and
- Chapter 7: elaborates on partnerships for Agenda 2063.

The six annexes contain detailed guidelines, description of roles and responsibilities in implementation, time lines for implementation and other critical information, and are as follows:

- Annex 1: Guidelines for Implementation, Monitoring and Evaluation
- Annex 2: Implementation Time Lines
- Annex 3: Agenda 2063 and the Sustainable Development Goals (SDGS) Commonality Profile
- Annex 4: Agenda Fast Track Programme Initiatives
- Annex 5: Critical Success Factors, Potential Risks and Mitigation Strategies
- Annex 6: Funding Needs and Related Potential Sources of Funding –  
National level.

## 2. GOALS AND PRIORITY AREAS FOR THE FIRST TEN YEARS

### The Context

Africa's achievements over the last decade and a half are significant. Across the region, economic growth has firmly taken root (and there is more to that growth than just export of raw materials), with increased exports and foreign direct investment. If current growth trajectory is maintained, incomes are projected to double in 22 years.<sup>2</sup>

Furthermore, political stability, peace and security and reforms in governance have changed the political landscape. Women and youth are progressively having a greater voice in decision-making. With aid declining, Africa is also increasingly financing its own development thanks to export earnings, trade and remittances among others.

However, these positive developments are juxtaposed with significant challenges and the positive overview also masks significant variations across regions and between countries. The current global outlook on growth underscores the headwinds that African economies have to contend with especially, the decline in commodity prices among others.

A detailed situational analysis has been undertaken and presented in Chapter 3 of the Agenda 2063 Framework Document, namely: *Africa the Last Fifty Years and the Present: Progress, Challenges and Implications for Agenda 2063*. Below is a summary of the key priority areas African Governments, Regional Economic Communities, Continental AU Organs and other stakeholders must address in the next 50 years if the vision for the "Africa We Want By 2063" is to be attained.

**Aspiration 1: A Prosperous Africa based on inclusive Growth and Sustainable Development:** ending poverty, inequalities of income and opportunity; job creation, especially addressing youth unemployment; facing up to the challenges of rapid population growth and urbanization, improvement of habitats and access to basic necessities of life – water, sanitation, electricity; providing social security and protection; developing Africa's human and social capital (through an education and skills revolution emphasizing science and technology) and expanding access to quality health care services, particularly for women and girls; transforming Africa's economies through beneficiation from Africa's natural resources, manufacturing, industrialization and value addition, as well as raising productivity and competitiveness; radically transforming African agriculture to enable the continent to feed itself and be a major player as a net food exporter; exploiting the vast potential of Africa's blue/ocean economy; and finally putting in place measures to sustainably manage the continent's rich biodiversity, forests, land and waters and using mainly adaptive measures to address Climate change risks.

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<sup>2</sup> Africa Progress Panel 2014

**Aspiration 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance:** accelerating progress towards continental unity and integration for sustained growth, trade, exchanges of goods, services, free movement of people and capital through: (i) establishing a United Africa; (ii) fast tracking of the CFTA; (iii) improving connectivity through newer and bolder initiatives to link the continent by rail, road, sea and air; and (iv) developing regional and continental power pools, as well as ICT.

**Aspiration 3: An Africa of good governance, respect for human rights, justice and the rule of law:** consolidating democratic gains and improving the quality of governance, respect for human rights and the rule of law; building strong institutions for a development state; and facilitating the emergence of development-oriented and visionary leadership in all spheres and at all levels.

**Aspiration 4: A peaceful and secure Africa:** strengthening governance, accountability and transparency as a foundation for a peaceful Africa; strengthening mechanisms for securing peace and reconciliation at all levels, as well as addressing emerging threats to Africa's peace and security; and putting in place strategies for the continent to finance her security needs.

**Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics:** inculcating the spirit of Pan Africanism; tapping Africa's rich heritage and culture to ensure that the creative arts are major contributors to Africa's growth and transformation; and restoring and preserving Africa's cultural heritage, including its languages.

**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:** strengthening the role of Africa's women through ensuring gender equality and parity in all spheres of life (political, economic and social); eliminating all forms of discrimination and violence against women and girls; creating opportunities for Africa's youth for self-realization, access to health, education and jobs; and ensuring safety and security for Africa's children, and providing for early childhood development.

**Aspiration 7: Africa as a strong, united, resilient and influential global player and partner:** improving Africa's place in the global governance system (UNSC, financial institutions, global commons such as outer space); improving Africa's partnerships and refocusing them more strategically to respond to African priorities for growth and transformation; and ensuring that the continent has the right strategies to finance its own development and reducing aid dependency.

The priorities that emerge from the analysis are also in line with those identified from an extensive review of national plans, and regional and continental frameworks and serve to inform the Agenda 2063 goals, priority areas and targets.

## **Selection of Goals and Priority Areas**

Agenda 2063 has a fifty-year horizon with five ten-year plan frameworks. This first ten-year plan is focused on issues pertinent to the period but aligned with the expected outcomes at the end of 2063. The key underpinnings for the selection of the goals,

priority areas and targets for this first ten-year plan, which should be seen as a sub-set of the fifty-year plan framework are: areas where the African citizenry expects to see immediate impact within the context of the African Aspirations – these areas constitute the flagship programmes of first ten year plan, the short / medium term development priorities of Member States and the RECs, on-going continental frameworks that fall within the next 10 years and targets within the Agenda 2063 Framework Document which fall within the next ten years.

#### *Fast Track Projects and Initiatives*

This is an innovative approach designed to provide the big push and propel growth and transformation through fast tracking the implementation of programmes identified by the AU Assembly as having immediate positive impact on perceptions of the African Citizenry with respect to the success of Agenda 2063. The Malabo AU Summit of June 2014 mandated the AU Commission to explore and prepare concrete actions for the implementation of priority programmes and projects identified in Agenda 2063, notably, the Integrated High Speed Train Network; hastening the process for the creation of a Continental Free Trade Area; the African Passport and free movement of people; capitalization of opportunities in the aviation sector within the framework of the implementation of the Yamoussoukro Decision on the Unification of African Air Space; implementation of the Grand Inga Dam Project; the Pan-African E-Network, the creation of an Annual Consultative Platform for policy dialogue involving a wide range of stakeholders, and any other integrative initiatives that are in line with the spirit of Agenda 2063. These programmes / projects have been incorporated into the first ten year plan. Further details of these flagship programmes / projects are contained in annex 4. Text Box 2.2 provides highlights of the flagship programmes

#### *Near Term National and RECs Development Focus*

The preparatory process of Agenda 2063 entailed extensive consultations with the African Citizenry including the Diaspora, African Civil Society Organizations and the Regional Economic Communities (RECs) amongst others. All these groups indicated the need to make the development initiatives of member states and the RECs as part of the foundations of the first ten-year plan. Building on these member states and RECs initiatives will not only serve as an incentive for full national and regional commitment but also ensure that both the processes and the outcomes of Agenda 2063 are owned by the people – who provided the inputs into the preparation of their national and RECs plans.

In view of the above a review of member states and RECs plans was done. Lessons learnt from the reviews indicated that the focus of first Ten-Year Plan of Agenda 2063 should include the following areas:

- Sustainable and Inclusive Economic Growth;
- Human Capital Development;
- Agriculture/ value addition agro-business;
- Industrialization / Manufacturing and value additions to natural resources;
  
- Employment Generation;

- Social Protection;
- Gender / Women's Development and Youth Empowerment;
- Good Governance, including capable institutions;
- Infrastructural development;
- Science, Technology and Innovation;
- Peace and Security; and
- Culture, Arts and Sports.

### Text Box 2.1: Highlights of Fast Track Projects/Initiatives

- Integrated High Speed Train Network: Connecting all African capitals and commercial centres through an African High Speed Train to facilitate movement of goods, factor services and people, reduce transport costs and relieve congestion of current and future systems.
- An African Virtual University . Increasing access to tertiary and continuing education in Africa by reaching large numbers of students and professionals in multiple sites simultaneously and developing relevant and high quality Open, Distance and eLearning (ODeL) resources to offer the prospective student a guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week).
- The Single African Aviation Market: Open skies concept whereby all African Airlines can fly to any member country
- Establishment of the Continental Monetary and Financial Institutions: The African Investment Bank, the African Remittances Institute, The African Credit Guarantee Facility, The African Monetary Union and the African Central Bank.
- African commodities strategy. Enabling African countries add value, extract higher rents from their commodities, integrate into the Global Value chains, and promote vertical and horizontal diversification anchored in value addition and local content development.
- Creation of an annual African Consultative Platform: Designed to bring together, once a year, the African political leadership, the private sector, academia and civil society to discuss developments and constraints as well as measures to be taken to realize the Aspirations and goals of Agenda 2063. Establishment of the Continental Free Trade Area by 2017. To significantly accelerate growth of Intra-Africa trade and use trade more effectively as an engine of growth and sustainable development, through doubling of intra-Africa trade by 2022, strengthen Africa's common voice and policy space in global trade negotiations.
- The African Passport and free movement of people: Transforming Africa's laws, which remain generally restrictive on movement of people despite political commitments to bring down borders with the view to promoting the issuance of visas by Member States enhance free movement of all African citizens in all African countries by 2018.
- Implementation of the Grand Inga Dam Project. The optimal development of the Inga Dam will generate 43,200 MW of power (PIDA) to support current regional power pools and their combined service to transform Africa from traditional to modern sources of energy and ensure access of all Africans to clean and affordable electricity.
- The Pan-African E-Network. This involves a wide range of stakeholders and envisages putting in place policies and strategies that will lead to transformative e-applications and services in Africa; especially the intra-African broad band terrestrial infrastructure; and cyber security, making the information revolution the basis for service delivery in the bio and nanotechnology industries and ultimately transform Africa into an e-Society.
- Silencing the guns by 2020. Ending all wars, civil conflicts, gender based violence and violent conflicts and prevent genocide. Monitor progress through the establishment and operationalization of an African Human Security Index (AHSI)

Africa Outer Space Strategy aims to strengthen Africa's use of outer space to bolster its development. Outer space is of critical importance to the development of Africa in all fields: agriculture, disaster management, remote sensing, climate forecast, banking and finance, as well as defence and security. Africa's access to space technology products is no longer a matter of luxury and there is a need to speed up access to these technologies and products. New developments in satellite technologies make these very accessible to African countries. The Brazzaville meeting on aerial space technologies underlines the need for appropriate policies and strategies in order to develop regional market for space products in Africa.

### *Continental Frameworks*

The AUC has developed frameworks to guide the continent towards a common focus in the developmental / political evolutionary process of member states, regions and the continent. These frameworks which cover the areas of agricultural production and productivity, economic integration, industrialization including mining, infrastructure, health and education, science and technology good governance / democracy and culture amongst others have been integrated into the first ten year plan, to ensure that they are not seen as parallel initiatives to Agenda 2063. In view of this, there was a review of the continental initiatives. The goals, targets, timelines and processes of these initiatives cascading from the continental to the RECs and ultimately to the member states have been captured by the plan. The process for implementing the continental frameworks requires that targets are set not only at the national level but also at the RECs and continental levels.

### *Agenda 2063 Results Framework*

All targets that fall between 2013 and 2025 in the Agenda 2063 results framework are automatic candidates for inclusion in the first ten year plan. In this regard their associated goals and priority areas have been included in the results framework for the first ten year plan. The focus areas under this category in general fall under:

- AU Assembly Decisions / Directives – timelines for ending hunger, malnutrition, silencing of guns amongst others and
- AU Plan of Action / Treaties - timelines on the minimum integration programmes.

### **Goals and Priority Areas for First Ten Years**

The goals and related priority areas for the first ten years of Agenda 2063 are presented in table 2.1. In all there are 20 goals and 38 priority areas. They are derived from the overall Agenda 2063 results framework subject to the selection process discussed in the preceding section.

They are presented around the seven aspirations. Under each aspiration are the goals for those aspirations. Under each goal are the priority areas presented in column 3 of the table. The targets for the goals/priority areas, part of the results matrix is provided in the plan framework in chapter 3.

Table 2.1: Goals and Priority Areas for First Ten Years

<b>Aspiration</b>	<b>Goals</b>	<b>Priority Areas</b>
1) A Prosperous Africa, based on Inclusive Growth and Sustainable Development	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens	<ul style="list-style-type: none"> <li>• Incomes, Jobs and decent work</li> <li>• Poverty, Inequality and Hunger</li> <li>• Social security and protection Including Persons with Disabilities</li> <li>• Modern and Liveable Habitats and Basic Quality Services</li> </ul>
	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	<ul style="list-style-type: none"> <li>• Education and STI skills driven revolution</li> </ul>
	(3) Healthy and well-nourished citizens	<ul style="list-style-type: none"> <li>• Health and Nutrition</li> </ul>
	(4) Transformed Economies	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• STI driven Manufacturing / Industrialization and Value Addition</li> <li>• Economic diversification and resilience</li> <li>• Tourism/Hospitality</li> </ul>
	(5) Modern Agriculture for increased productivity and production	<ul style="list-style-type: none"> <li>• Agricultural Productivity and Production</li> </ul>
	(6) Blue/ ocean economy for accelerated economic growth	<ul style="list-style-type: none"> <li>• Marine resources and Energy</li> <li>• Ports Operations and Marine Transport</li> </ul>
	(7) Environmentally sustainable climate and resilient economies and communities	<ul style="list-style-type: none"> <li>• Biodiversity conservation and Sustainable natural resource management</li> <li>• Water Security</li> <li>• Climate Resilience and Natural Disasters preparedness and prevention</li> <li>• Renewable Energy</li> </ul>
2) An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance	(8) United Africa (Federal or Confederate)	<ul style="list-style-type: none"> <li>• Framework and Institutions for a United Africa</li> </ul>
	(9) Continental Financial and Monetary Institutions are established and functional	<ul style="list-style-type: none"> <li>• Financial and Monetary Institutions</li> </ul>
	(10) World Class Infrastructure crisscrosses Africa	<ul style="list-style-type: none"> <li>• Communications and Infrastructure Connectivity</li> </ul>
3) An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law	(11) Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	<ul style="list-style-type: none"> <li>• Democracy and Good Governance</li> <li>• Human Rights, Justice and The Rule of Law</li> </ul>
	(12) Capable institutions and transformative leadership in place	<ul style="list-style-type: none"> <li>• Institutions and Leadership</li> <li>• Participatory Development and Local Governance</li> </ul>
4) A Peaceful and Secure Africa	(13) Peace Security and Stability is preserved	<ul style="list-style-type: none"> <li>• Maintenance and Preservation of Peace and Security</li> </ul>
	(14) A Stable and Peaceful Africa	<ul style="list-style-type: none"> <li>• Institutional structure for AU Instruments on Peace and Security</li> <li>• Defence, Security and Peace</li> </ul>
	(15) A Fully functional and operational APSA	<ul style="list-style-type: none"> <li>• Fully operational and functional APSA Pillars</li> </ul>
5) Africa with a Strong Cultural Identity Common Heritage, Values and Ethics	16) African Cultural Renaissance is pre-eminent	<ul style="list-style-type: none"> <li>• Values and Ideals of Pan Africanism</li> <li>• Cultural Values and African</li> </ul>

		<ul style="list-style-type: none"> <li>Renaissance</li> <li>Cultural Heritage, Creative Arts and Businesses</li> </ul>
6) An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children	(17) Full Gender Equality in All Spheres of Life	<ul style="list-style-type: none"> <li>Women and Girls Empowerment</li> <li>Violence &amp; Discrimination against Women and Girls</li> </ul>
	(18) Engaged and Empowered Youth and Children	<ul style="list-style-type: none"> <li>Youth Empowerment and Children</li> </ul>
7) An Africa as a Strong, United, Resilient and Influential Global Player and Partner	(19) Africa as a major partner in global affairs and peaceful co-existence	<ul style="list-style-type: none"> <li>Africa's place in global affairs.</li> <li>Partnership</li> </ul>
	(20) Africa takes full responsibility for financing her development	<ul style="list-style-type: none"> <li>African Capital market</li> <li>Fiscal system and Public Sector Revenues</li> <li>Development Assistance</li> </ul>

### *Issues Related to the Goals, Priority Areas and Their Associated Targets*

Text Box 2.3 explains / outlines the issues related to the goals, targets and indicative strategies of the results matrix for the first ten years. It explains or defines some of the concepts and targets in relation to the corresponding nomenclature in the SDGs. It raises the issue of base line information, sources of the targets for the first ten-year plan and the nature of such targets.

#### **Text Box 2.2: Definitions, Base Line Information , Sources and Nature of Targets**

##### Definitions

- The definition of goal is different from that of the SDGs. Since Agenda 2063 is of a 50 year horizon, the goals are broader. The priority areas and their associated targets define the goals. While the goals are fixed, the priority areas and their associated targets can change over the various ten year plan cycles. In the case of the MDGs (with their 15 year horizon) the goals are very specific and are like a target under this ten year plan results framework.
- The definition / computational methodology for various targets are consistent with the definitions specified by the relevant agencies as the World Bank, UNESCO, WHO, UNIDO, ILO, FAO amongst others.

##### 1. Base Line Information

Agenda 2063 will be implemented mainly at the national level. The targets that have been set have built in flexibilities to address the diversities of Member States in the development trajectory. National level base line information built on existing national systems would be used to track the progress of implementation by member states at the national level. The existence of continental level average base line information is not a necessary requirement for the implementation of Agenda 2063.

##### 2. Sources for the Targets for 2023: The First Ten Year Plan

With the 2063 targets as the end points, the targets for the first ten years have been derived from four main sources (i) Continental frameworks - these frameworks have set targets varying from 2018 to 2025. For example the targets on agriculture were obtained from CAADPs 10 year targets; those for water and sanitation were obtained from the Africa Water Vision; the Minimum Integration Programme targets were adopted /adapted for the integration targets; the targets for Science, Technology and Innovation were obtained from the emerging targets under Science, Technology and Innovation Strategy for Africa(STISA) (ii) AU Summit Decisions – these decisions contain milestone which must be met. Examples are on integration, food security, silencing of guns (iii) informed judgment- sector departments within the AUC with their knowledge and experience on the sectors dynamics across the continent, provided feasible targets. Examples in this area include, the GDP growth rate, targets on climate, bio-diversity, culture, women and youth amongst others and (iv) aspirational targets covering universal primary and secondary education and access to basic services amongst others.

3. Nature of Targets - (i) They are as far as possible SMART selected. In addition, national capacities for the use / tracking of the targets are taken into account. (ii) They allow for diversities in the positions of member states in the development trajectory. The phrase "at least X times the 2013 level" should be seen in this vein.

## Africa in 2023

Africa's main challenge for the next 50 years is the realization of the African Vision of "building an integrated, prosperous and peaceful Africa, driven by its own citizens representing a dynamic force in the international arena". This first ten year plan within Agenda 2063, lays the foundation for the trajectories of the seven aspirations whose terminal ends would converge towards the realization of the African Union Vision by 2063.

Within the context of Agenda 2063, the African citizenry expects that by 2023:

### *Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development*

- Every African would see an improvement in his or her standard of living. It will be manifested by increases in real incomes by at least 30%. This will be fuelled by sustainable inclusive economic growth and transformation that expands job opportunities to at least one in four persons looking for work coupled with state income support to the vulnerable, the marginalized and the disabled in the society. The proportion of the labour force not receiving liveable wages would have declined by at least 25%. Incidences of hunger and malnutrition would have been reduced by at least 80% and hunger by at least 30% with accent on women.
- Education as a main vehicle for inter-generational social mobility would have been expanded and improved. The chances of child having an early childhood education would have increased and education from the basic to secondary level will be compulsory and available to all with accent on science, technology and innovation. At least seven out of ten secondary school students who do not proceed to tertiary educational institutions would have the opportunity for technical, vocation and training programmes. Tertiary levels of education, especially the universities, will see proliferations of virtual universities to provide expanded access to a large number of students beyond what traditional systems could admit. With an African Educational Accreditation Agency and a common educational qualification system in place the African youth will have the choice to study in any university and work anywhere outside his or her country on the continent.
- By 2023, all forms of malnutrition, maternal, child and neo-natal mortalities would have been reduced by at least 50% against the background of an expanded access to quality health care and services. Access to Anti-Retroviral for persons afflicted by HIV/AIDs will be universal and the proportion of deaths attributable to HIV/AIDs and malaria would have been reduced by 50%. The African Centre for Disease Control will be functional and will be providing the leadership in coordinating continental efforts in preventing and managing communicable diseases within and across countries and will be supported by a functioning Africa Volunteer Health Corp.
- Basic necessities of life – safe drinking water and sanitation will be available to nine out of ten persons and electricity access and internet connectivity increased by at least 50%. Improved sanitation will be underpinned by a recycling of at least 50% of the waste generated in the cities who by 2023 as the latest will be ready for the take-off on a mass rail transit system.
- The beginnings of transformed African economies which provide the resources and the medium for eliminating poverty and hunger, maternal, child and neo-natal mortality, universal primary and secondary education will be visible by 2023. GDP

will be growing at 7%, with at least a third of outputs generated by firms owned by citizens of member states. Labour intensive manufacturing / industrialization underpinned by value addition to commodities, doubling of total agricultural factor productivity and increased value addition of the blue economy (arising out of fisheries, eco-friendly coastal tourism, marine bio-technology products, and port operations) in GDP, amongst others will be the signals not only to the African Citizenry but also to the global community of the emergence of the African economic and social transformation. Regional industrialization hubs linked to the global value chains and commodity exchanges and the African Minerals Development Centre will all be in place by 2023 and will be providing the impetus for sustainable economic transformation taking place.

- The inception gains from the economic transformation will go hand in hand with improved environmental conditions. At least 17% of terrestrial and inland water and 10% of coastal and marine areas would have been preserved. All trans boundary natural resources would have been shared equitably and would be exploited to the benefit of the African Citizenry. Lastly a third of farmers, fisher folks and pastoralists will be practicing climate resilient production systems.

*Aspiration 2: An integrated continent politically united and based on the ideals of Pan Africanism and the vision for Africa's Renaissance*

- The key first steps towards a continental government would have been taken by 2023. The legal framework for a continental government will be approved by the 2023 Assembly of the Union. Visa at the point of entry will be the norm and will facilitate the free movement of people, goods and services and opportunities offered to citizens in every REC will be available to non-REC residents of African descent. The volume of intra-African trade would, especially in agricultural value added products have increased three fold. A continental free trade area, an African Customs Union, an African Common Market and an African Monetary Union existence will no longer be dreams; their existence will provide the building blocks towards a continental government by 2063.
- The foundations of a world class infrastructure – transport, energy, water, e-connectivity will be noticeable in the continental economic system. The African Integrated High Speed Train Network will be taking its first set of passengers between some connected cities, especially the youth imbued with the spirit of adventure, mobility and pan Africanism. The African Skies will be open to all African Airlines. ICT penetration and contribution to GDP would have been doubled. Broad band accessibility is increased by 70%, digital broadcasting will be the norm and every adult/youth will have access to a mobile phone. . Regional power pools boosted by at least 50% increase in electricity generation will be in existence and will be contributing to the industrial / manufacturing growth and comfort of the African Citizenry.

*Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of Law*

- Democratic values and culture as enshrined in the African Governance Architecture would have become entrenched in all Africa by 2023. Free, fair and credible elections will be the norm and at least 7 out of 10 persons will perceive democratic processes and institutions as being accountable and relevant. Respect for the rule of law and due process, the rights of all citizens will be part of the socio-political culture and the institutions that nurture them will be found to be capable by at least 70% of

the citizenry. At least 70% of the citizenry will perceive the judiciary to be independent and impartial and acknowledge the relevance of the legislature as a key component of the democratic process. The African Peer Review Mechanism would have been adhered to by all members of the Union and its impact would be reflected by the perceptions of the citizenry in the various continental governance metrics.

*Aspiration 4: peaceful and secure Africa*

- By 2023, all inter and intra national conflicts would have ceased and the target of silencing of all guns on the continent would have been attained. Local and national mechanisms for conflict prevention and resolution would be entrenched and functioning for the cause of peace. The African Stand by Force, the Defence and Security Policy and the African Peace and Security Architecture in general will all be in place and be contributing towards the preservation and maintenance of peace in the continent and around the world.

*Aspiration 5: Africa with a strong cultural identity, common heritage, values and ethics.*

- The enjoyment or participation in national cultures and the creative arts will be a pastime for at least 20% of the population. Beginnings of the use of national languages in administrative systems and structures will emerge. One out of five polytechnics on the continent will be offering programmes in the creative arts and the management of micro cultural enterprises to support the growth of the creative arts businesses which will be contributing twice as much of the 2013 contribution to GDP in real terms. Local content in all print and electronic media would have increased by at least 60%
- The outcomes of intergenerational dialogue on culture will be used to define the continent's cultural trajectory beyond 2023. At least 30% of cultural patrimonies and treasures would have been repatriated and catalogued for future use in the envisaged African Museum of 2035.
- Focal points for managing Diaspora relations will be in place in all states and will be managing the dual citizenship programmes for the Diaspora amongst others. The cultural content of school curricula is increased by at least 60% of the 2013 level... The first edition of the Encyclopaedia Africana will be launched by the Assembly of the Union by 2023, and all legacy projects – the Diaspora Skills Data Base, Diaspora Volunteer Force and Diaspora Market Place would not only be functional but would also be contributing to the growth of the continent.

*Aspiration 6: Africa whose development is people driven, relying on the potential offered by African People, especially it's Youth and Women, and caring for children*

- All over the continent, obstacles related to women owning or inheriting property or businesses, signing a contract, owning or managing a bank account will be history. At least one in five of all rural women will have access to and control productive assets and gender parity in control, representation, advancement will be the norm in all AU Organs and the RECs.
- Reduction in all forms of violence against women by a fifth of the 2013 levels will provide the point of departure for an Africa where the mutual respect of sensitivities of both sexes is the rule rather than the exception. All harmful social norms and customary practices would be things of the past by 2023.
- By 2023, the African Youth will not only be mobile across the continent, 15% of all new business start-ups will emanate from their ingenuity and talent acquired in part

from the fruits of the skills revolution driven by science, technology and innovation that will be taking place all over the continent. This development will ensure that at least the proportion of 2013 youth unemployment will be reduced by a quarter by 2023. One out of every five youth/children would have gone through talent based development programme, leisure and recreation.

- Since the guns would have been silenced and primary and secondary education will be compulsory, child labour exploitation, marriages, trafficking and soldiering would not be seen or experienced by children born after 2023.

*Aspiration 7: Africa as a strong, united, resilient and influential global partner and player*

- Africa speaking with one voice in global affairs announces the setting up of an Africa Space Agency and the setting up of national systems / infrastructure for research and development that will contribute to the stock of global intellectual capital. A new African Global Partnership Platform in place by 2017, will contribute to an increase in the share of Africa's exports in global exports in 2023 by at least 20%.
- Africa's increased financial self-reliance and sophistication will be earning respect in the global financial system. The African Investment Bank, the African Credit Guarantee Facility, the African Remittances Institute and at least 2 regional stock exchanges in place by 2023 will be the major drivers for the continents growing financial self-reliance. National capital markets will contribute to at least 10% of development financing in addition to other financing avenues or instruments and the improvements in national fiscal systems and the end of all illicit capital flows will ensure that the proportion of aid in the national budget is no more than 25% of the 2013 levels.

### 3. PLAN FRAMEWORK FOR THE FIRST TEN YEARS

#### The Context

The plan framework for the first ten years is based on the selected goals and priority areas in chapter two (table 2.1) covering the seven aspirations. The situation analysis in chapter 2.1 – the current African development situation provides the base line information upon which Agenda 2063 and this first ten year plan are built. That is the goals, priority areas and the targets for both 2063 and 2023 (the first ten years) are influenced by the base line information provided in the chapter on the current African development situation. The aggregate desired outcomes for the first ten year plan based on the 2023 targets for the seven aspirations appear as part of chapter two (2.4) as Africa in 2023.

This plan framework outlines for each of the 20 goals under an aspiration the following:

- The priority area(s);
- The targets for 2013 for the national level and where applicable for regional and continental levels for each priority area;
- The process actions / milestones for key continental frameworks that will go to support the attainment of the targets at the national, regional and continental levels for each priority area; and
- The indicative strategies for each priority area for the national level and where appropriate regional and continental levels.

National (Member States) regional and continental stakeholders are to be guided by the plan framework as they prepare their national short / medium and to some extent their long term plans. That is the stakeholders are to be guided by the goals, 2013 targets and process actions and are required to integrate them into their existing national development plan results framework- which will form the basis for their plan execution. The indicative strategies provided are broad and stakeholders are expected to narrow them down to suit their circumstances.

#### Aspiration 1. A prosperous Africa based on inclusive growth and sustainable development

There are seven goals under this aspiration with seventeen priority areas. The goals under this aspiration are numbered as goals 1-7 in the results framework.

Goal1: A High Standard of Living, Quality of Life and Well Being for All		
Priority Area (1)	2023 Target	Key Process Actions/ Milestones towards 2023 on AU Framework(s)
Incomes, Jobs and decent work	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Increase 2013 per capita income by at least 30%</li> <li>2. Reduce 2013 unemployment rate by at least 25%</li> <li>3. Reduce Youth and Women unemployment rate by 2% per annum</li> <li>4. Reduce underemployment rate by 50%</li> <li>5. Reduce 2013 vulnerable unemployment rate by at least 25%</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implementation Plan on Ouagadougou+10 and the Labor Market Information System (LMIS) domesticated by 2017</li> <li>2. AU Social Protection Policy and Informal Economy Framework domesticated by 2018</li> </ol> <p><u>RECs</u></p> <p><u>Consultation with Member States on:</u></p> <ol style="list-style-type: none"> <li>1. Implementation of the Action Plan</li> </ol>

		<p>on Ougaogou+10 completed by 2016</p> <ol style="list-style-type: none"> <li>2. Implementation of the LMIS and Plan for Productivity Capacity Building for SMMEs completed by 2017</li> <li>3. Implementation of Social Protection Policy and Informal Economy Framework completed by 2018</li> </ol> <p><u>Continental</u> Employment</p> <ol style="list-style-type: none"> <li>1. Revised Plan of Action on Ougadogou+10 completed and adopted by AU summit by 2015</li> <li>2. First Five Year Implementation Programme of the Revised Plan of Action developed and consultations with RECs completed on it by 2016</li> </ol> <p>Informal Economy</p> <ol style="list-style-type: none"> <li>1. Consultations with RECs on Social Protection Policy and Informal Economy Framework completed by 2016</li> <li>2. Implementation Plan for Productivity Capacity Building for SMMEs is developed and consultations with RECs completed by 2017.</li> </ol> <p>Labor Market Information System (LMIS)</p> <ol style="list-style-type: none"> <li>1. LMIS Harmonization and Coordination Framework adopted by Summit and consultations with RECs on the Implementations done by 2017.</li> </ol> <p>Social Agenda for 2063</p> <ol style="list-style-type: none"> <li>1. Develop Social Agenda Concept by 2016</li> <li>2. Conduct validation meetings / present to STC by 2017</li> <li>3. Present to Summit for adoption in 2018</li> </ol> <p>Employment and Social Cohesion Fund</p> <ol style="list-style-type: none"> <li>1. Employment and Social Cohesion Fund Concept is developed by 2016</li> <li>2. Validation meetings and STC approval is scheduled for 2016</li> <li>3. Summits adopts in 2017 and made operational by 2018</li> </ol>
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**Indicative Strategies**

To attain the above goal the following strategies will have to be pursued

National

1. Indicative Strategies under goals 2-6 will contribute to the attainment of this goal -1.
2. Develop/implement policies for promoting cooperatives as sources of financing for the poor
3. Develop and use of vulnerability index that promotes the ability of Island States to maintain their standard of living
4. Provide digital literacy skills training required for job search, cv creation and online application
5. Implement AU frameworks on Labour Migration Governance for Development and Integration and Public-Private Partnership for Jobs Creation and Inclusive Development
6. Develop/implement policies that will enhance free movement of people and workers
7. Initiate policies that would lead to a better and more responsible labour migration flows

including adequate protection of the rights of the migrant workers and their families

8. Promote policies to enhance the relevance, efficiency and effectiveness of labour market institutions

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Poverty, Inequality and Hunger	<u>National</u> <ol style="list-style-type: none"> <li>1. Reduce 2013 levels of poverty by at least 30%.</li> <li>2. Reduce poverty amongst women by at least 50%</li> <li>3. Improve the 2013 Gini coefficient by at least 20%</li> <li>4. Reduce 2013 levels of proportion of the population who suffer from hunger by at least 80%</li> <li>5. Reduce stunting in children to 10% and underweight to 5%.</li> </ol>	The processes for reducing poverty and ending all forms of hunger are covered under the processes for Goal 1, priority areas 1 and 3; Goal 2, priority area 1; Goal 5, priority area 1 and Goal 6, priority area 3.

Indicative Strategies

To achieve the above targets, the following indicative strategies have to be considered

National

1. Fully Implement CAADP and signed national agricultural investment plans which are inclusive
2. Promote policies that will ensure access to affordable and quality food for all
3. Promote policies that will lead to wealth creation and ensure it is evenly spread to all citizens
4. Develop/implement energy generation policies that will contribute to the productivity of rural / poor households efforts in improving their nutritional and wealth status
5. Promote market based policies for the establishment of strategic food stocks/reserves
6. Eliminate the taxation on the importation of grain to reduce cost of food
7. Develop and/or implement food and nutrition programmes with focus on the vulnerable groups in rural and urban areas, especially women, children and the marginalized.
8. Implement Africa Nutrition Strategy
9. Promote commercialization of traditional high nutrition and drought resistant grains and food crops

Continental/Regional

10. Develop/implement frameworks facilitating trans-boundary food transportation by reducing non-tariff barriers

Priority Area (3)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Framework(s)
Social security and protection Including Persons with Disabilities	<u>National</u> <ol style="list-style-type: none"> <li>1. At least 30% of vulnerable populations including persons with disabilities, older persons and children provided with social protection.</li> <li>2. All persons working in the formal sector are provided with social security.</li> <li>3. At least 20% of the informal sector and rural labor have access to social security.</li> </ol>	<u>National</u> <ol style="list-style-type: none"> <li>1. Data Base on vulnerable households is created by 2016.</li> <li>2. Minimum social protection package for the vulnerable groups is developed by 2016 and resources ring-fenced in national budget by 2017.</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultation with member states on Social Development and Protection Policy done by 2016.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Consultation with RECs on Social Development and Protection Policy completed by 2015.</li> </ol> <p>Protocol on Citizens Rights on Social Protection and Security</p> <ol style="list-style-type: none"> <li>1. Protocol is developed by 2016</li> <li>2. Validation meetings led by the African Commission on Human and</li> </ol>

		<p>Peoples Rights is completed by 2017</p> <ol style="list-style-type: none"> <li>3. STC and legal STC reviewed and approved by 2017</li> <li>4. Summit adopts the protocol as additional to the African Charter on Human and People's Rights by 2018</li> </ol>
<p>Indicative Strategies</p> <p><u>National</u></p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <ol style="list-style-type: none"> <li>1. Implement the Social Protection Policy for Africa.</li> <li>2. Implement UN Social Protection Floor Initiative and ILO Social Protection Norms.</li> <li>3. Implement the Call for Accelerated Action on the effective implementation of the Plan of Action towards Africa Fit for Children.</li> <li>4. Implement the continental Plan of Action on The African Decade for Persons with Disabilities.</li> <li>5. Implement the Addis Ababa Declaration on Strengthening the African Family for Inclusiveness in Africa.</li> <li>6. Implement the AU Plan of Action on The Family in Africa.</li> </ol> <p>implement the UN Convention on the Rights of Persons with Disabilities.</p>		
Priority Area (4)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Modern and Liveable Habitats and Basic Quality Services	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Reduce the 2013 national housing deficit by at least 10%</li> <li>2. Reduce 2013 level of proportion of the population without access to safe drinking water by 95%.</li> <li>3. Reduce 2013 level of proportion of the population with poor sanitation facilities by 95%.</li> <li>4. At least 5% of the national budget is allocated to water and sanitation by 2016.</li> <li>5. Access to electricity and internet is increased by at least 50% of 2013 levels.</li> <li>6. Increase the efficiency in energy usage by households by at least 30%</li> <li>7. At least detail technical and financial feasibility report for rapid transit system for all cities above 2 million people is completed.</li> <li>8. At least 50% of urban waste is recycled.</li> <li>9. At least 70% of the population indicate an increase in access to quality basic services (water, sanitation, electricity, transpiration, internet connectivity</li> <li>10. Reduce slums by at least 10%.</li> <li>11. All settlements in Small Island States are linked by frequent, efficient and effective, (where appropriate) land, air and sea rapid transit systems by 2020</li> </ol>	<p>Water and Sanitation</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Water Sector Policy Reforms conducted and implemented between 2016/18.</li> <li>2. Water efficiency plans developed and implemented between 2016/18.</li> <li>3. Water and sanitation M&amp;E system is aligned with pan-African water and sanitation M&amp;E mechanism by 2016 and sequel to AWV Implementation Action Plan is domesticated by 2019.</li> </ol> <p><u>RECS</u></p> <ol style="list-style-type: none"> <li>1. Consultations with Member States on sequel to AWV Implementation Action Plan done by 2018.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Sequel to AWV Implementation Action Plan developed and consultations with RECs completed by 2017.</li> </ol> <p>The processes for access to electricity and internet are covered under Goal 8</p>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered.</p> <ol style="list-style-type: none"> <li>1. Develop / implement policies for public-private partnership in urban housing construction/renewal and</li> </ol>		

- increased home ownership.
- 2. Develop / implement policies for slum prevention, reduction and upgrading
- 3. Develop/ implement policies for improved urban and territorial planning, land tenure, use and management systems
- 4. Develop/improve the regulatory framework, expand infrastructure, and build the capacity of the citizenry for enhanced affordable access to the basic necessities of life: water, sanitation, electricity, transport and internet services.
- 5. Fully implement the Africa Water Vision and its sequel.
- 6. Establish water tariff systems that address cross-subsidy and the needs of the poor.
- 7. Facilitate the creation of urban mass transit systems through public /private and other financing mechanisms.
- 8. Develop / implement policies and programmes for private, public-private partnerships in investment of transport systems in small Island States
- 9. Develop/implement policies for the growth of urban waste recycling industries

Goal 2: Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Education and STI driven Skills Revolution	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Enrolment rate for early childhood education is at least 300% of the 2013 rate</li> <li>2. Enrolment rate for basic education is 100%</li> <li>3. Increase number of qualified teachers by at least 30% with focus on STEM</li> <li>4. Universal secondary school (including technical high schools) with enrolment rate of 100%</li> <li>5. At least 30% of secondary school leavers go into tertiary education with at least 40% being female.</li> <li>6. At least 70% of secondary school students not entering the tertiary sector are provided with a range of options for further skills development.</li> <li>7. At least 70% of the public perceive quality improvements in education at all levels</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. African Education Accreditation Agency is fully operational</li> <li>2. Common continental education qualification system is in place</li> <li>3. African e-University is established</li> <li>4. Pan African University is consolidated with at least 25 satellite centres.</li> <li>5. African Education Observatory is fully operational</li> <li>6. At least 50% of Member states have national accreditation systems in place by 2023</li> <li>7. Framework for Harmonization of Teacher Education is completed by 2018</li> </ol>	<p>African Education Accreditation Agency</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Framework on African educational accreditation agency domesticated by 2018/20</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultations with Member States on the Framework completed by 2018</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. National / Regional education accreditation agencies are reviewed in 2015 and African Accreditation Agency Framework developed by 2016 with RECs/ Stakeholder consultations on the Framework completed by 2017</li> <li>2. Framework reviewed by STC and adoption by the Summit in 2017 with Action Plan on the setting up of the Accreditation Agency done in 2018 and implementation taking place in 2019/22</li> </ol> <p>Continental Educational Qualification System</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Continental educational qualification system is domesticated by 2018/20</li> </ol> <p><u>RECS</u></p> <ol style="list-style-type: none"> <li>1. Consultations with Member States on educational qualification system is done by 2017</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Regional/national educational qualification system is done by 2015 and Continental Educational Qualification Framework is developed and validated by RECs / stakeholders in 2016/17 for adoption by the AU Summit in 2018</li> </ol> <p>African E-University</p> <ol style="list-style-type: none"> <li>1. Concept is developed in 2014, validated by Regional/ stakeholders in 2015</li> <li>2. STC approves Concept in 2015 for adoption by the AU Summit by 2016</li> <li>3. Operational instruments / implementation Action Plans are developed by 2017 with commencement in 2018</li> </ol> <p>Pan Africa University</p> <ol style="list-style-type: none"> <li>1. Partnership consultations, development of Consolidation Plan and launching of the Hosting of Satellite Centres</li> </ol>

		<p>completed by 2015</p> <p><b>2.</b> Selection of the Satellite Centres and development of operational instruments; signing of MOU with Host entities done in 2016 with commencement by Host in 2017.</p>
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**Indicative Strategies**

To achieve the above targets, the following indicative strategies will have to be considered

National

1. Expand and improve educational facilities /access at the early childhood, Basic, Secondary, TVET and Tertiary levels with focus on science, technology and innovation.
2. Strengthen/establish network of vocational training centres / incubators
3. Increase the supply of qualified teachers / instructors at all levels by improving training capacity and teacher / instructor incentives to ensure that they possess the relevant knowledge, skills and attitudes and motivation to teach effectively.
4. Design/implement strategies to increase the level of incentives for teachers to ensure enhanced recruitment and retention of qualified teachers.
5. Expand / improve educational infrastructure at all levels to support STEM/ skills revolution agenda
6. Create a conducive enabling environment for the education sector that promotes/ supports expansion in technical and analytical competencies, entrepreneurship and innovative skills of learners.
7. Accelerate ratification and implementation of the continental and regional conventions for mutual recognition of academic standards and qualifications.
8. Enhance the use / adoption of EMIS in educational planning at all levels.
9. Implement policies of the African Accreditation Agency for the harmonization of education in Africa
10. Workout alternative mechanisms to mobilize more financial resources to education to support government funding
11. Provide public / community libraries to enhance learning, access to information and knowledge
12. Implement the outcome of the World Summit on Information Society
13. Promote collaborative policies between the public and private sectors for the funding of research
14. Strengthening the learning infrastructure for STEM that ensures increased incentives, access and quality learning for women and girls
15. Develop/ implement programmes to enhance the capacity of science and technology institutions
16. Design/implement policies that provide options for further education and skills training for secondary school graduates who do not enter the tertiary sector
17. Review the curriculum and learning environment of TVET institutions to make them gender responsive and relevant to Agenda 2063
18. Develop/implement programmes to govern tertiary institutions to ensure quality education
19. Put in place policies to nurture research and innovation culture
20. Increase financial support to research and development programmes in educational institutions
21. Develop/implement ICT policies for educational institutions.
22. Develop/implement systems for the monitoring of scientific and technological developments.
23. Introduce relevant innovation concepts in public sector policy instruments

Continental

1. Develop / facilitate the implementation of the Third Decade Educational Strategy for Africa.
2. Develop/implement frameworks that improve collaboration and knowledge flows between member states in the area of innovation and entrepreneurship
3. Develop / implement continental frameworks that reverses the brain drain from Africa
4. Establish and Education and STI data base

**Goal 3: Healthy and well-nourished citizens**

Priority Area (1)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Frameworks
Health and Nutrition	<ol style="list-style-type: none"> <li>1. Increase 2013 levels of access to quality basic health care and services by at least 40%</li> <li>2. Increase 2013 levels of access to sex and reproductive health services to women and adolescent girls by at least 30%</li> <li>3. Reduce 2013 maternal, neo-natal and child mortality rates by at least 50%</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. African Health Strategy is domesticated by 2017</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultations with member states on the implementation of the African Health Strategy completed by 2016</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Draft African Health Strategy is presented to the STC/Summit for</li> </ol>

	<ol style="list-style-type: none"> <li>4. Reduce 2013 proportion of deaths attributable to HIV/AIDs, Malaria and TB by at least 50%</li> <li>5. Reduce under 5 mortality rate attributable to malaria by at least 80%</li> <li>6. Reduce the 2013 incidence of HIV/AIDs, Malaria and TB by at least 80%</li> <li>7. Reduce 2013 level of prevalence of malnutrition by at least 50%</li> <li>8. Reduce stunting to 10%</li> <li>9. Reduce 2013 proportion of deaths attributable to dengue fever and chikungunya by 50% (for Island States)</li> <li>10. Access to Anti-Retroviral (ARV) drugs is 100%</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. African Centre for Disease Control is operational</li> <li>2. Africa Volunteer Health Corp is established and operational by 2018</li> <li>3. African Medicines Harmonization Framework is completed and operational by 2017</li> </ol>	<p>adoption 2015 and consultations with RECs on the implementation of the African Health Strategy completed by 2016</p> <ol style="list-style-type: none"> <li>2. Concept document on African Centre for Disease Control (ACDC) is developed and adopted by the AU Summit in 2015</li> <li>3. Concept document on Africa Volunteer Health Corp is developed and adopted by AU Summit in 2017</li> </ol>
<p>Indicative Strategies To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. <u>Develop/implement policies and programmes for expanding quality basic health services including access to quality, efficacious and affordable medicines.</u></li> <li>2. <u>Build human and financial resource capacities for health care delivery</u></li> <li>3. <u>Expand and improve (including adoption) public health education policies and programmes</u></li> <li>4. Implement the proposed African Health Strategy- covering amongst others improvements in the capacity of health care professionals, expansion of health extension services and awareness creation for good healthy lifestyles.</li> <li>5. Implement the proposed African Nutrition Strategy.</li> <li>6. Develop / implement policies to reduce the energy intensity in the preparation of food by rural / poor households</li> <li>7. Promote / implement policies to enhance the reproductive rights of Women and adolescent girls and access to sex and reproductive health services.</li> <li>8. Strengthen health systems with the goal of enhancing access to quality care and services.</li> <li>9. Develop/implement programmes to combat communicable diseases including Ebola and non-communicable diseases.</li> <li>10. Develop/implement programmes for the prevention of maternal and child mortality</li> <li>11. Develop / implement programmes for the promotion of healthy lifestyles to minimize the incidence of cardio vascular diseases, hypertension, diabetes etc.</li> <li>12. Introduce the use of ICT support in the delivery of health services</li> <li>13. <u>Contribute to the operationalization of the African Health Volunteer Corp\</u></li> </ol> <p><u>Continental / Regional</u></p> <ol style="list-style-type: none"> <li>1. Develop / implement strategies for the growth of the pharmaceutical industry in Africa</li> <li>2. Develop / implement programmes for health research and surveillance through the African Center for Disease Control and Surveillance</li> <li>3. Develop/implement a framework for the setting up of a Continental Emergency Health Fund</li> </ol>		
<p>Goal 4: Transformed Economies and Job Creation</p>		
<p>Priority Area (1)</p>	<p>2023 Target</p>	<p>Key Process Actions/Milestones Towards 2023</p>

Sustainable inclusive economic growth	<ol style="list-style-type: none"> <li>1. Annual GDP growth rate of at least 7%</li> <li>2. At least 30% of total non-extractive sector industrial output is from locally owned firms.</li> <li>3. At least locally owned firms generate 20% of the extractive sector industrials output.</li> <li>4. 20% of informal sector ventures graduate into Small Formal Enterprise category a year.</li> <li>5. At least 50% of informal sector ventures that grow into small formal enterprise category a year will be owned by Women</li> </ol>	Processes in Goal1, priority area 1; Goal 4, priority areas 2 and 3 and Goal 5, priority area 1 are applicable here also.
<p>Indicative Strategies To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Promote policies to ensure macroeconomic stability.</li> <li>2. Implement the AU Accelerated Industrial Development in Africa</li> <li>3. Put in place policies to increase savings and investment rates for accelerated development including the optimal use of benefits from natural resources rents.</li> <li>4. Improve business environment, rationalize / minimize regulations and encourage entrepreneurship development and growth.</li> <li>5. Promote policies that will increase working capital, trade finance and insurance access to firms / businesses and SMMEs</li> <li>6. Promote policies that will increase access to finance by Women for graduation from informal sector to the SME sector</li> <li>7. Promote intra-African trade as a conduit for growth.</li> <li>8. Develop human capacity and infrastructure for social and economic transformation based on inclusive growth and sustainable development.</li> <li>9. Implement the African Mining Vision</li> <li>10. Develop / implement local content laws consistent with the African Mining Vision</li> </ol>		
Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
STI driven Manufacturing / Industrialization and Value Addition	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Real value of manufacturing in GDP is 50% more than the 2013 level.</li> <li>2. Share of labour intensive manufacturing output is 50% more than that of 2013 level</li> <li>3. At least 20% of total output of the extractive industry is through value addition by locally owned firms.</li> <li>4. At least 5 commodity exchanges are functional</li> <li>5. Gross Domestic Expenditures on R&amp;D (GERD) as a percentage of GDP has reached 1% by 2023</li> </ol> <p><u>Regional/Continental</u></p> <ol style="list-style-type: none"> <li>1. Hubs for industrialization / manufacturing linked to global value chains fully functional in all RECS</li> <li>2. African Mineral Development Centre (AMDC) is fully</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Industrial Policy based on value chain concept is developed by 2015.</li> <li>2. Focal Persons in charge of implementation of Pharmaceutical Action Plan in the Ministry of Industry is appointed by 2016 for domestication of the Plan</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultations on Model Pharmaceutical Law with member states is done by 2014/15</li> <li>2. Member States Industrial Policies are harmonized by 2017.</li> </ol> <p><u>Continental Industrialization</u></p> <ol style="list-style-type: none"> <li>1. Guidelines for the preparation of national industrial policies developed by 2015</li> <li>2. Centre(s) of excellence in STI identified and built by 2016</li> <li>3. Public-Private Partnership Concept</li> </ol>

	operational.	<p>for establishing manufacturing hubs / industrial zones developed by 2017</p> <ol style="list-style-type: none"> <li>4. First regional hub is inaugurated by 2019</li> <li>5. First regional value chain is established in agro-industry and minerals by 2020</li> <li>6. The first continental Pharmaceutical company is operational 2023</li> </ol> <p>Pharmaceutical</p> <ol style="list-style-type: none"> <li>1. Model Law for Regulating Pharmaceutical industry is developed by 2013</li> <li>2. AU Summit adopts Model Law by 2015</li> </ol> <p>Africa Minerals Development Centre(AMDC)</p> <ol style="list-style-type: none"> <li>1. Statute for the establishment of the AMDC is developed in 2014; adopted by the STC/ AU summit in 2015 and launched in 2016</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Create enabling environment for the growth and development of the manufacturing sector including the building of the capacities of small, medium and micro enterprises linked into regional/continental/global value chains.</li> <li>2. Invest in science, technology and innovation skills, research and development for manufacturing, extractive and service industries/Implement Science Technology and Innovation Strategy for Africa 2024.</li> <li>3. Develop / implement policies for the adoption of energy efficient culture by manufacturing concerns</li> <li>4. Fully implement BIAT / make expansion in intra African trade as a conduit for growth in the manufacturing/ industrial sector.</li> <li>5. Implement the African Mining Vision</li> <li>6. Develop/implement a framework for a functioning stock exchange</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Implement the Malabo Decision on African Mining Development Centre as the centre for the implementation of the African Mining Vision.</li> <li>2. Develop/implement strategies for the setting up of regional industrialization hubs</li> </ol>		
Priority Area (3)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Economic diversification and resilience	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Improvement in diversification index of 2013 is at least 20%.</li> <li>2. Reduce 2013 level of food imports by at least 50%.</li> <li>3. Contribution of the creative arts to GDP in real terms is increased by at least 100%</li> <li>4. Level of intra-African trade in agricultural commodities is increased by at least 100% in real terms.</li> <li>5. Level of intra African trade in services is increased by at least 100% in real terms</li> <li>6. At least 1% of GDP is allocated to science, technology and innovation research and STI</li> </ol>	<p>Science Technology and Innovation Strategy for Africa (STISA)</p> <ol style="list-style-type: none"> <li>1. STISA adopted by AU Summit in 2014</li> <li>2. Development / implementation of first, second and third set of flagship programmes under STISA in 2015/23 with final evaluation in 2024</li> </ol> <p>African Commodity Strategy</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Domestication of Action Plan on African Commodity Strategy begins in 2017/18.</li> </ol> <p><u>RECs</u></p>

	<p>driven entrepreneurship development.</p> <p><u>Regional</u></p> <p>7. At least 2 regional commodity exchanges are in place.</p>	<p>1. Consultations with member states on the implementation of the Action plan on the African Commodity Strategy are completed by 2017.</p> <p><u>Continental</u></p> <p>1. The Africa Commodity Strategy is prepared and STC / AU Summit adopts in 2015 with the Action Plan for the implementation drawn up and the RECs consulted in 2016.</p>
<p>Indicative Strategies</p> <p><u>National</u></p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <ol style="list-style-type: none"> <li>1. Fully implement Accelerated Industrial Development for Africa Program</li> <li>2. Fully implement the African Action Plan on the development of the Creative Arts</li> <li>3. Fully implement the African Commodity Strategy</li> <li>4. Build human and institutional capacity and legal frameworks for the expansion of the service trade</li> </ol> <p><u>Continental/Regional</u></p> <ol style="list-style-type: none"> <li>1. <u>Develop and promote the adoption of the African Commodity Strategy by Member States</u></li> <li>2. <u>Develop/implement strategy for the setting up of regional commodity exchanges</u></li> <li>3. <u>Develop / implement frameworks for the harmonization of regulatory reforms to improve the services business in Africa</u></li> </ol>		
Priority Area (4)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Frameworks
Hospitality/Tourism	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Contribution of tourism to GDP in real terms is increased by at least 100%.</li> <li>2. Eco friendly coastal tourism increased by 20% by 2020 with at least 10% of the public revenues from it going to finance development programmes of the communities</li> <li>3. 2013 Level of intra-African tourism is doubled in real terms</li> </ol>	N/a
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Fully Implement the African Tourism Strategy</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Create / nurture an African Tourism Organization</li> </ol>		
Goal 5: Modern Agriculture for increased productivity and production		
Priority Area (1)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Frameworks
<i>Agricultural productivity and production</i>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Allocate a minimum of 10% annual public expenditure to agriculture and grow the sector by at least 6% per annum</li> <li>2. Double agricultural total factor productivity</li> <li>3. Increase youth and women participation in integrated agricultural value chains by at least 30%</li> <li>4. Reduce post-harvest losses by</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. National Agricultural Investment Plans (NAIPS) is aligned to Malabo Targets is done by 2017</li> <li>2. National biennial review is completed by 2017</li> </ol> <p><u>Regional</u></p> <ol style="list-style-type: none"> <li>1. Consultations with member states on aligning of NAIPS to Malabo Targets is done in 2016/17</li> <li>2. Appraisal of Regional Agricultural Investment Plans for alignment with</li> </ol>

	<p>50%</p> <ol style="list-style-type: none"> <li>5. Increase the proportion of farm, pastoral and fisher households are resilient to climate and weather related risks to 30%</li> <li>6. At least 10% of Agricultural GDP is produced by commercial farmers</li> <li>7. At least 10% of small-scale farmers graduate into small-scale commercial farming and those graduating at least 30% should be women.</li> <li>8. Triple intra African Trade of agricultural commodities and services</li> <li>9. End Hunger in Africa</li> <li>10. Elimination of Child under nutrition with a view to bring down stunting to 10% and underweight to 5%</li> </ol>	<p>Malabo Declaration Targets completed by 201</p> <ol style="list-style-type: none"> <li>3. Regional Biennial review completed by 2017</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. CAADP Coordinating Strategy Developed and Implemented by 2016</li> <li>2. Appraisal of existing NAIPS against Targets under 2014 Malabo Declaration completed in 2015</li> <li>3. Design of the Biennial CAADP Review cycle completed and implemented by 2016/17</li> <li>4. Action Plan for Implanting outcome institutional mapping assessment prepared and implemented by 2017/18</li> </ol>
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**Indicative Strategies**

To achieve the above targets, the following indicative strategies will have to be considered

National

1. Implement the Malabo Declaration Implementation Strategy and Roadmap
2. Implement the Malabo Declaration Programme of Work
3. Conduct the Biennial review Cycle based on the CAADP Results Framework for 2025.
4. Promote policies that contribute to value addition in agriculture through investments in agro-processing and infrastructure (irrigation / access roads).
5. Effectively leverage the emergence and flourishing of a vibrant sector of small, medium and large scale joint venture agro-processing and agri-businesses which attract a core of young and skilled women entrepreneurs in those value chains.
6. Capacitate and fully implement the Science Agenda for Agriculture and generate and disseminate the knowledge and technologies required to double agricultural total factor productivity.
7. Promote policies that will ensure better functioning of agriculture and food markets including lowering the cost of market participation and increase access to regional/continental and global markets.
8. Facilitate the funding availability for investment and working capital need of commercial farmers/agribusinesses.
9. Develop/implement policies to build the capacities of women for their effective participation in agro-businesses and agro-value chains
10. Develop / implement policies to increase energy productivity of the agricultural sector
11. Develop / implement policies and programmes for the creation of SMMEs based on agricultural value chains for the youth and women
12. Obtain and use access to FAOs' Global Online Research in Agriculture to supplement national agricultural research
13. Implement AU Land Policy Initiative.

**Goal 6: Blue/ ocean economy for accelerated economic growth**

Priority Area (1)	2023 Target	Key Process Actions/Targets Towards 2023
<i>Marine resources and Energy</i>	<ol style="list-style-type: none"> <li>1. At least 50% increase in value addition in the fishery sector in real term is attained by 2023</li> <li>2. Build at least one Giant Aquaculture showpiece</li> <li>3. Marine bio-technology contribution to GDP is increased in real terms by at least 50% from the 2013 levels</li> <li>4. At least 10% of renewable</li> </ol>	N/a

	<p>energy sources is from wave energy.</p> <p>5. Commission and complete prospection of seabed's for minerals and hydrocarbon potentials by 2023</p> <p><u>Continental.</u></p> <p>1. Member States Maritime Laws harmonized at the Regional level</p>	
<p><b>Indicative Strategies</b></p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the African Integrated Maritime Strategy.</li> <li>2. Develop/implement policies and programmes for sustainable utilization of marine resources to increase their contribution to GDP</li> <li>3. Put in place policies and programmes in place to avoid the over exploitation and plundering of fishing beds including advocacy and compensation measures against illegal fishing revenue loses</li> <li>4. Put in place policies and programmes for the protection of marine resources</li> <li>5. For African Island States: Provide policies / incentives and positive regulatory environment for the creation new businesses with platforms based on: (i) deep ocean water applications (ii) marine hydrocarbon and mineral exploration and exploitation (iv) marine biotechnology and off (vi) aqua-culture development</li> <li>6. Develop/implement R&amp;D policies in support of the growth of marine resources business</li> <li>7. Develop skills and technological platforms for blue economy businesses</li> <li>8. Develop/implement policies and programmes to increase research and development for the monitoring of the High Seas, particularly where ecosystem components straddle between areas of national jurisdiction and the High Seas.</li> <li>9. Develop / implement policies for reduction pollution of the ocean environment from both land and sea-based sources</li> <li>10. Conduct economic valuation of natural blue capital and potential for growth or value addition</li> <li>11. Develop/ implement policies to support the application of marine spatial planning and integrated adaptive oceans policy/governance for Exclusive Economic Zones (EEZs)</li> <li>12. Develop / implement policies for marine spatial planning for sustainable development</li> <li>13. Build valuation of blue / ocean capital into national accounting system</li> <li>14. Develop / implement programmes for the growth of marine energy businesses</li> <li>15. Build capacities including technology platforms for marine businesses</li> <li>16. Conduct research in support of the growth of marine businesses</li> </ol>		
<b>Priority Area (2)</b>	<b>Target for 2023</b>	<b>Key Process Actions / Targets for 2023</b>
<i>Port Operations and Marine Transport</i>	<ol style="list-style-type: none"> <li>1. Contribution of shipping / port operations services to GDP in real terms is increased by 50%</li> <li>2. Locally, owned shipping lines carry at least 5% of annual tonnage of cargo.</li> <li>3. Average duration of ship call time is reduced by at least 30% by 2020</li> <li>4. Average time for clearing of goods from the ports is reduced by at least 50% by 2020</li> </ol>	N/a

<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Ratify and bring into force the revised maritime charter</li> <li>2. Implement the African Integrated Maritime Strategy</li> <li>3. Develop/implement policies for the growth of port operations and marine transport</li> <li>4. Build capacities for the growth of the port operations and marine transport</li> <li>5. Conduct research and development in support of the growth of marine transport businesses to determine the sectors status, contributions and potential</li> <li>6. Invest in ICT to enhance maritime management</li> <li>7. Improve data and statistics for shipping services</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Conduct feasibility studies to outline options for financing of Africa's shipping industry, maritime university and centre of excellence</li> </ol>		
<p><b>Goal 7: Environmentally sustainable climate resilient economies and communities</b></p>		
<p>Priority Area (1)</p>	<p>2023 Target</p>	<p>Key Process Actions/Milestones Towards 2023 on AU Framework(s)</p>
<p>Bio-diversity, conservation and sustainable natural resource management.</p>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 30% of agricultural land is placed under sustainable land management practice</li> <li>2. At least 17% of terrestrial and inland water and 10% of coastal and marine areas are preserved</li> <li>3. All national parks and protected areas are well managed on the basis master and national plans</li> <li>4. Genetic diversity of cultivated plants and farmed and domesticated animals and of wild relatives including other socio-economically as well as cultural valuables species are maintained</li> </ol> <p><u>Regional/Continental</u></p> <ol style="list-style-type: none"> <li>1. Harmonized and binding agreements and regulatory frameworks on fair, equitable and sustainable management and exploitation of trans-boundary natural resources (water, parks, wild life and oceans) in place</li> <li>2. Sustainable use and management of trans boundary (shared) water, wild life and other natural resources are used as a basis for regional cooperation and are treated as natural capital of beneficiary countries</li> <li>3. The ratification of the African Convention of nature and natural resources (ACCNNR) is completed</li> </ol>	<p>AU Guidelines for the Coordinated Implementation of NAGOYA Protocols/International Treaty on Plant Genetic Resources for Food and Agriculture</p> <ol style="list-style-type: none"> <li>1. The two guidelines are developed and validated by 2014 with adoption by AU Policy Organs in 2015</li> <li>2. AUC consultations with RECs and RECs consultations with Member States take place in 2016</li> <li>3. Member States domesticate the guidelines in 2017</li> </ol> <p>Development of a Continental Sustainable Forest Management Framework</p> <ol style="list-style-type: none"> <li>1. Framework is designed in 2014 followed by validation and development of Action Plan in 2015.</li> <li>2. RECs and MS are engaged in 2016 to ensure ownership at both national and regional levels</li> </ol> <p>Implementation of the Great Green wall for the Sahara and Sahel Initiative (GGWSSI) as a Framework against desertification and land degradation</p> <ol style="list-style-type: none"> <li>1. Resources mobilization and installation of national coordination offices take place in 2014</li> <li>2. Launching of Action Against Desertification with FAO and FLUEVE with Global Mechanism is done in 2015</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement fully the AU Framework Guidelines on Land Policy in Africa as well as Guiding Principles on</li> </ol>		

<p>Large Scale Land Based Investments in Africa.</p> <ol style="list-style-type: none"> <li>2. Develop policies / regulatory frameworks that (i) promote the generation / conservation of bio-diversity, re-forestation, marine eco-system and (ii) that reduce dependence of the population on threatened species and eco-systems.</li> <li>3. Build effective capacities for the conservation of bio-diversity including management of national parks and protected areas and forests.</li> <li>4. Enact strict and punitive legislation for wildlife crimes, including poaching and trafficking and enforce such legislation without any kind of bias ( political, economic, social and ethnic)</li> <li>5. Reduce dependence of the population on threatened species and ecosystems and eliminate all forms of trade in endangered species</li> <li>6. Build strong natural resources governance systems at the community, national levels, including revitalizing commons management and promotion of bio-diversity rights.</li> <li>7. Put in place sustainable land management practices including sound property rights and institutions to ensure security of tenure.</li> <li>8. Promote the sustainable use and management of coastal zones and marine resources to build climate resilient and sustainable communities</li> <li>9. Establish Bank of genetic marine resources to restore threatened species and degraded eco-systems</li> <li>10. Ratify and implement the African Convention on the Conservation of Nature and Natural Resources</li> <li>11. Develop/implement strategies to align national programmes to UNCCD Ten Year Strategy</li> <li>12. For Island States <ul style="list-style-type: none"> <li>✓ Create representative marine protected areas for resilience, sustainability and conservation of aquatic biodiversity</li> <li>✓ Establish bank of genetic marine resources to restore degraded eco-systems and vulnerable / threatened species</li> </ul> </li> </ol>		
<p><u>Regional / Continental</u></p> <ol style="list-style-type: none"> <li>1. Implementation of Great Green Wall for the Sahara and Sahel Initiative</li> <li>2. Implement the AU Decision to include Biological Diversity Amongst the Priorities of the African Union</li> <li>3. Develop / facilitate the implementation of Africa Quality Standards for air and other forms of pollution</li> <li>4. Facilitate the signing of the Carthage and Nagoya Protocols of the UNCBD by all member states</li> <li>5. Promote the domestication of the CCNRR, Framework Guidelines on Land Policy in Africa as well as the Guiding Principles on Large Scale Land Investments in Africa.</li> <li>6. Develop / facilitate the adoption of model agreements by member states</li> <li>7. Develop / implement a programme to facilitate the execution of binding agreements between member states.</li> </ol>		
Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Water Security	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Increase 2013 levels of water demand satisfaction by 25%</li> <li>2. Increase 2013 levels of water productivity from rain-fed agriculture and irrigation by 60%</li> <li>3. At least 10% of rain water is harvested for productive use</li> <li>4. At least 10% of waste water is recycled for agricultural and industrial use</li> </ol>	Same as process goals / targets under access to improved water and sanitation under Goal 1, Priority 4
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the “Africa Water Vision for 2025”.</li> <li>2. Develop/promote national frameworks within the context of IWRM for effective water harvesting, distribution and use.</li> <li>3. Promote and support development and implementation of frameworks for regional watershed/natural resources management.</li> <li>4. Adopt/promote new technologies to enhance efficient use of water.</li> <li>5. Reform water resources institutions (including human and systems capacity for data collection, analysis and use) for effective and integrated management of water in national and trans-boundary water basins including management at the lowest appropriate level.</li> <li>6. Develop/implement strategies for addressing natural and man-made problems affecting water</li> </ol>		

resources, including those inducing climate variability and change.		
Priority Area (3)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
Climate Resilience and Natural Disasters and preparedness	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 30% of farmers, pastoralist and fisher folks practice climate resilient production systems</li> <li>2. Reduce to 2013 levels emissions arising from agriculture bio-diversity loss, land use , and deforestation</li> <li>3. Reduce deaths and property loss from natural and man-made disasters and climate extreme events by at least 30%</li> <li>4. Reduce proportion of fossil fuel in total energy production by at least 20%</li> <li>5. All Cities meet the WHO's Ambient Air Quality Standards (AAQS) by 2025</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. African Climate Fund is fully operational</li> </ol>	<ol style="list-style-type: none"> <li>1. AMCEN Bureau approves and endorses the African Climate Change Strategy by end 2015</li> <li>2. Develop an implementation plan for the CAHOSCC Youth programme on climate Change in 2015</li> <li>3. Alignment of the Africa Regional Strategy and its Plan of Action with the post-2015 Framework on Disaster Risk Reduction takes place in 2016/17</li> <li>4. Implementation of the revised Africa Strategy on Disaster Risk Reduction and its Plan of Action takes place in 2018/23</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Develop policies/regulations for a green/ climate and weather resilient economy/ low carbon production systems</li> <li>2. Mainstream/integrate climate and weather policies resilience in planning, budgeting and monitoring in development outcomes and processes</li> <li>3. Adopt/adapt indigenous knowledge for climate adaptation strategies</li> <li>4. Develop/implement framework for mitigating and adapting to the effects of climate change on all sectors of the economy and levels of governance</li> <li>5. Promote social and economic measures in climate change responses to support sustainable human development.</li> <li>6. Promote climate change action plans, strategies and policies on research, development and technology transfer</li> <li>7. Design / implement programmes to provide for incentives relating to matters of climate change including incentives for reduced emissions from deforestation and degradation</li> <li>8. Develop /implement climate change education programmes and creation of awareness, including integration in the educational curricula</li> <li>9. Implement Africa Regional Strategy for Disaster Risk Reduction</li> <li>10. Conduct country wide sensitization campaigns and popularize climate education, particularly in school curricula.</li> <li>11. Conduct climate change research including detection and attribution.</li> <li>12. Establish bank of genetic marine resources to restore threatened species and degraded eco systems</li> <li>13. Promote/support climate-smart agriculture, pastoral and fisheries systems including those under CAADP.</li> <li>14. Develop / promote the adoption of green energy and energy efficient technologies</li> <li>15. Promote climate resilience practices in integrated coastal and marine ecosystem management systems.</li> <li>16. Promote development of energy efficient, low carbon mass transit systems in the food value chain.</li> <li>17. Strengthen capacities to collect, analyse and evaluate climate related data and meteo- information</li> <li>18. Promote/support disaster risk reduction, emergency response and climate resilient policies and programmes.</li> <li>19. Domestic United Nations Framework Conventions on Climate Change, Biodiversity and Desertification.</li> <li>20. Develop/implement policies and strategies for early warning and response.</li> <li>21. Support capacity enhancement of the RECs on disaster risk reduction.</li> </ol> <p>Regional / Continental</p>		

1. Strengthen capacities to collect, analyse and evaluate climate related data and meteo- information.
2. Strengthen inter-continental cooperation to deal with slow onset events related to climate change such as sea level rise and desertification.
3. Develop/promote the use of Vulnerability Index for Disaster management in Africa

Priority Area (4)	Target for 2023	Key Process Actions / Targets for 2023
Renewable Energy	<ol style="list-style-type: none"> <li>1. Raise the share of renewable energy (wind, solar, hydro, bio and geothermal) in total energy production by at least 10%</li> <li>2. At least 10% of all urban buildings are certified as energy smart</li> <li>3. At least 15% of all urban mass transport operate on low renewable and low emissions fuel</li> </ol>	N/a
<p>Indicative Strategies To achieve the above targets, the following indicative strategies will have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Develop and implement policies, strategies and regulations to promote sustainable growth of the energy sector</li> <li>2. Promote the development and dissemination of energy efficient technologies and use clean energy sources</li> <li>3. Ensure financing of education, adoption and use of renewable energy technologies</li> </ol>		

## **Aspiration 2. An integrated continent, politically united and based on the ideals of Pan Africanism and vision of Africa’s Renaissance**

There are two goals under this aspiration with three priority areas. The goals under this aspiration are numbered as goals 8-10 in the results framework.

Goal 8: United Africa (Federal or Confederate)		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
<p>Framework and Institutions for a United Africa</p> <p>(Political and economic integration)</p>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Free movement of persons and goods/services within REC member states is in place</li> <li>2. Visa at point of entry for Africans on arrival is allowed</li> <li>3. Opportunities offered to REC citizens are extended to other Non REC citizens</li> <li>4. Active member of the African Free Trade Area</li> <li>5. Volume of intra-African trade is at least three times the 2013 level</li> <li>6. Volume of trade with African Island States is increased by at least 10%</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. All visa requirements for intra-African travel waived by 2018 and a legal framework adopted by 2023 for the issuance of African Common Passport</li> <li>2. Draft Legal Framework for continental government developed by 2025</li> <li>3. Continental Free Trade Areas established by 2018.</li> <li>4. Regional Courts fully functional by</li> </ol>	<p>Continental Free Trade Area (Indicative Milestones)</p> <ol style="list-style-type: none"> <li>1. Tripartite Agreement signed in 2015 and launch of negotiations done in 2015</li> <li>2. Negotiations commence in 2015 and ends in 2017</li> <li>3. CFTA Agreement is finalized and Continental Free Trade Area is launched in 2018</li> <li>4. Domestication of the CFTA is scheduled for 2018-2019</li> </ol> <p>African Customs Union</p> <ol style="list-style-type: none"> <li>1. Negotiations for common external tariff / revenue sharing arrangements completed in 2018 and agreement reached in 2019.</li> </ol> <p>African Common Market</p> <ol style="list-style-type: none"> <li>1. Negotiations for an African Common Market begin by 2020 in view of an agreement to be reached and by 2025.</li> </ol> <p>Legal Framework for Continental Union</p> <ol style="list-style-type: none"> <li>1. Continent wide sensitization / consultation of the African Citizenry completed by 2016/17 followed by</li> </ol>

	<p>2023</p> <ol style="list-style-type: none"> <li>5. African Common Market is established by 2025</li> <li>6. Pan African Institute of Statistics fully functional by 2023</li> <li>7. Pan African Intellectual Property Organization (PAIPO) is fully functional by 2023</li> <li>8. African Observatory for Science, Technology and Innovation is fully functional by 2023</li> <li>9. African Scientific and Innovation Council (ASIC) is fully functional</li> <li>10. Annual African Forum commences by 2016</li> <li>11. African Economic Forum for Business is established and operational by 2021</li> <li>12. African Trade Observatory established by 2020</li> <li>13. African Business Council is established by 2018</li> <li>14. African Trade Conference is held by 2017</li> <li>15. Research on Free Movement of People with the context of the African Economic Community is completed by 2016 and findings implemented by 2017</li> <li>16. All forms of colonialism eliminated including the preservation of national sovereignty as per Article II of the OAU Charter prior to any eventual African political integration</li> <li>17. SHaSA II is prepared within the context of First Ten Year Implementation Plan by 2015</li> </ol>	<p>Consultations with the RECs in 2018</p> <ol style="list-style-type: none"> <li>2. Coordination/ Integrative Work is done by 2020/21 with the Preparation of the Legal Framework in 2022 followed by validation consultations in 2022/24.</li> <li>3. Adoption by the AU Assembly is 2025 followed by Preparation of Road Map for Implementation.</li> </ol> <p>Pan African Institute of Statistics</p> <ol style="list-style-type: none"> <li>1. Pan African Institute of Statistics concept/framework is adopted by AU Summit in 2013</li> <li>2. Consultations with Host Country on the legal/operational status of the Institute completed in 2015</li> <li>3. Preparation and adoption by the Assembly the governance / operational framework/ staffing system etc. is done in 2016 with commencement of operations in 2017 and fully functional latest by 2020.</li> </ol> <p>Pan African Intellectual Property Organization</p> <ol style="list-style-type: none"> <li>1. Draft statute reviewed by STC and approved by Summit in 2016.</li> <li>2. Consultations with Tunisia, Host Country is done in 2017 with Implementation Action Plan adopted by the Assembly in the same year</li> <li>3. Commencement begins in 2018</li> </ol> <p>African Observatory for Science, Technology and Innovation</p> <ol style="list-style-type: none"> <li>1. Draft statute prepared and noted by Assembly in 2014</li> <li>2. Review /approval by STC and Summit I is in 2015</li> <li>3. Consultations with Host Country, Equatorial Guinea is completed by 2016; implementation Action Plan is developed and approved by the Summit in the same year</li> <li>4. Commencement starts in 2017</li> </ol> <p>African Scientific and Innovation Council</p> <ol style="list-style-type: none"> <li>1. Submission / review of draft statute by STC is done by 2015; approval by the Summit is in the same year</li> <li>2. Development of an implementation action plan is done in 2016 with approval by Summit in the same year.</li> <li>3. Council become operational in 2017</li> </ol>
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**Indicative Strategies**

To achieve the above targets, the following indicative strategies have to be considered

National

1. Domestication of all protocols leading to free movement of persons within the REC
2. Domestication of all the ILO Conventions on Labour Migration as appropriate to each Member State
3. Review of all labour bilateral agreements with other member states and non-member states

<p>4. Accelerate the ratification/adoption of treaties and protocols related to the creation of regional / continental Free Trade Areas, Customs Union, Common Market</p> <p>5. Fully implement Boosting Intra African Trade (BIAT)</p> <p>6. Introduce measures to boost e-commerce and electronic transfers for trade promotion</p> <p>7. Educate and raise awareness of regional and continental integration</p> <p>8. Adopt / accept policies that enhances easy access to Women involved in cross border trade with the country</p> <p>9. Develop/implement policies which will promote intra –African Investments and brands</p> <p>10. Develop / implement policies on promotion of intellectual property rights</p> <p>11. Develop/implement policies that will lead to the granting of visas on arrival to Africans</p> <p>12. Develop/implement policies that will grant equal opportunities to non-REC African citizens</p> <p>13. Develop capacity to manage the flow of cross border migration with attention to the concerns of Women, Youth and vulnerable groups</p>		
<p><u>Continental /RECS</u></p> <p>1. Develop / implement advocacy strategies / programmes for ratification by member states</p> <p>2. Implement Malabo Decision on Pan African Intellectual Property Organization (PAIPO)</p> <p>3. Implement Malabo Decision on African Scientific and Innovation Council (ASIC)</p> <p>4. Develop/implement regional frameworks that enhances access at points entry to Women involved in cross-border trade</p>		
<p>Goal 9: Key Continental Financial and Monetary Institutions established and functional</p>		
<p><b>Priority Area (1)</b></p>	<p><b>2023 Target</b></p>	<p><b>Key Process Actions/Milestones Towards 2023 on AU Frameworks</b></p>
<p>Financial and Monetary Institutions</p>	<p><u>Continental</u></p> <p>1. African Monetary Union is established by 2023</p> <ul style="list-style-type: none"> <li>• Draft legal framework establishing the African Monetary Fund finalized by 2023</li> </ul>	<p>African Monetary Union</p> <p>1. Ratification by minimum number of Member States required for moving the process forward is anticipated in 2014/17 followed by development of an implementation Action Plan in 2018</p> <p>2. Sensitization of Stakeholders on Action Plan is done in 2018 with commencement of operations in 2020</p>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>Continental/Regional</u></p> <p>1. Develop/implement advocacy / strategies for accelerated ratification of treaties by member states/potential stakeholders</p> <p>2. Develop/implement advocacy / strategies for accelerated ratification of treaties by member states/potential stakeholders</p>		
<p>Goal 10: World Class Infrastructure crisscrosses Africa</p>		
<p>Priority Area (1)</p>	<p>2023 Target</p>	<p>Key Process Actions/Milestones Towards 2023 on AU Frameworks</p>
<p>Communications and Infrastructure Connectivity</p>	<p><u>National</u></p> <p>1. At least national readiness for implementation of the trans African Highway Missing link is achieved</p> <p>2. At least national readiness for in country connectivity to the African High Speed Rail</p>	<p>Trans African High Way Missing Links <u>RECs</u></p> <p>1. Technical studies for rehabilitation and construction of 12,000 KMs of first class road is completed by 2018 followed by the development of Model Smart Corridor concept in the same year.</p>

	<p>Network is achieved by 2019</p> <ol style="list-style-type: none"> <li>3. Skies fully opened to African airlines</li> <li>4. Increase electricity generation and distribution by at least 50% by 2020</li> <li>5. Double ICT penetration and contribution to GDP</li> <li>6. Realize at least 70% increase in broadband accessibility by 2020</li> <li>7. Digital broadcasting is achieved as the norm by 2016</li> <li>8. Attain 100% mobile penetration by 2020</li> </ol> <p><u>Continental/Regional</u></p> <ol style="list-style-type: none"> <li>1. Regional Power Pools fully operational by 2020</li> <li>2. INGA Dam is commissioned by 2025</li> <li>3. At least 20% of the construction on the first pilot project on the African High Speed Train Network is completed</li> <li>4. Program for Infrastructural Development of African Island States developed by 2020</li> <li>5. Continental TV Station / pan African E Network in Place by 2023</li> </ol>	<ol style="list-style-type: none"> <li>2. Technical backstopping to member states for the development of an implementation action plan is provided in 2019/20.</li> <li>3. Stakeholder countries sign agreement for each smart corridor by 2023.</li> </ol> <p>African High Speed Train Network(AHSTN)</p> <ol style="list-style-type: none"> <li>1. AHSTN Concept is developed by 2014 and Routes adopted in 2015</li> <li>2. Preparation and signing of first treaty / cooperation agreement by partner member states/stakeholders is done in 2017</li> <li>3. Commencement of construction of the first pilot project linking the first set of cities / countries begins in 2020</li> <li>4. Preparation and signing of second treaty / cooperation agreement by partner member states/stakeholders is done in 2023</li> <li>5. Commencement of construction of the second pilot project linking the second set of cities / countries begins in 2025</li> </ol> <p>Single African Air Transport Market</p> <ol style="list-style-type: none"> <li>1. Institutional and regulatory framework for implementation of Yamoussoukro declaration / decision completed by 2015</li> <li>2. Guidelines for Air Service negotiations by member states with external parties completed and adopted by member states by 2015</li> <li>3. Yamoussoukro requirement met by member states in 2016 followed by the establishment of the Single African Air Transport Market in 2017</li> </ol> <p>ICT</p> <ol style="list-style-type: none"> <li>1. ICT broadband and infrastructure priority projects for each REC agreed upon by 2012/2014</li> <li>2. Feasibility studies completed on the projects by the RECs by 2014/2016</li> <li>3. Funds mobilization and construction take place between 2017/2020</li> </ol> <p>INGA Dam</p> <ol style="list-style-type: none"> <li>1. ADEPI with mandate to develop and promote Grand Inga Dam is established in 2015; technical studies, preparation of tender documents and resource mobilization are also completed in the same year</li> <li>2. Design work and field preparation is completed by 2016 with commencement of work in 2017</li> <li>3. Commissioning is expected in 2024</li> </ol> <p><u>Other PIDA Initiatives on Energy</u></p>
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		<ol style="list-style-type: none"> <li>1. Increase in generation of electricity by 42,000 MW through hydro and renewable energy initiatives achieved by 2020</li> <li>2. Additional 10,000 MW in partnership with Power Africa is attained by 2020</li> <li>3. Feasibility Studies for PIDA 2021-2030 completed by 2020</li> </ol>
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**Indicative Strategies**

To achieve the above targets, the following indicative strategies have to be considered

National

1. Implement /execute all legal, financial and operational requirements for in-country connectivity to the African High Speed Train Network (AHSTN)
2. Build the necessary skills, R&D and financing for the establishment of the AHSTN
3. Fully implement all components of PIDA
4. Develop / implement Smart Corridors Strategy
5. Develop capacity building in economic modelling of development strategies and large scale industrial and infrastructural projects
6. Fully implement the Yamoussoukro Declaration on Open skies
7. Implement high capacity oil refinery and oil and gas pipeline strategy
8. Ensure provision of ICT infrastructure and alternative infrastructure roll out
9. Develop / implement renewable energy generation policy and increase generation capacity
10. Prepare/ implement geothermal projects to increase generation by 200% through GRMF
11. Implement Summit Decision on Africa Bio Energy Policy Framework and Guidelines and increase electricity generation in the bio-energy component in the African energy mix
12. Develop / implement an inclusive ( gender, women, youth etc.), transparent and accountable sustainable energy production and usage policies
13. Develop / implement policies for sustainable energy development / usage capacities, research and development and financing
14. Develop/implement comprehensive harmonized e-strategies and policies for a digital economy
15. Promote policies for the harmonization /coordination of key ICT Institutions
16. Promote ICT assembly and manufacturing plants
17. Promote development and production of software focusing on applications
18. Promote the development of business process outsourcing
19. Promote R&D for infrastructural development
20. Support Youth and Women entrepreneurship in all infrastructural areas (transport, ICT digital, energy, etc.
21. Build broadband infrastructure
22. Promote mobile value added and applications industry
23. Strengthen consumer association and user groups
24. Promote digital literacy, e-applications and learning

Continental / Regional

1. Promote Think Tanks for ICT and Energy
2. Implement PIDA Regional Integration Strategies
3. Implement Dot Africa
4. Promote the construction of the INGA Dam
5. Implement PIDA monitoring and evaluation reporting system
6. Develop PIDA for African Island States
7. Develop/implement continental legal framework to promote integrated energy market
8. Develop/facilitate implementation of continental framework on Integrated African Aviation infrastructure development
9. Promote the implementation of legislature to ensure security and reliability of networks across

<p>the continent</p> <p>10. Promote the creation of large regional markets to attract investment</p> <p>11. Develop/implement continental framework for an integrated African Media Network</p>
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### Aspiration 3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law

There are two goals under this aspiration with four priority areas. The goals under this aspiration are numbered as goals 11-12 in the results framework.

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Democratic Values and Practices are the Norm	<p><u>National</u></p> <ol style="list-style-type: none"> <li>At least 70% of the people believe that they are empowered and are holding their leaders accountable</li> <li>At least 70% of the people perceive that the press / information is free and freedom of expression pertains</li> <li>At least 70% of the public perceive election to be free, fair and transparent by 2020</li> <li>Accredited Electoral Observers certifies elections to be free and fair</li> <li>A functional national focal point responsible for implementation of AU shared values is in place by 2017</li> <li>All reporting obligations with respect to compliance of AU Shared Values instruments are met by 2017</li> <li>Zero tolerance for unconstitutional changes in government is the norm</li> <li>African Charter on Democracy is signed, ratified and domesticated by 2020</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>AGA Clusters on Democracy; Governance; Human Rights; Constitutionalism and Rule of Law and Humanitarian Assistance fully functional and operational</li> <li>The African Governance Platform reviews at least 23 State reports under the ACDEG and provides technical support to State Parties towards effective implementation</li> <li>APRM acceded by all member states</li> <li>Frameworks for the computation of governance metrics for African Island States is in place by 2025</li> </ol>	<p><u>Operationalization of the AGA Platform</u></p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>Member States commit to implement Shared Values and report on their various obligations contained therein by 2018</li> <li>Member States develop/implement national programmers of action to promote and popularize African Shared Values among citizens, including mainstreaming them in schools curricula by 2018</li> <li>AU Shared Values instruments harmonized at national level by 2020</li> </ol> <p><u>Continental/Regional</u></p> <ol style="list-style-type: none"> <li>AU citizens engagement strategy adopted and implemented</li> <li>An Implementation and Follow up Framework on Member States Commitment on Shared Values adopted and implemented.</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>Implement Africa Charter on Democracy, Elections and Governance and other continental /regional</li> </ol>		

<p>instruments regarding the elimination of impunity, nepotism and corruption.</p> <ol style="list-style-type: none"> <li>2. Promulgate laws that will regulate political financing which ensures level playing field for all political parties</li> <li>3. Implement recommendations of electoral observation groups.</li> <li>4. Subscribe to the African Peer Review Mechanism.</li> <li>5. Develop/implement socialization programmes including adaptation of school curricula for the reinforcement of democratic values and practices.</li> <li>6. Develop capacity of national governance and electoral institutions.</li> <li>7. Rationalize constitution / laws to guarantee freedom of association and the right to participate in the decision making in national development processes by relevant stakeholders.</li> <li>5. Develop / implement strategies /action plans for the development of African Island States governance metrics</li> <li>8. Develop/ implement advocacy programmes for the adoption of the African Islands governance metrics computational methodology by relevant regional / continental and global institutions</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Facilitate the implementation of the African Governance Architecture.</li> <li>2. Develop and implement AU Citizens engagement strategy</li> <li>3. Develop /play advocacy for the appreciation of a governance metrics that reflects the vulnerabilities / peculiarities of African Island States</li> </ol>		
Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
Human Rights, Justice and The Rule of Law	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 70% of the people perceive the judiciary to be independent and deliver justice on fair and timely basis.</li> <li>2. At least 70% of the people perceive they have free access to justice</li> <li>3. At least 70% of the people perceive the entrenchment of the culture of respect for human rights, the rule of law and due process.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. All member states are implementing the APRM</li> <li>2. All Member States comply with the framework provision on the reporting of Article 62 of the ACHR</li> <li>3. All member states have functioning Human Rights Commissions</li> </ol>	No major processes are expected under this priority area.
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Fully implement the AU Charter on Human and Peoples Rights, the Universal Declaration of Human Rights and other related instruments.</li> <li>2. Develop / implement policies, programmes and laws that promote and enhance legal aid and access to justice</li> <li>3. Develop and implement policies and programmes that will make the judiciary free, independent and that ensures timely, fair and less costly access to citizens</li> <li>4. Develop/implement socialization programmes on respect for human rights and the rule of law.</li> <li>5. Put in place systems respecting diversity, promoting tolerance and sanctions on ethnic and other discrimination</li> </ol>		
<p>Goal 12: Capable institutions and transformed leadership in place at all levels</p>		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Institutions and Leadership	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 70% of the public acknowledge the public service to</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Public Service Commission (PSC) use Charter promotion guidelines to</li> </ol>

	<p>be professional, efficient, responsive, accountable, impartial and corruption free</p> <p><b>2.</b> At least 70% of the public acknowledge the relevance and good functioning of the legislature as a key component of democracy</p> <p><u>Continental</u></p> <p><b>1.</b> At least 70% of Member States are implementing the African Charter on the Values and Principles of Public Administration</p> <p><b>2.</b> At least 70% of Member States are implementing the AU Convention on Preventing and Combatting Corruption</p>	<p>conduct/ facilitate promotion of adoption/implementation of Charter by second half of 2015</p> <p><b>2.</b> PSC facilitates implementation of Charter at least 6 months after ratification by Member State</p> <p><u>Continental</u></p> <p><b>1.</b> Develop Guidelines for promotion of Charter by first half of 2015</p> <p><b>2.</b> Facilitate / play advocacy for adoption of Charter by Member States between 2016-2018</p> <p><b>3.</b> Organize conference of State Parties in 2019</p> <p><b>4.</b> Set up/implement system to monitor the implementation by Member States in 2020</p>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <p><b>1.</b> Fully implement the African Charter on the Values and Principles of Public Administration</p> <p><b>2.</b> Formulate / implement policies for public participation in the promotion of values and principles and policy making by the public service</p> <p><b>3.</b> Develop/implement laws to promote public service values and principles</p> <p><b>4.</b> Build the capacity of national institutions at all levels in development management / implementation of Agenda 2063</p> <p><b>5.</b> Promote policies and programmes for efficient and effective public service delivery by public institutions</p> <p><b>6.</b> Develop, implement policies and programmes which will contribute to the effective and efficient functioning of the legislature</p> <p><b>7.</b> Implement the African Union Convention on Preventing and Combatting of Corruption and the UN Convention on the Prevention of Corruption</p> <p><u>Continental/Regional</u></p> <p><u>Continental</u></p> <p><b>1.</b> Develop/implement strategies / action plans for the design of African Island States governance metrics</p> <p><b>2.</b> Develop / implement advocacy programmes for the adoption of the African Island States economic development / computational methodology by relevant regional / continental and global institutions.</p> <p><b>3.</b> Build capacities of regional/continental institutions for the implementation of Agenda 2063</p>		
Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Participatory Development and Local Governance	<p><u>National</u></p> <p><b>1.</b> All local governments have full administrative and institutional capacities and appropriate fiscal powers</p> <p><b>2.</b> Local communities have a fair share of the exploitation of natural resources and are using them for the benefit of all.</p> <p><b>3.</b> Reduce local conflicts to zero by 2020</p> <p><b>4.</b> Culture, values and norms of local communities are respected and protected</p>	<p><b>1.</b> Guidelines for promotion of Charter and High Council on Local Authorities developed by 2017</p> <p><b>2.</b> Ratification of Charter by minimum number of member states in order to push the process forward envisaged between 2017/2019</p> <p><b>3.</b> STC meeting on the Charter and the HCLA organized in 2019 with System for monitoring the implementation of the Charter by member states in place by 2020</p>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <p><b>1.</b> Implement the AU Decision on Decentralization and Good Governance.</p> <p><b>2.</b> Develop/implement policies and legal frameworks for decentralization, empowerment of local governments and resource benefit sharing</p> <p><b>3.</b> Promote policies for stakeholder participation in local governance</p> <p><b>4.</b> Strengthen local councils and grassroots cooperatives for development</p>		

5. Put in place measures to ensure full decentralization and rationalization of fiscal and administrative functions and build the associated capacities for municipalities and local government bodies.

#### Aspiration 4. A peaceful and secure Africa

There are three goals under this aspiration with four priority areas. The goals under this aspiration are numbered as goals 13-15 in the results framework.

Goal 13: Peace, Security and Stability are Preserved		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Maintenance and Restoration of Peace and Security	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Level of conflict emanating from ethnicity, all forms of exclusion, religious and political differences is at most 50% of 2013 levels.</li> <li>2. Entrench the culture of peace</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. African Standby-Force and the Rapid Deployment Capability to be in place by 2018</li> <li>2. Fully functional CEWS and early warning systems of RECs by 2018</li> <li>3. Panel of the Wise and PanWise fully operational and under-taking conflict prevention initiatives</li> <li>4. APSA is up-dated to reflect security concerns related to piracy, drug-trafficking, human trafficking and transnational crimes including terrorism</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Dialogue / Consultations on mechanisms for the prevention and resolution of conflicts conducted by 2016 followed by setting up of structures for operating the mechanisms for prevention and resolution of conflicts in place by 2017</li> <li>2. Capacity development plan, action plans and implementation strategies developed between 2016 and 2018 and implemented between 2018 and 2020.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Programmes for structural conflict prevention enhanced by 2016.</li> <li>2. Development and readiness of the ACIRC attained by 2016.</li> <li>3. AMANI II Exercises for ASF completed by 2014 and maintenance / preservation of Partnerships especially the UN and its Security Council pursued between 2015/23</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement relevant aspects of APSA</li> <li>2. Develop/ implement mechanisms for prevention and resolution of conflicts at the local and national levels.</li> <li>3. Mainstream peace education in curricula of schools.</li> <li>4. Promote reconciliation including the use of alternative dispute resolution mechanisms</li> <li>5. Mainstream Gender in peace and security programmes</li> <li>6. Develop/implement national strategies that will contribute to the eradication of terrorism</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>7. Develop/implement sensitization programmes for member states and RECs on the operationalization of APSA.</li> <li>8. Promote closer cooperation with the Africa and other international institutions</li> <li>9. Update APSA to cover piracy, drug and human trafficking and trans-national crimes including terrorism</li> <li>10. Develop/Promote programmes for closer cooperation among AU member states and other international institutions</li> <li>11. Develop/promote the use of an African Human Security Index</li> <li>12. Develop/implement frameworks for a functioning continental arrest warrant system.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Develop / implement programmes to strengthen cooperation and coordination between the AU Peace</li> </ol>		

and Security Council and the UN Security Council., particularly in relation to AU Common Positions, peace keeping on the African continent etc.

Goal 14: A Stable and Peaceful Africa		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Institutional Structure for AU Instruments on Peace and Security	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Silence All Guns by 2020</li> <li>2. Complete civilian control of security services within democratic practices, rule of law and due processes by 2025</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Silence All Guns by 2020</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>2. Continental framework for silencing all guns be domesticated and implemented by 2017.</li> <li>3. Strengthening of the role of the local communities to keep communities free of guns completed by 2019</li> <li>4. Continental framework for silencing all guns domesticated by 2017.</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultations with member states on continental framework for silencing All Guns done by 2016.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Develop continental policy / cooperation framework for silencing All Guns by 2015 with consultations with RECs and Regional Mechanisms on the policy / cooperation framework in 2016.</li> <li>2. Monitor implementation of policy / cooperation framework between 2018/20</li> <li>3. Review implementation of the CADSP</li> </ol> <p>Centre for Post Conflict Reconstructions and Development</p> <ol style="list-style-type: none"> <li>1. Host Country Issues between Egypt and Uganda is resolved in 2015</li> <li>2. Statute for Centre developed in 2016; reviewed and approved by the Peace and Security Council and adopted by the Summit the same year.</li> <li>3. Implementation Action Plan is prepared in 2017 and approved by the Peace and Security Council and the Summit the same year</li> <li>4. Centre becomes operational in the same year</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Sign, ratify and domesticate existing normative frameworks on peace and security</li> <li>2. Implement the Madiba Nelson Mandela Decade of Reconciliation Policy in Africa (2014-24)</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Sensitize Member States and RECs / Regional Mechanisms (RMs)</li> <li>2. Facilitate self-determination of the countries that are still under foreign occupation</li> <li>3. Promote the Madiba Nelson Mandela Decade of Reconciliation Policy in Africa (2014-24)</li> <li>4. Engage the UN System and all other actors to address the issues of liberation by 2017</li> </ol>		

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Defence, Security and Peace	<u>National</u> <ol style="list-style-type: none"> <li>1. Sufficiently capable security services by 2020</li> <li>2. Respect for rules of engagement and human rights in conflict situations is entrenched in the security forces</li> </ol> <u>Continental</u> <ol style="list-style-type: none"> <li>1. Review of African Peace and Security Protocol is completed by 2016</li> <li>2. Common Defence and Security Policy is fully operational by 2020</li> </ol>	<u>National</u> <ol style="list-style-type: none"> <li>1. Domesticate the Africa Union Non-Aggression and Common Defence Pact (AUNACDP) and the CADSP by 2018</li> </ol> <u>RECs :</u> <ol style="list-style-type: none"> <li>1. Consultations with Members States on the (AUNACDP) completed by 2017</li> </ol> <u>Continental</u> <ol style="list-style-type: none"> <li>1. Review of African Peace and Security Protocol is completed by 2015</li> <li>2. Consolidate AUNACDP by 2015</li> <li>3. Consultations with RECs on AUNACDP is completed by 2017</li> </ol>
<b>Indicative Strategies</b> To achieve the above targets, the following indicative strategies have to be considered <u>National</u> <ol style="list-style-type: none"> <li>1. Implement the AUNACDP.</li> <li>2. Implement the recommendations on the Review on the Peace and Security Council,</li> </ol>		
<u>Continental</u> <ol style="list-style-type: none"> <li>1. Facilitate the implementation of the AUNACDP.</li> </ol>		
<b>Goal 15: A Fully Functional and Operational African Peace and Security Architecture</b>		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Operationalization of APSA Pillars	<u>National</u> <ol style="list-style-type: none"> <li>1. National standby contingent of the ASF ready in all operational aspects</li> <li>2. National Peace Council is established by 2016</li> <li>3. Full compliance to funding Africa's peace and security institutions obligations</li> </ol> <u>Continental</u> <ol style="list-style-type: none"> <li>1. Ready for deployment and engagement African Stand By Force</li> <li>2. Well-equipped, competent regional security structures / mechanisms to participate in continental assignments</li> </ol>	<u>National</u> <ol style="list-style-type: none"> <li>1. Contribution to peace fund is the norm/adequate and timely during 2014/23 period</li> </ol> <u>Continental</u> <ol style="list-style-type: none"> <li>1. ACIRC is realized by 2015; AMANI II exercise completed by 2016 with realization of the ASF attained by 2018</li> <li>2. Policy directive to member states on increase in mandatory contributions to the Peace Fund issued in 2018</li> </ol>
<b>Indicative Strategies</b> To achieve the above targets, the following indicative strategies have to be considered <u>National</u> <ol style="list-style-type: none"> <li>1. Implement regional and continental agreements in the context of the APSA.</li> <li>2. Provide African CSOs with capacities at local, national and continental levels to address conflict prevention and peace building.</li> <li>3. Ensure well-equipped, competent national security structures/mechanisms to participate in continental assignments.</li> </ol> <u>Continental</u> <ol style="list-style-type: none"> <li>1. Provide advocacy for compliance by Member States and RECs of the operationalization of the APSA.</li> </ol>		

## Aspiration 5. Africa with a strong cultural identity, common heritage, values and ethics

There is only one goal under this aspiration with three priority areas. The goal under this aspiration is numbered as goal 16 in the results framework.

Goal 16: African Cultural Renaissance is pre-eminent		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Values and Ideals of Pan Africanism	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. All curricula integrate African culture, and values targeting primary and secondary schools</li> <li>2. An Agency for Diaspora Affairs/ Relations is in place and will be facilitating the Diaspora contributions to development</li> <li>3. Dual Citizenship granted to the Diaspora</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Encyclopaedia Africana is completed</li> <li>2. All legacy projects are completed by 2020</li> </ol>	<p>Encyclopaedia Africana Project (EAP)</p> <ol style="list-style-type: none"> <li>1. Framework for Continental execution of the EAP set up by 2016 followed by development of Action Plan for completion of the EAP by 2016</li> <li>2. Compilation / editing of the Encyclopaedia Africana takes place between 2017/22 with launch scheduled for 2023</li> </ol> <p>Legacy Projects</p> <ol style="list-style-type: none"> <li>1. Technical committee on the implementation of legacy projects fully functional by 2015</li> <li>2. Diaspora Skills Inventory: Framework is updated in 2016, with data capture following in 2016/18 and website operational from 2019</li> <li>3. Diaspora Volunteer Force: Framework is updated in 2015; implementation structures are put in place by 2016 and launch done in 2017</li> <li>4. Diaspora Market Place: Concept is updated in 2015; installation of innovation platform and sensitization of the Diaspora is done 2016/17 with commencement in 2018</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the Charter for African Cultural Renaissance.</li> <li>2. Implement the Algiers Declaration on the Harmonization and Coordination of cultural policies and programmes</li> <li>3. Review educational curricula to include values and ideals of Pan Africanism, African cultural values and heritage.</li> <li>4. Pass law on dual citizen to the Diaspora.</li> <li>5. Establish mechanism to reverse brain drain from the Diaspora</li> <li>6. Develop/implement frameworks for the integration of national and continental Diaspora programmes.</li> <li>7. Implement the relevant aspects of the Declaration of the Global African Diaspora Summit- Johannesburg / South Africa.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Implement AU Summit Decision on Encyclopaedia Africana Project.</li> <li>2. Design / promote strategies that will enhance AU Member states relationships with Caribbean and Latin American Nations.</li> <li>3. Develop/implement frameworks for the setting up of regional centres of excellence which promote African cultural and creative industries</li> <li>4. Develop/implement framework for the coordination and regulation of continental audio visual and cinema businesses</li> </ol>		

<p>5. Facilitate the ratification by member states the protocol on the amendments to the Constitutive Act to enable the Diaspora participate in the African Union.</p> <p>6. Facilitate the implementation by member states the UN General Assembly resolutions on Permanent Memorial to and remembrance of the victims of slavery and the trans-Atlantic slave trade.</p>		
Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Cultural Values and African Renaissance	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 20% of the citizenry participate in culture and appreciate the creative arts</li> <li>2. National languages used as part of the administrative processes of the country.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. At least 70% of Member States are fully implementing the Charter for African Culture and Renaissance</li> <li>2. Linguistic Atlas for Africa Completed</li> </ol>	Linguistic Atlas for Africa <ol style="list-style-type: none"> <li>1. Data capture is completed by 2015/16 followed by compilation and editing between 2017/22 with launch in 2023</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the Charter for African Cultural Renaissance.</li> <li>2. Build the capacity of Pan African cultural institutions.</li> <li>3. Implement the Language Plan of Action for Africa.</li> <li>4. Expand African Language Atlas Mapping to cover the creole language of the African Island States</li> </ol> <p><u>Continental/Regional</u></p> <ol style="list-style-type: none"> <li>1. Implement the Continental African Renaissance Strategy Campaign.</li> <li>2. Develop/implement frameworks for the use of vehicular cross border language to foster regional integration</li> <li>3. Implement Legacy Projects.</li> <li>4. Research, record and disseminate African traditional stories that offer lessons for young people to take pride in their Africaness</li> <li>5. Develop/promote frameworks that promotes the moral and material pursuit of reparations from slavery, and colonial / apartheid misrule and access to the Berlin conference archives on the partition of Africa</li> </ol>		
Priority Area (3)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Cultural Heritage, Creative Arts and Businesses	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. At least 60% increase in local content in all print and electronic productions and media</li> <li>2. National Agency / focal point for the promotion of creative art businesses is in place by 2017</li> <li>3. At least 20% of technical and vocational institutions have programmes on the creation /generation of cultural artefacts, skills development for the generation / preservation of cultural assets and the creation and management of micro-cultural enterprises.</li> <li>4. Mechanism in place for inter-generational cultural dialogue</li> <li>5. At least 30% of all national cultural treasures that are identified are retrieved, protected, archived and valued</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. At least 70% of Member States are</li> </ol>	<p>Cultural Antiques</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Domestication of model law on cultural antiques is done between 2018/23</li> <li>2.</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultations with member states on model law on cultural antiques is completed by 2017</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Standard / model law on cultural antiques is developed by 2015 followed by consultations with RECs on the model law in 2016</li> </ol>

	<p>implementing the AU Plan of Action on Culture and the Creative Industries</p> <ol style="list-style-type: none"> <li>2. All African cultural treasures / patrimony retrieved</li> <li>3. Framework for Adoption of African Heritage Sites is in place by 2018</li> <li>4. The 2013 level of Africa's contribution to World Heritage Sites is doubled by 2025</li> </ol>	
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the AU Plan of Action on Culture and Creative Industries, including the African Island States.</li> <li>2. Ratify all appropriate international conventions which focus on the protection and promotion of the diversity of cultural expressions in particular UNESCO Conventions on Cultural Heritage (1972, 2003, 2005) to promote pride and African cultural regeneration.</li> <li>3. Develop / implement policies including the protection of the creator's rights to support the growth of creative industries.</li> <li>4. Develop inventory of proposed World Heritage Sites and submit proposals to UNESCO for consideration</li> <li>5. Develop / implement / promote policies that will build the capacities of heritage entities</li> <li>6. Promote the creation of cultural driven businesses</li> <li>7. Put in place measures to fight against trade in cultural possessions.</li> <li>8. Develop /implement framework for the promotion of African Heritage Sites</li> <li>9. Develop/implement frameworks for the graduation of African Heritage Sites into World Heritage Sites</li> <li>10. Develop/implement regulations and policies to promote increased local content in all media ( print and electronic)</li> <li>11. Create national awareness, incentives to local communities and lobbying campaigns to promote World Heritage Sites for nomination by UNESCO,</li> <li>12. Create inventory of national icons and recover cultural footages abroad and develop strategies to negotiate and retrieve national treasures from individual and institutional collections</li> <li>13. Expand access to cultural information through Community public libraries</li> <li>14. Develop/implement SMMEs policies that promote the growth of creative arts/ cultural businesses.</li> <li>15. Link Heritage to National Development Plans</li> <li>16. Pass Laws on Intangible Cultural Heritage</li> <li>17. Establish Cultural Research Fund</li> <li>18. Put in place legislation that governs Heritage Policy</li> <li>19. Pass legislation enabling creation of clusters and agglomeration within Cities</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Implement recommendations on the Inventory of Cultural Goods Report.</li> <li>2. Develop/ facilitate the implementation of continental frameworks on African Heritage Sites</li> <li>3. Coordinate / facilitate the promotion of African Heritage Sites into World Heritage Sites</li> <li>4. Put in place measures to fight against trade in cultural possessions, including by enhancing regional cooperation, exchange of information and pursuits of culprits for the culprits for their submission to the legal institutions including from countries of their destination.</li> <li>5. Develop/implement frameworks for the strengthening the African World Heritage Fund</li> <li>6. Promote the formation of continent wide cultural/ creative art associations</li> </ol>		

**Aspiration 6. An Africa whose development is people driven, relying on the potential of the African People, particularly its Women and Youth and caring for children.**

There are two goals under this aspiration with three priority areas. The goals under this aspiration are numbered as goals 17-18 in the results framework.

Goal 17: Full Gender Equality in All Spheres of Life		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Women Empowerment	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Equal economic rights for women, including the rights to own and inherit property, sign a contract, save, register and manage a business and own and operate a bank account by 2025</li> <li>2. At least 20% of rural women have access to and control productive assets, including land and grants, credit, inputs, financial service and information</li> <li>3. At least 30% of all elected officials at local, regional and national levels are Women as well as in judicial institutions</li> <li>4. At least 25% of annual public procurement at national and sub-national levels are awarded to Women</li> <li>5. Increase gender parity in decision making positions at all levels to at least 50-50 between Women and Men</li> <li>6. Solemn Declaration Index (SDI) developed by GIMAG and ECA on Gender is computed bi-annually and used in making policy / resource allocation decisions.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Increase gender parity in decision making positions at all levels in pan African organizations to at least 50-50 between women and men</li> <li>2. High Level Panel on Women Empowerment operational by 2016</li> <li>3. Fund for African Women is operational by 2017</li> </ol>	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. AU/REC Aligned Gender Policy is domesticated from 2017</li> </ol> <p><u>RECs</u></p> <ol style="list-style-type: none"> <li>1. Consultation with Member States on AU/REC Aligned Gender Policies Continental is completed in 2016</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Framework Document and Action Plan for Harmonization of RECs and AU Gender Policy is developed followed by Consultations with RECs on Harmonization of Gender Policies in 2015</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Promote policies and programmes that will improve gender equality and Women's empowerment in 7 areas of intervention- economic, social and political participation, education and skills, training, science and ICT, health and governance</li> <li>2. Promote gender responsive budgeting</li> <li>3. Enact laws on Gender Equality and Representation</li> <li>4. Establish Gender and Equality Institutions</li> <li>5. Create gender data base on wealth and income distribution</li> <li>6. Domesticate and fully implement the convention on the Elimination of All forms of Discrimination Against Women (CEDAW)</li> <li>7. Domesticate and fully implement the Protocol of the Rights of Women in Africa as contained in the African Charter of Human and Peoples Right and the AU Solemn Declaration on Gender Equality</li> <li>8. Develop / promote policies that will enhance access to and control of productive assets (including financing) by women and the youth.</li> <li>9. Develop/implement programmes for tracking progress towards parity by Women with respect to access to productive assets/skills, participation in all levels of governance and advancement in positions within the public and private sectors</li> <li>10. Fully implement the Beijing Plan of Action (1995)</li> <li>11. Fully harmonize national and regional gender policies, Women and development policies with the AU</li> </ol>		

<p>Gender Policy</p> <p><b>12.</b> Develop /implement policies for faster progression of Women towards gender parity in all spheres of decision making/positions</p> <p><b>13.</b> Establish funds dedicated to supporting the empowerment of Women and Youth</p> <p><u>Continental</u></p> <p>1. <u>Develop</u>/implement policy guidelines for the setting up of High Level Panel on the Empowerment of Women and implementation of the recommendations</p> <p>2. Develop/ coordinate frameworks for the setting up of a Continental Gender Observatory</p> <p>3. Promote the setting up of a Gender Centre of Excellence in AUC/NEPAD</p> <p>4. Put in place an Africa Gender Parity Index and use it for tracking progress towards gender parity in Africa</p>
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Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
Violence & Discrimination against Women and Girls	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Reduce 2013 levels of violence against women and Girls by at least 20%</li> <li>2. End all harmful social norms and customary practices against women and girls (e.g. FGM, Child marriages) and those that promote violence and discrimination against women and girls</li> <li>3. Eliminate all barriers to quality education, health and social services for Women and Girls by 2020</li> <li>4. End all forms of political, legal or administrative discrimination against Women and Girls by 2023</li> <li>5. Reduce by 50% all harmful social norms and customary practices against Women and Girls and those that promote violence and discrimination</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Fully implement Executive Council Decision on Gender Parity in the African Union by 2020</li> </ol>	<p>The Process targets for national, regional and continental are the same as those under priority Area 1 under Goal 15. This means the execution of the processes for priority areas 1 and 2 under goal 15 will be done interactively/simultaneously</p> <p>The process focus will be on Gender Related Violence and Discrimination as contained in AU Gender Policy</p>

Indicative Strategies

To achieve the above targets, the following indicative strategies have to be considered

National

1. Implement the convention on the Elimination of All forms of Discrimination Against Women (CEDAW)
2. Enact Laws against violence and discrimination against women, girls and children
3. Develop / implement national strategy for the promotion of the rights of women, youth, children, the vulnerable, the marginalized, the physically challenged
4. Ensure that education systems provide the young generation with quality education that imparts key generic competencies, skills and attitudes that lead to a culture of lifelong learning and entrepreneurship.

Continental

1. Conduct comparative research between countries that have made progress in the elimination / reduction of all forms of violence against Women and Girls
2. Develop strategies to protect and assist Women and Girls on conflict situations including prosecution of perpetrators

Goal 18: Engaged and Empowered Youth and Children

Priority Area (1)	2023 Target	Key Process Actions/Targets Towards
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		2023
Youth Empowerment and Children's Rights	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Reduce 2013 rate of youth unemployment by at least 25%; in particular female youth</li> <li>2. Youth business start-ups including female youth in all business start-ups is at least 15%</li> <li>3. At least 50% of youth who cannot go on to have tertiary education are provided with TVET</li> <li>4. At least 50% of Youth and Children are engaged in talent based development programmes, leisure and recreation</li> <li>5. End all forms of violence, child labour exploitation and child marriage and human trafficking</li> <li>6. Recruitment of Child soldiers is ended</li> <li>7. At least 20% of Youth and Children are engaged in sports activities</li> <li>8. Full implementation of the provision of African Charter on the Rights of the Youth is attained</li> <li>9. End all forms of child marriages</li> </ol>	<p>Youth</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. AU Five Year Plan of Action on Youth Empowerment in Africa (2019-2024) is integrated into national planning frameworks by 2019/20</li> </ol> <p><u>Regional</u></p> <ol style="list-style-type: none"> <li>1. Consultations with Member States on implementation of Action Plan on Youth Empowerment is done in 2019</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. AU Five Year Plan of Action on Youth Empowerment (2019-2024) is prepared to replace the African Youth Decade in the first half of the year in 2018</li> <li>2. The AU Five Year Plan of Action on Youth Empowerment (2019-2024) is presented to the STC and AU Policy Organs in late part of 2018 and January 2019 for approval.</li> <li>3. Consultations with RECs on Implementation of AU Action Plan on Youth Empowerment is done in 2019</li> </ol> <p>Children</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Preparation of the Initial and periodic State Party Reports on the African Charter on the Rights and Welfare of Children is prepared between 2015/23</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Strategic Plan for Protection and Promotion of Child Rights in Africa adopted by 2014</li> <li>2. Study on Children and Armed Conflict completed by 2015.</li> <li>3. State Party reports on the implementation of the African Charter on The Rights and Welfare of the Child are reviewed between 2015/23</li> <li>4. General Comments on child marriage, children and armed conflict and responsibility of the Child are issued between 2015/23</li> <li>5. Action Plan on the Implementation of the African Common Position on Ending Child Marriage is prepared by 2016 and adopted by the AU Summit in 2017.</li> </ol>
<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Fully implement the African Youth Charter</li> <li>2. Implement the United Nations Convention on the Rights of the Child</li> <li>3. Implement Malabo 2011 Declaration and Decision on Youth Empowerment</li> </ol>		

4. Implement African TVET Strategy for Youth Employment
5. Fully implement the African Youth Charter and the 2002 Alexander Youth Employment Summit Recommendations
6. Develop/promote the growth of youth businesses / start ups
7. Increase financial investment for access to youth friendly services
8. Increase opportunities for youth apprenticeship and internship
9. Promote positive work ethic and enterprise among young people irrespective of blue or white collar jobs
10. Develop / implement policies and programmes that protect the rights of young people living and working in the diaspora
11. Develop/implement mechanisms for life and career counselling so that skilled experience of young people match the demands of the labour market that includes lessons on self-discipline, self-drive, integrity, harmony, patriotism and commitment to country and family.
12. Promote Youth Volunteerism
13. Design and implement care and protection strategies that will address the issue of Orphaned and Vulnerable Children (OVC) in the indicative strategy.
14. Establish close links between educational institutions and the labour market through apprentice schemes and industrial placements / encourage and promote work related skills training
15. Encourage and support career counselling services so that skilled experience of young people match the demands of the labour market
16. Implement the Framework for Sustainable Development of Sports in Africa
17. Implement the African Charter on the Rights and Welfare of the Child
18. Implement Accelerated Action on the Implementation of the Plan of Action Towards African Fit for Children
19. Implement Algerian common position and Plan of Action on Strategies to support orphans, vulnerable children and children infected with HIV/AIDS
20. Eradicate all forms of gender-based violence and harmful practices against women and girls, especially child, early and forced marriages and FGM

## Aspiration 7. Africa as a strong, united, resilient and influential global partner and player

There are two goals under this aspiration with five priority areas. The goals under this aspiration are numbered as goals 19-20 in the results framework.

Goal 19: Africa as a major partner in global affairs and peaceful co-existence		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Africa's place in global affairs	<p><u>National</u></p> <ol style="list-style-type: none"> <li>1. National infrastructure for African networked space research and exploration in place</li> <li>2. National systems / infrastructure for research and development that will contribute to the stock of global intellectual property rights is fully functional</li> <li>3. Increase 2013 level of exports by 20% in real terms</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Africa Speaks with One Voice on Global Affairs.</li> <li>2. African Space Agency established and is fully operational.</li> <li>3. Strategic Freight Maritime Task Force is established.</li> </ol>	<p>Science Technology and Innovation Strategy for Africa (STISA-2024)</p> <ol style="list-style-type: none"> <li>1. STISA is adopted by AU Summit in 2014</li> <li>2. Development / implementation of first set of flagship programmes under STISA takes place between 2015/17</li> <li>3. Development/implementation of second set of flagship programmes under STISA takes place between 2020/18/20</li> <li>4. Development / implementation of the third set of flagship programme under STISA takes place between 2021/23</li> <li>5. Final Evaluation of STISA takes place in 2023</li> </ol>

	<ol style="list-style-type: none"> <li>4. AU Standalone department for Maritime Affairs to be responsible for AIMS implementation established.</li> <li>5. African Island States are fairly represented in appointments to regional / continental and international bodies.</li> <li>6. All Colonies are free by 2020.</li> </ol>	<p>African Space Policy</p> <ol style="list-style-type: none"> <li>1. Development and Adoption of African Space Policy and Strategy is done in 2015</li> <li>2. Preparation and Implementation of Action Plan on African Space Policy starts in 2016</li> <li>3. African Common Position on International Space Agenda is attained by 2018.</li> </ol>
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<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Implement the Science, Technology and Innovation Strategy for Africa-2024</li> <li>2. Develop/implement strategies to increase women and youth in science and technology</li> <li>3. Fully implement all commitments / agreements required for the establishment of the African Space Agency, including pooling of resources and sharing of knowledge in space related areas</li> <li>4. Build / utilize national capacity for research in science, technology and innovation</li> <li>5. Design/implement systems for research and development that will protect intellectual property.</li> </ol> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Revitalize African research systems to enhance competitiveness in global knowledge economy.</li> <li>2. Strengthen inter-university collaboration and international exchange of research programmes</li> <li>3. Develop/implement frameworks for the facilitation of adoption of curricula in space technology in member states universities / polytechniques</li> <li>4. Rationalize / adhere to process of appointments to regional / continental / international bodies with due recognition to the interest African Island States.</li> <li>5. Facilitate the setting up of the Pan African Intellectual Property Organization (PAIPO)</li> <li>6. Facilitate the setting up of a continental grant system that will contribute to the generation of African patents</li> <li>7.</li> </ol>		
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Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
Partnership	<p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. African Global Partnership Platform is inaugurated by 2016 and functional by 2017</li> <li>2. 100% of the operational budget; 75% of the programme budget and 25% of the peace keeping budget would be funded by the AU by 2021</li> </ol>	<ol style="list-style-type: none"> <li>1. Review of Partnership Framework completed by 2014</li> <li>2. Consultative Meeting with African Experts on Partnership Framework conducted by end of 2014</li> <li>3. Adoption of Partnership Framework by AU Policy Organs is done in 2016</li> <li>4. Development of Framework Implementation Action Plan is done in 2016 with domestication by AU Organs and RECs done in 2016; Member States domesticate by 2017</li> </ol>

<p>Indicative Strategies</p> <p>To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>Continental</u></p> <ol style="list-style-type: none"> <li>1. Facilitate the contribution of the Diaspora in the Strengthening of the International Partnership of the African Union</li> <li>2. Develop/implement frameworks for rationalization of existing partnership agreements</li> <li>3. Implement Decisions on financing of the AU Organs</li> </ol>		
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<p>Goal 20: Africa takes full responsibility for financing her development</p>		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
Capital market	<u>National</u>	African Credit Guarantee Facility

	<ol style="list-style-type: none"> <li>1. National capital market finances at least 10% of development expenditure</li> </ol> <p><u>Continental/RECs</u></p> <ol style="list-style-type: none"> <li>1. African Credit Guarantee Facility is fully functional</li> <li>2. African Remittances Institute is fully operational by 2020</li> <li>3. Africa Investment Bank established by 2025 including a window for the promotion of blue / ocean economy.</li> <li>4. Regional Stock Exchanges are in place</li> <li>5. Diaspora Investment Fund is operational by 2018</li> </ol>	<ol style="list-style-type: none"> <li>1. African Credit Guarantee Facility Concept is developed in 2016 followed by stakeholder consultations / buy in 2017</li> <li>2. Review / adoption by the STC and AU Summit together with preparation of an Implementation Action Plan is scheduled for 2017</li> <li>3. Action plan is implemented in 2019</li> </ol> <p>African Investment Bank</p> <ol style="list-style-type: none"> <li>1. Ratification by Member States to get the minimum number required to push the process forward is scheduled for the period between 2014/16</li> <li>2. Development of instruments / operational structure framework and consultations with stakeholders/call for payment of subscription takes place between 2017/18</li> <li>3. Bank commences business in 2019</li> </ol> <p>African Remittances Institute</p> <ol style="list-style-type: none"> <li>1. African Remittance Institute project ends with concept developed in 2014</li> <li>2. Executive Councils adopts Kenya to host and negotiations with host completed in 2014</li> <li>3. Operationalization of the Institute takes place between 2015/16 with commencement in 2017</li> </ol> <p>Diaspora Investment Fund</p> <ol style="list-style-type: none"> <li>1. Fund concept is updated by 2015; selection of fund managers takes place in 2017 with sensitization of the Diaspora held between 2016/17 and launch in 2018</li> </ol> <p>Regional Stock Exchanges</p> <ol style="list-style-type: none"> <li>1. Regional Stock Exchange Concept Study conducted in 2016 with validation workshops / consultations in 2017</li> <li>2. Adoption by RECs Summit by 2018</li> <li>3. Installation of management /raising of share capital / operational preparation for commencement is done in 2019 with commencement of business in 2020</li> </ol>
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<p>Indicative Strategies To achieve the above targets, the following indicative strategies have to be considered</p> <p><u>National</u></p> <ol style="list-style-type: none"> <li>1. Put in place a regulatory framework for capital market operations- including a functioning capital markets regulatory authority</li> <li>2. Provide fiscal incentives for the development /growth of the capital market including foreign participation</li> <li>3. Facilitate the capacity development of capital market institutional operators to global level efficiency / effectiveness</li> <li>4. Create an enabling environment that advances financial inclusion ( poor, women, youth and the marginalized) through access to innovative financing mechanism ( use of financial products e.g. mobile money)</li> <li>5. Promote risk mitigating strategies as a way of attracting investment for development</li> <li>6. Implement AU conventions on combatting corruption</li> <li>7. Develop/implement strategies for strengthening the role of central banks in financing development</li> </ol> <p><u>Continental/Regional</u></p> <ol style="list-style-type: none"> <li>1. Develop / implement advocacy strategies and programme to accelerate ratification of treaties</li> <li>2. Develop/implement/ facilitate strategies for setting up of financial and capital market institutions at the continental / regional levels</li> <li>3. Develop/implement frameworks to guide member states to leverage ( increased use of long term debt) for development</li> <li>4. Develop / promote model regulatory law for capital/ stock market and tax/levy instruments for domestication at national and regional levels</li> </ol>								
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5. Promote policies / programmes including the involvement of civil society organizations to track and bring back any illicit capital outflows.

## 4. IMPLEMENTATION PLAN

### The Context

The Agenda 2063 aspirations, goals and their associated targets have to be translated into reality. This entails having in place effective implementation, monitoring and evaluation arrangements at the national, regional and continental levels. In addition resources for the implementation will also have to be mobilized at all the three levels. Capacities of national, regional and continental institutions to be involved in the execution of the Agenda will have to be strengthened. Lastly the African Citizenry, Civil Society Organizations and all other identifiable groups need to be engaged in information exchange and participation in the decision making especially with respect to the design, implementation, monitoring and evaluation of the Agenda 2063.

All the above issues were raised as being pertinent in the 50<sup>th</sup> Anniversary Solemn Declaration, as part of the lessons learnt from the Stakeholder Consultations, the review of national and regional plans and assessment of Africa's past development experience.

This chapter provides the framework for ensuing *How To Make Agenda 2063 Happen*. It covers the objectives of the chapter followed by the principles that drive all the issues related to making Agenda 2063 happen. It also elaborates on some key implementation issues such as leadership, organization and responsibilities required for successful execution at the national, regional and continental level. Subsequent sections cover key implementation policies at the national, regional and continental levels required for the successful implementation of Agenda 2063. It ends with an implementation time line. Annex 5 provides the key successes factors, risks and threats and their mitigating strategies in the implementation of Agenda 2063, especially the first ten years.

### Objectives

Lessons from Africa's development experience on continental initiatives over the last 50 years make it imperative that an implementation framework is included in the ten year plan for Agenda 2063. Its purpose is to:

- Indicate and create awareness for all the key stakeholders at the national, regional and continental levels who will be involved in the design, implementation, monitoring and evaluation of Agenda 2063 including the functions they are expected to undertake;
- Outline the reporting relationships between national, regional and continental level entities / institutions involved in the execution of Agenda 2063;
- Outline the key policies that will drive the design, implementation, monitoring and evaluation of Agenda 2063 at the national, regional and continental levels;
- Indicate how the initiatives in Agenda 2063 could be financed at the national, regional and continental levels;
- Specify the modalities for engaging the African population in learning about the progress on Agenda 2063 and the channels for their contributions / feedback; and
- Identify the institutional/human resource capacity requirements that should be put in place at the national, regional and continental levels to ensure the successful execution of Agenda 2063.

In a nutshell, this “Making Agenda 2063 Happen” chapter serves to inform all Africans and relevant national, regional and continental institutions what role each is supposed to play, how the Agenda will be financed and what capacities will have to be put in place.

## **Making Agenda 2063 Happen – The Guiding Principles**

The guiding principles emanate from the Constitutive Act of the African Union, the 50<sup>th</sup> Anniversary Solemn Declaration and other related instruments and policy organs’ decisions, lessons learnt from the consultations with the African Citizenry and the review of national, regional and continental plans and frameworks.

### *Subsidiarity*

Three layers are involved in the design, implementation, monitoring and evaluation of Agenda 2063, namely national, regional and continental. The application of the principle of subsidiarity entails that in making it happen the following are adhered to:

- **National Level**: It is a fundamental source of the ideas for Agenda 2063 and responsible for the implementation of Agenda 2063 within its national context and also responsible for the monitoring and evaluation of both the processes and outcomes of the implementation. It is also responsible for the mobilization of the resources for the execution of the national agenda.
- **Regional Level**: It is the entry point for all Agenda 2063 initiatives that have to be adopted by Member States. It facilitates the adaptation / adoption of Agenda 2063 initiatives reflecting regional imperatives by Member States. It coordinates the integration of monitoring and evaluation of Member States’ implementation of Agenda 2063. In addition it is responsible for facilitating regional initiatives for resource mobilization and execution of regional programmes and projects under Agenda 2063.
- **Continental Level**: It is responsible for broad design/ revision of the Agenda 2063 Framework and the Ten-Year Implementation Plans that follow. It provides the broad policy guidelines on the implementation, monitoring and evaluation of Agenda 2063; it facilitates the integration of regional monitoring and evaluation reports into a continental report; it facilitates resource mobilization from a continental perspective; it coordinates the relationship/cooperation with the African Diaspora, close collaborators (AfDB, UNECA and ACBF) and partners; and oversees the execution of continental programmes and projects.

In sum, each layer in the organizational chain for the design, implementation, monitoring and evaluation of Agenda 2063 should play the role that is underpinned by the considerations of effectiveness and efficiency in execution and assigned mandate.

### *Accountability and Transparency*

Making sure that the outcomes / goals of Agenda 2063 are attained requires that every stakeholder be held accountable and the processes for linking the stakeholders and their constituents together are predictable and open. Against this background, the following

need to be considered where appropriate in all the actions / policies related to making it happen.

- Results Orientation: Targets should be set for each of the goals / priority areas in the Agenda. All the three levels - national, regional and continental should have targets, where appropriate or applicable. A monitoring and evaluation framework should be in place at each of the three levels to ensure that progress is being attained with implementation.
- Commitment: Stakeholders at each level should be made to honour / execute their assigned functions. For example, at the national level, the Executive should be held accountable for the adoption/adaption/integration of Agenda 2063 into their national plans. To ensure the desired behaviour there should be sanctions / pressure or incentives on each stakeholder. In the case of the executive- passage / adoption of Agenda 2063 as a national development framework document by Parliament / Legislature, pressures mounted by social accountability groups, use of tools such as APRM, publishing of performance score cards on Member States etc. are likely to lead to strong political commitment by the Executive.
- Evidence Driven: Decisions / conclusions reached or made regarding the design, implementation, monitoring and evaluation of Agenda 2063 should be based on the facts on the ground. Since facts will in general be common to all stakeholders, decisions to be made by stakeholders would be predictable. For example, selection of goals and priority areas for the First Ten Year Implementation Plan should be evaluated against a set of criteria. This will ensure that the selection process is transparent.

### *Participation/Inclusiveness and Integration*

There is a general consensus that the African Citizenry should own both the process and the outcomes of Agenda 2063. For this to be achieved measures such as the following should be put in place at all levels:

- Participation: Stakeholders, especially at the national level should be part of a process in setting targets, developing key activities and outputs of the implementation process. They should also be part of the monitoring and evaluation process. Since all stakeholder are part of the process, the outcome will tend to be fair to all
- Integration: The implementation process should reinforce regional integration. National implementation plans- the plan (short, medium and long) and regional relevant programmes / goals should be in alignment with that of the regional Agenda 2063 Implementation Framework

### *Diversity*

While Africans share common aspirations, there are differences in terms of current positions of member states in the development trajectory; resources endowments; geographical location (islands, land-locked etc.); capacities in development and economic management. Such diversities should be accommodated through:

- Goals, Priorities and Targets: Making sure that the results framework reflects the diversities across member states and across stakeholders within member states.

### *Leveraging on Existing institutions and Systems*

The consultation process revealed that in the interest of economy, efficiency and effectiveness, existing institutions and systems at the national, regional and continental levels should be used/strengthened.

- National Level: Planning, implementation, monitoring and evaluation structures such as thematic area groups, sector wide approaches should be retained and, if necessary, be improved upon to cater for the exigencies of the for Agenda 2063. The planning, monitoring and evaluation cycles, formats and processes should be retained.
- Regional Level: The planning, monitoring and evaluation process at the RECs should be maintained and, if necessary, be improved upon to cater for the exigencies of the for Agenda 2063.
- Continental Level: AU Organs such as AUC, the Pan African Parliament (PAP), ECOSOCC, and NPCA (NEPAD Planning and Coordination Agency) should be used in the design, implementation monitoring and evaluation of Agenda 2063. In addition continental institutions such as the African Development Bank and the UN Economic Commission for Africa as well as other partners to render their technical support, as required.

### *Harmonization of Policies, Systems and Processes*

While managing Africa's diversities should be built into the process of "Making It Happen", there is the need to ensure universality in certain areas if the integrity of process is to be maintained. Some of the areas of focus include:

- Indicators: The indicators selected by Member States to track the progress towards the attainment of the targets, should be similar and the method for their computation and verification should also be identical. If that harmonization is not maintained, it will be difficult to aggregate / compare the performance of member states at the regional and continental levels
- Monitoring and Evaluation Tools: While member states are encouraged to leverage on their national strengths, there is the need to have a minimum set of tools that will be uniform and enhance comparability of outcomes between /within member states in a region and between Member States across regions.

### **Key Implementation Issues**

The key success factors required for the implementation of Agenda 2063 amongst others include: leadership/stakeholder relationships and responsibilities, capacity for implementation, communication for citizens / stakeholders involvement and ownership, provision of guidance to stakeholders and coordination of implementation activities.

### *Leadership, Structural Relationships and Responsibilities*

Leadership at all levels, national, regional and continental for moving forward the Agenda 2063 implementation, monitoring and evaluation process is necessary for

success. In this regard, there is the need to identify the leadership points at each level and ensure their awareness together with the responsibilities assigned to them. In addition, the organization of the leadership relationships within national, regional and continental levels and more importantly between the various levels in a hierarchal order need to be articulated to avoid authority / role ambiguity and promote coherence in purpose in the execution of Agenda 2063.

The leadership and structural relationships for “Making Agenda 2063 Happen” are at three levels Continental, Regional and National.

### The Continental Level

It comprises the AU Organs and continental level operational coordination mechanisms. These are:

The Assembly: It comprises the Heads of State and Government of the Union.

Key Responsibilities:

- Approves revisions to the Agenda 2063 Framework Document;
- Provides broad policy guidelines on the implementation, monitoring and evaluation of Agenda 2063;
- Approves the medium (10 year) plans and its related activities; and
- Adopts monitoring, evaluation and all Agenda 2063 reports.

The Executive Council: Current membership is made up of Foreign Ministers of the AU Member States.

Key Responsibilities:

- Recommends revisions to the Agenda 2063 Framework Document and Its Implementation Plan to the Assembly;
- Provides strategic oversight to the Agenda 2063 Ministerial Committee;
- Makes recommendations to the Assembly on the medium (10 year) plans and their related activities; and
- Approves /reviews monitoring and evaluation reports and advises the Assembly on appropriate actions.

The Ministerial Committee on Agenda 2063: It is a committee of the Executive Council with co-opted members such as: the Chairperson of the AUC, The RECs, the African Development Bank, The United Nations Economic Commission for Africa and some AU Organs.

Key Responsibilities

- Recommends revisions to the Agenda 2063 Framework Document and Its Implementation Plan to the Executive Council.
- Provides continental level operational oversight to the design, implementation, monitoring and evaluation of Agenda 2063.
- Considers reports/recommendations from STCs, RECs, and Continental Stakeholders
- Directly supervises and provides guidance to the work of the AUC on Agenda 2063.

The AUC/Technical Unit for Agenda 2063: Under the direction of the Chairperson of the AUC who reports to the Ministerial Committee on Agenda 2063.

- a) The AUC/Technical Unit coordinates / facilitates:
- Revisions of the Agenda 2063 Framework Document and Its Implementation Plan;
  - Setting of medium term goals and targets, indicators- 10 year perspective plan;
  - Development of continental frameworks/initiatives in support of Agenda 2063;
  - Development of implementation, monitoring and evaluation frameworks;
  - Reviewing of monitoring and evaluation reports;
  - Advising/preparing of strategy on resource mobilization for Agenda 2063;
  - Development/implementation of Agenda 2063 Communication Strategy;
  - As focal point, interactions with RECs in implementation, monitoring and evaluation;
  - The leadership and advocacy role with respect to the alignment of development partner programmes to that of Agenda 2063 at the national, regional and continental levels;
  - Preparation of annual progress reports for consideration by the Commission and hence the Executive Council through the Ministerial Committee;
  - Preparation and publishing of bi-annual report in the progress towards that attainment of the goals and targets by Member States;
  - Yearly consultations between the Political, Economic, Academic and the Social stakeholders of Africa; and
  - Activities, as a secretariat, for the Specialized Technical Committees and the Ministerial Committee on Agenda 2063.
- b) Some co-opted Members/Entities of the Ministerial Committee on Agenda 2063 individually will:
- PAP: (i) review the 10 Year Plans of Agenda 2063 and provide legislative insights (ii) advocate for the adoption of the Agenda 2063 Framework as the blue-print for Africa's development by all Parliaments / Legislatures on the Continent (iii) lead the crusade for citizenry education of their roles and obligations under Agenda 2063 by African Parliaments / Legislatures and (iv) ensure that all members of regional parliaments and political parties in national legislatures use Agenda 2063 as a basis for developing their programmes and party manifestos.
  - NEPAD/NPCA: Yet to be defined but appears apparent in the face of the principle of leveraging the strengths of existing institutions could play a lead technical role for Agenda 2063.
  - ECOSOCC: (i) facilitate the formation of Agenda 2063 Advocacy Groups in Member States to ensure the adoption of Agenda 2063 in national short, medium and long term plans (ii) facilitate the inclusion of social groups at the Member States level in the design, implementation and monitoring of Agenda 2063 and (iii) prepare progress report on the involvement of the African Citizenry on the implementation, monitoring and evaluation of Agenda 2063.

- UNECA: (i) in collaboration with NEPAD/NPCA provide backstopping support to the AUC, RECs and Member States in relevant areas of its mandate in development / economic management related to the implementation, monitoring and evaluation of Agenda 2063 (ii) conduct thematic / sector studies / surveys as part of the monitoring and evaluation of Agenda 2063) and (iii) Assist the AUC to prepare and publish a bi-annual report on Agenda 2063.
- AfDB: (i) lead in the mobilization of funds for the execution of Agenda 2063 at the continental, regional and member states levels and (ii) provide bi-annual reports on the state of funding for Agenda 2063 Programmes at the national, regional and continental levels.

The Specialized Technical Committee (STC): Organized along ministerial lines (e.g. – Transport), they would ensure consistency between Agenda 2063 and respective sector strategies.

Key Responsibilities:

- Facilitate the preparation of sector strategy within the context of Agenda 2063;
- Facilitate the setting of sector goals, targets and indicators for Agenda 2063;
- Facilitate the preparation / review of sector monitoring and evaluation reports through the AUC coordinating framework; and
- Prepare progress reports with respect to its sector on progress in realizing Agenda 2063.

Continental Stakeholders: It will be a cross-section of the African Citizenry spanning the political, economic (private sector), social, academic, religious and traditional classes with expertise and knowledge in development management.

Key Responsibilities:

- Review the goals / targets of thematic areas and advise on the strategies for attaining the goals; and
- Review monitoring and evaluation reports and advise on corrective measures.

Regional Level

The Regional Economic Communities: They are part of the Ministerial Committee on Agenda 2063.

Key Responsibilities:

- At inception provide leadership in the Regional / National Consultative Process with respect to the preparation of Agenda 2063;
- Participate in the continental operational oversight of Agenda 2063 and be the entry point for continental level initiatives for Member States in the region.
- Adapt / align continental long /medium term Agenda 2063 10 Year Plans / Guidelines to regional plans;
- Issue regional Agenda 2063 10 Year Plan guidelines to Member States;
- Coordinate the preparation and execution of regional projects / programmes as per Agenda 2063;

- Coordinate the integration of Monitoring and Evaluation reports of Member States in the region and submit to the Ministerial Committee for their consideration; and
- Lead in the mobilization of resources to implement regional projects and programmes as per Agenda 2063.

### National Level

Members States: They have different planning systems law / processes but in general there are national and sub-national (region, province, state and local) levels involved in policy formulation, plan preparation, plan execution, monitoring and evaluation.

#### Key Responsibilities:

Led by the Government, each of the national and sub-national level stakeholders has functions to perform within thematic areas / cluster. At the national level led by the government, the private sector, national level associations etc. through the national planning framework will:

- Align national vision / plans to Agenda 2063 long/10year plan perspectives;
- Lead / coordinate the resource mobilization process and allocation efforts; and
- Lead/coordinate the execution of Agenda 2063 driven national medium term plans. They also participate in the setting of goals / targets and monitoring and evaluation.

At the subnational level, led by local governments, NGOs' for profit and not for profit groups, cross-sectoral groups will participate in:

- Alignment of national visions to Agenda 2063;
- Preparation of medium term plans based on Agenda 2063; and
- Setting of goals and targets and monitoring and evaluation at the grassroots level.

### *Developing Capacity for Agenda 2063: First Ten Year Implementation Plan*

#### Background

Despite enormous efforts made in the post-independence period to build Africa's human and institutional capacity, the lack of adequate capacity remains a critical constraint for economic growth, structural transformation and sustainable development that Agenda 2063 enshrines.

Among the critical success factors for the realization of Agenda 2063 are: (i) transformative leadership; (ii) effective citizens participation, inclusion and empowerment in the formulation, implementation and monitoring and evaluation of Agenda 2063 and the exercise full ownership; (iii) a capable development state and efficient public service; (iv) strong private sector anchored in symbiotic relationship, and democratic rule where equity, justice and rule of law prevails; (v) a results-based approach; (iv) revitalized strategic national planning systems that guides investors towards priorities of Agenda 2063 and ensures strong interface among national plans,

sub-regional initiatives and Agenda 2063; and (vi) Africa taking charge of its global narrative and brand and building Africa's image and position in the world.

For Agenda 2063 to be implemented effectively, including the First Ten Year Implementation Plan, capacity issues – human, systems and processes at all levels (national, regional and continental) will have to be addressed. A Capacity Assessment and Development Study is being conducted at the continental and RECs levels and ultimately at the national level within the context of the implementation of the First Ten Year Plan.

### Capacities for the First Ten Year Plan

Agenda 2063 involves multiple actors at the national, sectoral, sub-national and local levels. The full realization of Agenda 2063 requires the development of huge capabilities and capacities across sectors and at various levels in three critical areas:

(i) Individual (human capacity): generally includes capabilities in terms of skills, training, performance, values, attitudes, motivation, professional integrity, relationships, communication skills, to: fully understand Agenda 2063 underlying issues; assimilate Agenda 2063 goals and strategies at the country and local levels; conceptualize, design, develop, implement, monitor and evaluate the required and result oriented programs/projects, policies and strategies to make Agenda 2063 happen. A prerequisite for the effective implementation of Agenda 2063, is building awareness across sectors and ensuring essential understanding of its essence at multi-levels; adopting and adapting the agenda to national contexts and ensuring collective commitment.

The first ten years lays the foundation for Africa's competitiveness and transformation from commodity dependence to one that is driven by manufacturing/industry, value addition and effective participation in the global value chains, as well as science and technology. Critical to this effort is the capacity to negotiate in all areas of Africa's interest, most notably in trade, climate change, economic partnerships and related areas. Such capacity, which Agenda 2063 envisages building, is currently woefully inadequate.

Agenda 2063 is a knowledge driven undertaking. At the policy and planning levels, it also requires data, both qualitative and quantitative, to ensure sound decision making and realistic short and medium term planning as well as the full mobilization of Africa's human, financial and material resources to achieving goals set. It needs not only statisticians that generate data, but also capable individuals that effectively use the data to develop policies, strategies, programs and projects.

(ii) Institutional/ organizational capacity: This encompasses strategic planning, management, structures, systems of accountability, infrastructure, resources (financial and information), innovation and embracing change as well as inter-relationships to help

an institution become effective in the implementation of Agenda 2063. Establishing horizontal and vertical linkages and feedback loops at each stage of Agenda 2063 implementation process is also vital. Continental and regional initiatives and programs need to be linked to and informed by national level actions and vice versa.

Transformative leadership capacity, skills to spearhead and champion the agenda (bold, visionary, ethical and responsive) and the pooling of expertise and specialized skills training based on strategic advantage; budgeting and planning to catalyse and sustain transformation are essential ingredients of institutional capacity.

Along with the building of a planning culture is the issue of regularly monitoring and reporting on work done and building an evaluative culture. A robust M&E framework is one of the factors that distinguishes Agenda 2063 from its predecessors, i.e., the Lagos Plan of Action, Abuja Treaty and NEPAD, which need to be made fully operational during the first ten years of Agenda 2063.

(iii) Enabling policy, legal and regulatory environment: The implementation of Agenda 2063 requires not only developing policies and putting in place the requisite legislations and regulations; but also the capacity to enforce them.

Holistic capacity development encompassing human resources, institutions and enabling legal and policy environment for individuals and institutions to interact in a productive manner is, undoubtedly, critical. None of components of capacity can function well in isolation, and weaknesses in any one of these areas can have a knock-on effect on the others.

### Key Stakeholders of Agenda 2063 and Capacity Needs

Earlier part of this section presented key stakeholder relationships for Agenda 2063 implementation, monitoring and evaluation at the continental, regional and national levels. During the first ten years, Agenda 2063 envisages developing effective capacity at the level of AU Organs, including the African Union Commission (AUC), Pan African Parliament (PAP), Economic, Social and Cultural Council (ECOSOCC), African Court of Justice, Human and People Rights, Commission on Human and Peoples' Rights; African Peer Review Mechanism (APRM), NEPAD Planning and Coordination Agency, and the eight RECs, notably, Common Market for Eastern and Southern Africa (COMESA), Southern African Development Community (SADC), Economic Community of West African States (ECOWAS), East African Community (EAC), Inter-governmental Authority on Development (IGAD), Economic Community of Central African States (ECCAS), Community of Sahel Saharan States (CEN-SAD), and Arab Maghreb Union (AMU).

Member States have the ultimate and critical responsibility of making Agenda 2063 happen through integrating Agenda 2063 into the series of short, medium and long term plans, policies and strategies they have developed and are developing. Member states

should also fully own Agenda 2063 and build the necessary human, institutional and legislative capacity.

Given the important role CSOs and private sector play in the implementation of Agenda 2063, strengthening the capacity of institutions entrusted with the task of coordinating and supporting activities of CSOs and private sector is accorded priority importance.

#### *Role of Communications in Agenda 2063: First Ten Year Implementation Plan*

Among the major shortcomings experienced in the execution of previous continental strategies and frameworks was the lack of effective use of communication tools. In order to ensure successful implementation of the Agenda 2063, a Communication Strategy has been developed.

The Agenda 2063 Communication Strategy will generate sustained public awareness, involvement, support and ownership by the African population of the Agenda and its execution. It will ensure extensive outreach with up-to-date and accurate information. It is linked to the overall Communications Strategy of the African Union, and targets AU Member States, staff, organs and agencies; RECs; African citizens both within the continent and in the diaspora and their institutions, including private sector, civil society as well as AU's partners.

The Agenda 2063 Communication Strategy is to be executed by the AU Organs and Agencies (including NEPAD and APRM), RECs, Member States, close collaborators (AfDB, UNECA and ACBF) and partners. The activities will include consultation meetings, promotion of debates, discussions, workshops, community forums, songs, poems, plays, teaching in school, certification of being Agenda 2063 compliant, AU clubs, volunteers, and advertisements. It will also incorporate radio and television programmes, internet and social media, memorabilia and paraphernalia, and sport events. It will also include the publication of newsletters; and preparation of promotional items like CDs, DVDs, caps, pens, t-shirts, key holders, bags, bracelets, diaries, gold plated pins, scarf, ties; as well as branding, billboard banners, leaflets, flyers, awareness meetings and workshops and Power Point presentations at meetings.

#### *Guidelines On Implementation of Agenda 2063*

To ensure that all stakeholders are certain of their responsibilities and obligations under the implementation of Agenda 2063, the First Ten Year Plan, guidelines in annex 1 section A have been prepared. The guidelines cover national, regional and continual level stakeholders.

#### *Generalized Implementation Plan: First Ten Years- Time Lines*

Annex 2 captures a generalized implementation plan/timelines for the first ten years of Agenda 2063. The components of the plan are at inception, execution and monitoring and evaluation at all levels - . national, regional and continental. The generalized framework will be refined by the stakeholders at various levels prior to commencement of the execution of the First Ten Year Plan of Agenda 2063. What this generalized

framework seeks to achieve is to give the various stakeholders the reference for developing their own detailed implementation plans that are integrated into national plans.

The inception activities are the foundations for the commencement of the actual execution of the 10 Year Plan. It covers amongst others: creation / installation of the implementation structures at all levels, development of operational / planning manuals, stakeholder consultations, setting up of thematic area groups and the launch of the plan.

The execution component covers alignment of the goals, priority areas and targets of Agenda 2063 by Member States, RECs and continental entities to their visions and plans, creation of national advisory groups, adoption by national, regional and continental legislative bodies as a framework for Africa's development, capacity assessment of stakeholders, the plan implementation at all levels, public education and sensitization at all levels, mobilizing resources for financing amongst others.

The monitoring and evaluation aspects include the issuing of monitoring guidelines, the integration of Agenda 2063 monitoring and evaluation system into that of the national, regional and continental framework, executing the monitoring cycle, mid and end term evaluations, performance accountability at all levels.

The generalized timelines will be revised to reflect the actual years when the technical coordinating unit for Agenda 2063 is set up.

## 5. MONITORING AND EVALUATION

### Rationale for an M&E Framework

Past development experience, review of national plans and implementation of continental frameworks indicate the need for an M&E framework to be part of the Agenda 2063 implementation. The M&E framework will serve the following purposes with respect to Agenda 2063 implementation:

- *Reinforcing the culture of managing for results:* The various Poverty Reduction Programmes of member states especially between 2000 and 2010, had monitoring and evaluation frameworks. These frameworks introduced member states to the culture of managing for results with respect to national economic management. While the outcomes of the monitoring and evaluation experiences have not been evaluated, there is a general consensus that these first steps in managing for development results at the member states level must be built on. It is to build on these desirable national level experiences and ensure positive outcomes that a monitoring and evaluation framework has been proposed for Agenda 2063.
- *Enhancing Accountability:* There are various stakeholders at the national, regional and continental levels who will be involved in the implementation of Agenda 2063. The M&E framework, by setting targets / milestones for these stakeholders provides the incentive for them to attain the goals set for them. The M&E framework provides the opportunity to identify non-performing stakeholders at all levels - to enable the system to identify the cause of non-performance and make rectifications through the evaluation process. Such a process will contribute to the success of Agenda 2063 implementation.
- *Deepening Integration:* The M&E framework that cascades from the continental, regional and national levels will contribute to the deepening of the integration of the continent which is one of the aspirations of the African citizenry under Agenda 2063. By monitoring the performance of the member's states in an integrative manner at the regional level, progress in the implementation of Agenda 2063 and its outcomes will be seen more in a regional context and less from a national context. Additionally by integrating the M&E of the RECs at the continental level, a snapshot of "one Africa" development performance over the periods are made possible - serving as preludes towards the United Africa the African citizenry aspires to by 2063.
- *Encouraging Participation and Ownership:* Agenda 2063 is people-driven indicating what and where they want to see the continent by 2063 in terms of development. The introduction of an M&E framework is to enable the Citizenry / identifiable groups to be part of the process of ensuring that the expected results from Agenda 2063 are attained.

### The Structure of the Results Framework

The First Ten Year Results Framework is deduced from the Agenda 2063 Results Framework as contained in the Agenda 2063 Framework document. The Results

Framework for Agenda 2063 represents a logical relationship between the AU Vision, the seven African Aspirations, the goal/priority areas under each aspiration and the associated targets. These logical relationships are depicted by figure 5.1 below.

### *Purpose*

The First Ten Year Plan Results Framework provides a common point of reference that induces results oriented tactical and strategic actions at the national, regional and continental levels. It is a bird's eye view of what results and the impact the African Citizenry expects to see at the end of 2023 - assuming that all stakeholders play the roles assigned to them. It therefore provides the beacon for all stakeholders in planning, plan implementation and monitoring and evaluation.

Specifically in terms of monitoring and evaluation, the First Ten Year Plan Results Framework will be used as the: (i) reference point for measuring the progress towards the attainment of the goals, aspirations and the African Union Vision over the plan period (ii) framework for assigning and assessing the performance accountabilities of all stakeholders with respect to implementation effectiveness and (iii) process for gathering insights for the development of the Second Ten Year Plan Framework.

### *The Levels of the Results Framework*

Table 2.1 presents the structure and scope of the results framework. What is presented in diagram 5.1 below is the logical relationship between the AU Vision, the aspirations, the goals under the aspirations and priority areas/targets under the goals. There are four main levels.

Figure 5.1

### Agenda 2063 Structure of Results Framework



Level 1: This is the AU Vision at the top and all levels 4-2 elements in an upward cascading manner will lead to the attainment of the vision.

Level 2: This is composed of the seven Aspirations. Each of the seven aspirations has a set of goals. The level of the attainment of the goals under an aspiration to a large extent determines whether that aspiration is being achieved or not.

Level 3: The level comprises the goals under each aspiration; there are 20 goals in all. Each goal has a set of priority areas. Each priority area has a set of targets. The level of the attainment of the targets under each priority area, to a large extent determines the extent to which that goal is being met. Unlike the SDGs where the goals are specific and serve as targets, under Agenda 2063, the goals are broader and it is the priority areas/targets that define them

Level 4: These are priority areas / targets which fall under the goals. Since Agenda 2063 has a 50 year horizon, the targets under the priority areas could change with the various 5 ten year plans envisaged. But in the end the rolling targets will converge on the 2063 targets.

#### *Policy Guidelines on Monitoring and Evaluation*

To ensure that all stakeholders are certain of their responsibilities and obligations under the monitoring and evaluation of Agenda 2063, the First Ten Year Plan, guidelines appearing as annex 1 section B. have been prepared for their use. The guidelines cover national, regional and continual level stakeholders.

### **Knowledge and Experience Sharing**

Member States have different development trajectories – knowledge and experiences emanating from their implementation of Agenda 2063 captured through their monitoring and evaluation systems could be shared for the benefit of all. Some of the mechanisms for sharing knowledge and experiences to enhance the effectiveness of the monitoring and evaluation feed back into implementation improvements envisaged include:

*(i) Sharing of Best Practices*

Best practices will be documented from the monitoring and evaluation reports from member states by the RECs and shared between member states through meetings, website presentation, e-network or publications. Best practices captured by RECs will be integrated at the continental level and distributed to the RECs to propagate within their member states.

*(ii) Study Tours*

These will be organized both at the Regional level - within and across RECs on the continent for Member States to learn first-hand how monitoring for results within members states implementation plans are being done and how lessons from the monitoring are integrated into the results framework for implementation efficiency and effectiveness.

*(iii) Common Platforms*

Annual platforms for stakeholders on the implementation outcomes at their various points in the chain will be created at the regional and continental levels to discuss and share ideas on implementation performance.

## 6. FINANCING THE TEN YEAR PLAN

### Financing Needs for First Ten Years

Agenda 2063 Financing and Resource Mobilization Strategy (RMS) outlines the key areas where resources will be required, the potential sources to finance each of these needs, processes for operationalization - matching demand and supply for funds at the national and regional/continental levels and institutional arrangements for making it happen. The focus of this chapter is the first ten years within the context of the RMS.

Annex 5 outlines areas requiring financing by aspiration and the potential sources for funding each area while table 6.1 provides a succinct presentation of the areas requiring financing in the first ten years based on annex 5.

Table 6.1: Examples of Areas Requiring Scale Up Financing for the First Ten Year Implementation Plan of Agenda 2063

National	Regional / Continental
<p>Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development</p> <ul style="list-style-type: none"> <li>• Agriculture with pro-poor support focus</li> <li>• Minimum social protection policy ( e.g. cash transfers to poor households)</li> <li>• Urban development – housing, slum reduction, access to basic services (water, sanitation, transport, electricity, internet and broadband connectivity)</li> <li>• Early childhood education, free and compulsory secondary education and STI skills revolution</li> <li>• Basic health care and services; maternal and child health, and HIV/AIDs and Nutrition</li> <li>• Indigenous businesses/SMMEs; labour intensive value addition manufacturing and STI driven manufacturing including the extractive sector; diversification with focus on the creative arts, financial and hospitality services, tourism, e-businesses. And R&amp;D for industry and national commodity exchanges</li> <li>• Accelerated growth in agriculture; post-harvest loss reduction; creation of agro-businesses for the Youth;</li> <li>• Growth of the Blue Economy: Fishery businesses, indigenous shipping and freight services, port operations and management, eco-tourism, marine energy etc.</li> <li>• Sustainable communities, production systems and consumption patterns</li> </ul>	<ul style="list-style-type: none"> <li>• African Educational Accreditation Agency</li> <li>• African virtual university / e-university</li> <li>• African Centre for Disease Control</li> <li>• Centre for African Mineral Development</li> <li>• Regional Commodity Exchange</li> <li>• African Centre for Blue Economy</li> <li>• African Climate Fund</li> </ul>
<p>Aspiration 2: An Integrated Continent, Politically United, based on the Ideals of Pan Africanism and the Vision of Africa's Renaissance Mostly PIDA I coordinated interventions</p> <ul style="list-style-type: none"> <li>• Connectivity to African High Speed Train Network</li> <li>• Connectivity to Trans Africa Highway Missing Link</li> <li>• Electricity generation</li> <li>• Internet and broad band expansion / penetration and modernization</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Power Pools</li> </ul>
<p>Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law</p> <ul style="list-style-type: none"> <li>• Development of Capable State</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity development of AU Organs and RECs for Agenda 2063</li> </ul>
<p>Aspiration 4: A Peaceful and Secure Africa</p> <ul style="list-style-type: none"> <li>• Readiness for continental duties</li> </ul>	<ul style="list-style-type: none"> <li>• Interventions of the African Stand By Force</li> <li>• Centre for Peace and Post Conflict Management</li> </ul>

National	Regional / Continental
Aspiration 5: Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics <ul style="list-style-type: none"> <li>• Creative Arts businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Pan African Festivals</li> <li>• Encyclopaedia Africana</li> <li>• Pan African Secretariat</li> <li>• Legacy Projects</li> </ul>
Aspiration 6: An Africa Whose Development is people-driven, relying on the Potential offered by African People, especially its Women and Youth and caring for Children <ul style="list-style-type: none"> <li>• Women Entrepreneurship/businesses</li> <li>• Youth empowerment,/entrepreneurship / businesses (other than agricultural driven) and employable skills training</li> </ul>	<ul style="list-style-type: none"> <li>• African Women Fund</li> </ul>
Aspiration 7: An Africa as a Strong, United, Resilient and Influential Global Player and Partner <ul style="list-style-type: none"> <li>• National Stock exchange / capital market</li> </ul>	<ul style="list-style-type: none"> <li>• African Global Partnership Platform</li> <li>• African Remittances Institute</li> <li>• African Credit Guarantee Agency</li> <li>• African Investment Bank</li> <li>• Regional Stock Exchanges</li> <li>• Regional Commodity Exchanges</li> </ul>

The typology of the sources for financing the ten year needs as per Annex 5 ranges from government budgetary increases, pure commercial finance from both public and private sources/savings, including domestic capital markets, concessional loans, market price-based commercial loans, equity and other market like instruments, FDI, portfolio investments by the private sector (debt, bonds, equity and other securities), and crowd sourcing.

### **Channelling Resources into Agenda 2063 Programs and Projects**

It is to be noted that Africa needs not only funds, but also a more effective and inclusive means of channelling funds (including financial institutions and markets, financial instruments and financial services) to where they can be most effective and where there is market failure in the allocation of the needed resources.

From that perspective, three levels of financial intermediation vehicles and resource channelling mechanisms will be considered as part of the first 10-year implementation plan:

- Existing commercial financial intermediation vehicles such as, on the one hand, commercial banks, microfinance institutions (MFI), development finance institutions (DFI), insurance companies that will need to be up-scaled through additional capitalization and capacitated in relevant financial services and project finance expertise areas; and on the other hand, stock exchanges and bond markets that will need to be expanded, deepened and regionalized.
- New commercial financial intermediation vehicles to be created such as the Africa 50 Fund, Africa Credit Guarantee Facility (ACGF), Africa Investment Bank (AIB), Africa Infrastructure Development Facility (AIDF), Diaspora bonds, Diaspora remittances securitization, African-owned private equity funds, African Angel Investors Network (AAIN), regional stock exchanges, regional commodity exchanges. Other processes that will promote commercial financing include: Intra-African investment promotion, traditional FDI and PPPs.

- Non-commercial finance channelling or intermediation vehicles to be considered include existing vehicles such as AU, RECs and Member State budgets and new vehicles to be created such as African Integration Fund (AIF), Fund for African Women, Youth Empowerment and Entrepreneurship Fund.

## **Facilitation Measures for Access to Finance**

During the period of the first ten year plan, the following facilitation measures will be put in place at the national, regional and continental levels, depending on appropriateness within the context of Agenda 2063 Resource Mobilization Strategy (RMS):

- Developing / implementing “framework conditions” (policy, legal, regulatory or institutional) and industry –specific ones (PPP/Infrastructure financing, large industrial project financing, SME finance/banking and micro-finance);
- Setting up relevant project development funds, viability gap funds, capitalization funds, blending facilities to address demand side readiness;
- Establishing information infrastructure (country rating analysts, corporate governance standards, credit bureau and collateral registries etc.);
- Developing expertise in financial advisory services and specialist financial services where there are significant gaps across Africa (project finance, capital market, private equity/venture capital, financial engineering, risk management and industry-specific financial services); and
- Putting in place risk sharing and guarantee facilities to “de-risk” investment into African securities and enhance the risk of lending to African SME, for example.

## **Implementation arrangements of the RMS for the First Ten Years**

The articulation of the institutional arrangements for the implementation of the RMS is still under consideration. The evolving consensus within Agenda 2063 implementation framework is that:

- Under the direction of the Agenda 2063 Ministerial Committee and the AUC, the African Development Bank will be the lead institution in facilitating, coordinating, monitoring and evaluation of Agenda 2063 RMS; and
- Identifiable key stakeholders in the implementation of the RMS at the continental level in addition to the AUC and AfDB include the NEPAD Planning and Coordinating Agency UNECA and the RECs at the regional level. At the national level, governments and non-state actors will be assigned responsibilities appropriate to their relevance and competencies.

## 7. PARTNERSHIPS

### Recommendations on Partnerships

#### *The Context*

The general consensus amongst the African Citizenry of all formations is that Agenda 2063 should be financed from within but in the short to medium term, extending, building and maximizing partnerships in the areas of resources mobilization, technology transfer, institutional and human capacity for development amongst others should be pursued. It is against this background that the AUC commissioned a study reviewing the African Union's Partnership arrangements. Within the context of Agenda 2063, the First Ten Year Plan the following recommendations should be implemented.

#### *Preparation of AU policy framework on partnerships*

The policy framework document would cover all the high-potential AU partners and would be focused on two to three core areas of intervention:

- Making Agenda 2063, the First Ten Year Implementation Plan the centre-piece all partnership arrangements;
- The size/scope of the financial offer, the potential transformational impact embedded in the outcome document or action plan in terms of technical assistance, trade & investment, industrialization and technology transfer, agriculture support program and social investment; and
- The "smart" nature of the deliverables.

#### *Maximizing Africa's potential to exploit the full potential of its partnership*

To exploit the full potential of strategic partnerships the following amongst others will be looked into during the implementation of the First Ten Year Plan:

- Articulation of a strategic partnership policy with respect to each of the key strategic partners;
- Establishment of a strategic partnership fund with contribution from AU member states;
- Enhanced strategic, governance, technical, logistical and financial support to the partnership management function of the AUC
- Enhanced clarity on the implementation model of Africa's various continental platforms (PIDA, CAADP/3ADI, AIDA/APCII/RADS/AMV, BIAT) to facilitate result-oriented cooperation with AU's strategic partners and improved involvement and coordination of/among Africa's various stakeholders of the partnership process: AUC, NPCA, AfDB, RECs, Member States, PSO, CSO and other AU organs within the context of the Agenda 2063 First Ten Year Implementation Plan.

### *Deepening transformational benefits of the partnerships*

There is a need to deepen transformational benefits of all major strategic partnerships through alignment to Agenda 2063 priorities, namely, industrialization and technology transfer, intra-African trade and export development, PSD and SMME development, FDI and JV, and financial resource mobilization.

This can be achieved by cutting down priorities and identifying where traction is (i.e. economic transformation through industrialization – i.e. infrastructure, manufacturing, agro-industry, OGM, services through genuine technology transfer namely, private sector development reforms and integrated business forum including for FDI/JV through, intra-African-trade and export development and SME development support; inclusive and sustainable growth; transparency in natural resources management, local content development and beneficiation of mineral resources). This would ensure that the partnerships are focused on current and future priorities and would allow for the needed progress to sustain the relevance of these partnerships.

# ANNEX 1: MONITORING AND EVALUATION OF THE FIRST TEN YEAR IMPLEMENTATION PLAN

## *Guidelines for Implementation Monitoring and Evaluation*

### **A: IMPLEMENTATION**

#### **1 Guidelines on Adoption of Agenda 2063**

The policy guidelines in this section cover issues related to Agenda 2063 and its adoption at the national, regional and continental levels as the framework for Africa's development.

##### Agenda 2063

- There will be five 10-year plans within the 50-year horizon of Agenda 2063.
- These 10 year plans prepared within the context of Agenda 2063- goals, priorities, targets, indicators should amongst others take cognizance of Africa's diversity – small island states, landlocked states, and natural resource endowed states and natural resource poor states.
- For the purpose of Agenda 2063, short term is defined as 2-3 years; medium term 4-5 years and long term 10 years. Member States are urged to align their national planning cycles to these definitions.

##### Ownership/Adoption by RECs', Member States and AU Organs

- All RECs, Member States and AU Organs are expected to adopt Agenda 2063 and associated 10 year plans as a basis for their visions and plans.
- RECs will be the focal points for the facilitation of the adoption, implementation, monitoring and evaluation of all continental frameworks related to Agenda 2063 by Member States.
- Each Member State is to designate a focal point institution at the national level to facilitate the integration of Agenda 2063 into its national vision and plans. As much as possible the focal point should also be the entry point for the execution of global frameworks as the SDGs.
- Every Member State should set up a national Agenda 2063 Focal Group made up of civil society and private sector entities directly linked to the ECOSOCC of the AU whose responsibility amongst others will be: (i) tracking the progress being made at the national level with respect to the implementation of Agenda 2063 (ii) playing advocacy roles to ensure and sustain strong political commitment at the national and sub-national levels for the implementation of Agenda 2063 and (iii) engaging in public education and participation in the Agenda 2063 process and (iv) generating ideas for the updating of the Agenda 2063 process.
- National, regional and continental level entities will prepare detail implementation plans prior to the commencement of Agenda 2063. In the minimum the implementation plan should cover: inception activities, capacity development, managing the implementation, monitoring and evaluation cycle, timeline- showing major milestones amongst others. All these aspects should be embedded in the national plan to ensure that Agenda 2063 is not viewed as a parallel process.

##### Ensuring national commitment

- To ensure that Member States adopt Agenda 2063: (i) national parliaments should take account of Agenda 2063 in the process of planning for national development; (ii) there

- will be a bi-annual score card prepared and published on the progress made towards the implementation of Agenda 2063 at the national level and (iii) a five year African Peer Review Mechanism for all Member States whose score card review are found to be unsatisfactory.
- There will be a bi-annual review / advocacy reports by the National Focal groups to the ECOSOCC of the AU showing the level of national leadership commitment to /and progress towards the design, implementation, monitoring and evaluation of Agenda 2063.

#### Harmonization

- To ensure comparability of outcomes Member States and RECs will ensure data harmonization through adherence to guidelines issued at the continental level with respect to indicators and their measurement, methodology for data collection and analysis. In addition member states will ensure that their results matrix link process indicators to outcome/impact indicators.

## **2. Guidelines at the Continental Level**

### AU Organs

- The African Union Commission will be the body to follow up the formulation and adoption of decisions on Agenda 2063. These decisions / policies will cover – the 50 year Agenda; the 10 year plans; guidelines on implementation, monitoring and evaluation.
- The AUC will organize annual consultation(s) between the AU Organs and the RECs on implementation, monitoring and evaluation of Agenda 2063.
- The AUC / NEPAD will ensure the formulation of policies and frameworks for the assessment of RECs and national capacities for the execution of Agenda 2063 at the inception and mid-term review of every 10 Year Plan.
- The PAP will hold annual consultations with the African Legislature on the progress towards the implementation, monitoring and evaluation of Agenda 2063.
- The ECOSOCC will hold bi-annual consultations with the Member States Focal Groups for Agenda 2063
- The AUC/NEPAD Coordinating Agency will follow up on the implementation of continental programmes/projects
- No AU Organ shall initiate a continental framework outside the framework of Agenda 2063.

### UN Economic Commission for Africa will support the AUC to undertake the following:

- A mid-term and end of decade Africa Reports on the Agenda 2063 will be published and distributed online.
- Standardized planning, monitoring and evaluation manuals for Agenda 2063 will be developed and made available to Member States through the RECs at the beginning of each Ten Year Plan. These manuals will be reviewed at the end of every 5<sup>th</sup> and 10<sup>th</sup> year of a 10 Year Plan
- A data bank on African development experts including the Diaspora will be maintained and made accessible on line to RECs and Member States

### African Development Bank

- A platform and mechanism for the mobilization of Africa's own resources for financing of Agenda 2063 would be created and maintained by the African Development Bank

### African Association of Public Service Commissions

- A community of practice for public sector reforms / performance improvement and accountability will be built and used to foster implementation of the African Charter of the

Values and Principles of Public Service at the Member State level. It will also monitor and evaluate the implementation of the Charter by Member States

### **3. Guidelines for the Regional Level**

Each REC shall:

- Use the appropriate structure within its organization. The integration into existing structure will ensure the integration / alignment of Agenda 2063 and the RECs other strategic initiatives.
- Issue regional specific Agenda 2063 implementation guidelines to Member States.
- Organize annual forums for Member States to review regional implementation performance on Agenda 2063 and the annual review will promote advocacy and visibility for Agenda 2063 programmes.
- Facilitate / coordinate / conduct the assessment of national capacities for the execution of Agenda 2063.
- Chairs of RECs at Heads-of-State level to report annually to AU Assembly on regional implementation of Agenda 2063.
- Shall follow up implementation recommendations of policy organs at regional and national levels.
- Present status of implementation report to policy organs.

### **4. Guidelines at the National Level**

Each Member State shall:

- Designate a specific ministry as the focal point for Agenda 2063 implementation.
- Integrate Agenda 2063 and the 10 Year Plan into its long, medium and short term plans.
- Adopt a framework for integrating Agenda 2063 into national development plans and strategies. The framework in the minimum should: (i) afford different stakeholders the opportunities to be sensitized and informed about issues related to Agenda 2063 (ii) involve the stakeholders in the development of key targets, outputs, activities and (iii) establish mechanisms for these stakeholders to monitor and evaluate the impact of their interactions.
- Use its national planning systems – structures for implementation, methodologies, systems and processes, rules and regulations, forms and formats in the execution of Agenda 2063.
- Develop policy guidelines on the design and implementation of Agenda 2063 for use by all national stakeholders.
- Ensure that the Legislature adopts Agenda 2063 as the blueprint for Africa's development in the next 50 years.
- Encourage all private candidates and political parties use Agenda 2063 as the basis for developing their manifestos.
- Create Agenda 2063 non-Governmental Advisory Group based on guidelines to be issued by the ECOSOCC. The Group will be the champions for Agenda 2063 in the Member States and will facilitate social accountability by all stakeholders

#### Funding of Advisory Group

- Make provision or introduce a citizens levy to fund in-country ECOSOCC designated focal group on Agenda 2063

## **B: MONITORING AND EVALUATION**

The policy guidelines in this section cover issues related to the monitoring and evaluation of Agenda 2063 at the continental, regional and national levels.

### **1. General**

- All Member States, the RECs and AU Organs involved in implementation will use the Agenda 2063 results framework as the basis for the M&E of the implementation.
- There will be evaluations at the mid-term of the 5 year period of the 10 year plan and a final evaluation at the end of each 10 year plan.
- To ensure comparability of outcomes Member States and RECs will ensure data harmonization through adherence to guidelines issued at the continental level with respect to indicators and their measurement, methodology for data collection and analysis. In addition member states will ensure that their results matrix link process indicators to outcome/impact indicators.

### **2. Continental Level**

#### AU Organs

- AUC: shall be the body responsible for the issuing of continental guidelines on the results framework on Agenda 2063, including the goals, targets, indicators and their measurement, methodology for data collection and analysis to the RECs/Member States.
- AUC shall coordinate/ facilitate the integration of monitoring and evaluation reports from the RECs and publish the Annual Agenda 2063 Monitoring and Evaluation Report.
- PAP: shall prepare annual monitoring report on the performance of African Legislatures on enactment of laws / regulations for the implementation of Agenda 2063 and associated oversight responsibilities.
- ECOSOCC: shall through the reports of National Advisory Groups on Agenda 2063, prepare a continental monitoring and evaluation report from the perspective of the African social pressure groups.

#### United Nations Economic Commission for Africa

In consultation with the AUC and the RECs

- Shall monitor the economic transformation of Member States on Agenda 2063.
- Shall conduct / facilitate periodic socio-economic and governance surveys to assess continent wide impact of Agenda 2063 implementation.

#### The African Development Bank

- Shall prepare a bi-annual report on the performance of fiscal sources and African capital markets in funding Agenda 2063 at the national, regional and continental levels.

#### Association of African Director General's of Statistics

- Harmonized indicators, definitions, measurement and verification processes will be developed for all the targets under Agenda 2063 by the Association through the current continental programme on Harmonization of Statistics.
- The association will review the harmonised framework after every mid and end term evaluation of Agenda 2063 at their national level.

### **3. Regional Level**

Each REC shall:

- Designate a focal point within its structures to be responsible for the coordination / facilitation of the M&E of implementation of Agenda 2063 by Member States and Regional Agenda 2063 Programmes.
- Issue Regional specific Agenda 2063 monitoring and evaluation guidelines to member states.
- Organize annual forum for Member States to review regional monitoring and evaluation performance on Agenda 2063.
- Provide the framework for harmonization of statistics for the monitoring and evaluation of Agenda 2063 at the member state level.
- Facilitate / coordinate the assessment of national capacities for the monitoring and evaluation of Agenda 2063.
- Facilitate / coordinate the preparation of an integrated regional M&E report on the implementation of Agenda 2063 by Member States and regional programmes

#### **4 National Level**

Each member state shall:

- Utilize the appropriate existing structure for the facilitation / coordination of annual monitoring and of the mid-term and end of ten year evaluation of Agenda 2063 implementation. Furthermore, use its national monitoring and evaluation systems – structures for monitoring and evaluation, methodologies, systems and processes, rules and regulations, forms and formats and monitoring and evaluation tools. The monitoring and evaluation tools used by the member state should have both quantitative and qualitative dimensions.
- Integrate the results framework and the monitoring and evaluation systems of Agenda 2063 and the SDGs.
- Designate a specific entity for the facilitation / coordination of the mid-term and end of ten year evaluation of Agenda 2063 implementation.
- Use its national monitoring and evaluation systems – structures for monitoring and evaluation, methodologies, systems and processes, rules and regulations, forms and formats and monitoring and evaluation tools. The monitoring and evaluation tools used by the member state should have both quantitative and qualitative dimensions.
- Integrate the results framework and the monitoring and evaluation systems of Agenda 2063 and the SDGs.
- Develop policy guidelines on the monitoring and evaluation of Agenda 2063 for use by all national stakeholders
- Prepare mid-term and end of 10 year evaluation reports on the implementation of Agenda 2063. These reports to be submitted to the RECs will be due no later than 6 months of the indicated milestone.
- Submit itself to a five year Peer Review Mechanism to assess the progress being made with respect to the implementation of Agenda 2063.
- Prepare annual monitoring reports on Agenda 2063 and present to the national legislative organ.
- Create Agenda 2063 non-Governmental Advisory Group based on guidelines to be issued by the ECOSOCC. The Group will be the champions for Agenda 2063 in the Member States and will facilitate social accountability by all stakeholders.

## ANNEX 2: FIRST TEN YEAR PLAN IMPLEMENTATION TIME LINES

KEY ACTIVITIES		ENTITY RESPONSIBLE	YEAR																
			1				2		3		4		5		6	7	8	9	10
INCEPTION			Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H					
<b>Continental Level</b>																			
1	Inaugural Meeting of Ministerial Committee on Agenda 2063	AUC																	
2	Creation/installation of the Technical Coordinating Unit on Agenda 2063	AUC																	
3	Development of Operational Manuals	Technical Coordinating Unit																	
4	Development of Agenda 2063 sample planning/ implementation manuals	UNECA/IDEP																	
5	AU Organs / RECS Consultations	Technical Coordinating Unit																	
6	Setting Up Stakeholder Platforms	AUC																	
7	Implementation of Capacity Development Plan																		
<b>Regional Level</b>																			
1	Creation/ installation of focal point for Agenda 2963	REC																	
2	REC/ Member States Consultations on Agenda 2063 Implementation	REC																	
3	Preparation of Regional Guidelines on implementation of Agenda 2063 by MS	REC																	
4	Implementation of Capacity Development Plans	REC																	
<b>Member State Level</b>																			
1	Creation of National focal points for Agenda 2063	Government																	
2	Creation of National Advisory Group	ECOSOCC/ Government																	
3	Adoption of Agenda 2063 by National Legislatures as Framework for Development	PAP / Legislature																	







KEY ACTIVITIES		ENTITY RESPONSIBLE	YEAR																	
3	Monitoring / stakeholder consultations on progress of Agenda 2063	National Planning Authority / National Advisory Groups																		
4	Midterm / end term evaluation of Agenda 2063 integrated national plans	National Planning Authority																		

### ANNEX 3: AGENDA 2063 AND THE SUSTAINABLE DEVELOPMENT GOALS: COMMONALITY PROFILE

Agenda 2063			UN Sustainable Development Goals
	Goals	Priority Areas	
1.	A high standard of living, quality of life and well-being for all citizens.	<ul style="list-style-type: none"> <li>• Incomes, jobs and decent work</li> <li>• Poverty, inequality and hunger</li> <li>• Social security and protection, including persons with disabilities</li> <li>• Modern, affordable and liveable habitats and quality basic services</li> </ul>	1. End poverty in all its forms everywhere in the world 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture. 8. Promote sustained, inclusive and sustainable Economic growth, full and productive employment and decent work for all. Make cities and human settlements inclusive, safe, resilient and sustainable. 11.
2.	Well educated citizens and skills revolution underpinned by science, technology and innovation.	<ul style="list-style-type: none"> <li>• Education and science, technology and innovation (STI) driven skills revolution</li> </ul>	4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
3.	Healthy and well-nourished citizens.	<ul style="list-style-type: none"> <li>• Health and nutrition</li> </ul>	3. Ensure healthy lives and promote well-being for all at all ages.
4.	Transformed economies.	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• STI driven manufacturing, industrialization and value addition</li> <li>• Economic diversification and resilience</li> </ul>	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. 9.
5.	Modern agriculture for increased productivity and production.	<ul style="list-style-type: none"> <li>• Agricultural productivity and production</li> </ul>	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
6.	Blue/ocean economy for accelerated economic growth.	<ul style="list-style-type: none"> <li>• Marine resources and energy</li> </ul>	14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

		<ul style="list-style-type: none"> <li>• Port operations and marine transport</li> </ul>		
7.	Environmentally sustainable and climate resilient economies and communities.	<ul style="list-style-type: none"> <li>• Bio-diversity, conservation and Sustainable natural resource management.</li> <li>• Water security</li> <li>• Climate resilience and natural disasters preparedness</li> <li>• Renewable Energy</li> </ul>	6.	Ensure availability and sustainable management of water and sanitation for all.
			7.	Ensure access to affordable, reliable, sustainable and modern energy for all.
			13.	Take urgent action to combat climate change and its impacts. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
			15.	
8.	A United Africa (Federal or Confederate).	<ul style="list-style-type: none"> <li>• Frameworks and institutions for a United Africa</li> </ul>		
9.	Continental financial and monetary institutions established and functional.	<ul style="list-style-type: none"> <li>• Financial and monetary institutions</li> </ul>		
10.	World class infrastructure criss – crosses Africa.	<ul style="list-style-type: none"> <li>• Communications and infrastructure connectivity.</li> </ul>	9.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
11.	Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.	<ul style="list-style-type: none"> <li>• Democracy and good governance</li> <li>• Human rights, justice and the rule of law</li> </ul>	16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
12.	Capable institutions and transformative leadership in place.	<ul style="list-style-type: none"> <li>• Institutions and leadership</li> <li>• Participatory development and local governance.</li> </ul>	16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
13.	Peace, security and stability is preserved.	<ul style="list-style-type: none"> <li>• Maintenance and preservation of peace and security</li> </ul>	16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

14.	A stable and peaceful Africa.	<ul style="list-style-type: none"> <li>• Institutional structure for AU instruments on peace and security</li> <li>• Defence, security and peace</li> </ul>		
15.	A fully functional and operational APSA	<ul style="list-style-type: none"> <li>• Fully operational and functional APSA all pillars</li> </ul>		
16.	African cultural renaissance is pre-eminent.	<ul style="list-style-type: none"> <li>• Values and ideals of Pan Africanism</li> <li>• Cultural values and African Renaissance</li> <li>• Cultural heritage, creative arts and businesses</li> </ul>		
17.	Full gender equality in all spheres of life.	<ul style="list-style-type: none"> <li>• Women and girls empowerment</li> <li>• Violence and discrimination against women and girls</li> </ul>	5.	Achieve gender equality and empower all women and girls.
18.	Engaged and empowered youth and children.	<ul style="list-style-type: none"> <li>• Youth empowerment and children's rights</li> </ul>	4. 5.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Achieve gender equality and empower all women and girls.
19.	Africa as a major partner in global affairs and peaceful co-existence.	<ul style="list-style-type: none"> <li>• Africa's place in global affairs</li> <li>• Partnerships</li> </ul>	17.	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
20.	Africa takes full responsibility for financing her development Goals.	<ul style="list-style-type: none"> <li>• African capital markets</li> <li>• Fiscal systems and public sector revenue</li> <li>• Development assistance</li> </ul>	10. 17.	Reduce inequality within and among countries. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

## **ANNEX 4: FAST TRACK PROGRAMMES AND INITIATIVES**

### Background

The Bahir Dar Ministerial Retreat of the Executive Council, 24 - 26 January 2014, deliberated on the Agenda 2063 Framework and agreed on actions to strengthen the sustainable management of African resources and accelerate industrialization and agricultural transformation and development. Specifically, it agreed to provide the big push and propel growth and transformation through fast tracking the implementation of programmes identified by Agenda 2063 as having strong backward, forward and lateral linkages to the economy. At the Malabo AU Summit, June 2014, the Executive Council mandated the AU Commission to continue to explore and prepare concrete actions in the implementation of these fast track programmes and initiatives.

The Ministerial Retreat mandated the AU Commission, in collaboration with the NEPAD PCO, AfDB and UNECA to undertake an assessment study and develop the programme. The XXII<sup>th</sup> June 2014 AU Summit in Malabo, Equatorial Guinea, took the decision EX.CL/Dec.821 (XXV) requesting “the Commission to continue to explore and prepare concrete actions in the implementation of priority programmes and projects identified in Agenda 2063, listed above as well as capitalization of opportunities in the aviation sector within the framework of the implementation of the Yamoussoukro Decision on the Unification of African Air Space through dialogue and collaborative effort involving a wide range of stakeholders, and any other integrative initiatives that are in line with the spirit of Agenda 2063.”

### **Integrated High Speed Train Network**

Connecting all African capitals and commercial centres through an African High Speed Train to facilitate movement of goods, factor services and people, reduce transport costs and relieve congestion of current and future systems.

### **An African Virtual and E-University**

Increasing access to tertiary and continuing education in Africa by reaching large numbers of students and professionals in multiple sites simultaneously and developing relevant and high quality Open Distance and eLearning (ODeL) resources to offer the prospective student guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week).

### **Formulation of a commodities strategy**

Enabling African countries add value, extract higher rents from their commodities, integrate into the Global Value chains, and promote vertical and horizontal diversification anchored in value addition and local content development.

### **Establishment of an annual African forum**

This is designed to bring together, once a year, the African political leadership, the private sector, academia and civil society to discuss developments and constraints as well as measures to be taken to realize the Aspirations and goals of Agenda 2063.

### **Establishment of the Continental Free Trade Area by 2017**

To significantly accelerate growth of Intra–Africa trade and use trade more effectively as an engine of growth and sustainable development, through doubling of intra–Africa trade by 2022, strengthen Africa’s common voice and policy space in global trade negotiations and establish the following financial institutions within agreed upon timeframes: African Investment Bank and Pan African Stock Exchange (2016); the African Monetary Fund (2018); and the African Central Bank (2028/34).

### **The African Passport and free movement of people**

Transforming Africa's laws, which remain generally restrictive on movement of people despite political commitments to bring down borders with the view to promoting the issuance of visas by Member States and enhance free movement of African citizens in all African countries by 2018.

### **Implementation of the Grand Inga Dam Project**

The optimal development of the Inga Dam will generate 43,200 MW of power to support current regional power pools and their combined service to transform Africa from traditional to modern sources of energy and ensure access of all Africans to clean and affordable electricity.

### **The Pan-African E-Network**

This involves a wide range of stakeholders and envisages putting in place policies and strategies that will lead to transformative e-applications and services in Africa especially the intra-African broad band terrestrial infrastructure and cyber security thereby making information revolution the basis for service delivery in the bio and nanotechnology industries and ultimately transform Africa into an e-Society.

### **Silencing the guns by 2020**

Ending all wars, civil conflicts, gender based violence and violent conflicts and prevent genocide. Monitor progress through the establishment and operationalization of an African Human Security Index (AHSI).

### **Africa Outer Space Strategy**

This aims to strengthen Africa's use of outer space to bolster its development. Outer space is of critical importance to the development of Africa in all fields: agriculture, disaster management, remote sensing, climate forecast, banking and finance, as well as defence and security. Africa's access to space

technology products is no longer a matter of luxury and there is a need to speed up access to these technologies and products. New developments in satellite technologies make these very accessible to African countries.

### **Establishment of a Single African Air Transport Market**

This flagship project aims at delivering a single African air transport market to facilitate air transportation in Africa.

### **Establishment of the African Continental Financial Institutions**

Establishment of the African Continental Financial Institutions aims at accelerating integration and socio-economic development of the continent, as they are important institutions for the mobilization of resources and management of the financial sector.

## **ANNEX 5: CRITICAL SUCCESS FACTORS, POTENTIAL RISKS AND MITIGATION STRATEGIES**

The Agenda 2063 Framework document spells out the key success factors and the potential risks/risks and mitigation strategies with respect to the implementation of Agenda 2063. This annex outlines these issues within the context of the first 10 year plan as against the 50 year horizon in the technical document.

The critical success factors are: leadership and political commitment, harmonious and predictable working relationships between the AUC and the RECs, the need for capable development states, institutional capacities for implementation, monitoring and evaluation, ensuring participation, inclusion and empowerment of citizens and results orientation.

The risks /threats and mitigation strategies cover conflict, instability and insecurity, failure to harness the demographic dividend, climate risk and natural disasters, external shocks and inadequate resources.

### **1. Critical Success Factors and Strategies to Ensure their Existence**

The presentation below lists some the critical success factors and steps taken to ensure their existence in the implementation of Agenda 2063 /The First Ten Year Plan

#### **Leadership and Political Commitment**

This is a critical success factor that would shape Africa's future and determine the success of Agenda 2063. Transformational leadership will be required in all fields and at all levels: politics, business, industry, academia, religion, chieftaincy, culture, health amongst others.

- Implementation arrangements for Agenda 2063 have identified leadership points at the national, regional and continental levels and assigned roles, responsibilities and accountabilities to each of them. A monitoring and evaluation framework has been proposed to track the performance of each of the leadership points - to ensure compliance to their responsibilities.
- To ensure political commitment Agenda 2063 National Advisory Groups made up of non-state actors facilitated by the ECOSOCC of the AU will provide advocacy, participate and monitor the implementation of Agenda 2063. It is supposed to engage the political leadership at all times with respect to the implementation of Agenda 2063. In addition, the Pan Africa Parliament has been assigned the role of ensuring that all African Legislatures adopt Agenda 2063 as the blue print for Africa's development and also play the advocacy for African Political Parties in the use of Agenda 2063 as the basis for the preparation of their campaign manifestos.
- The first down payment signalling political commitment at the highest level for the implementation / oversight of Agenda 2063 is the creation of Ministerial Committee on Agenda 2063 by the Executive Council of the AU. It is anticipated that the committee will galvanize the political leadership to ensure the successful implementation of Agenda 2063.

#### **Capable Developmental State**

Ability of Member states to domesticate the Ten Year Plan Results Framework into the national planning system is key to the success of the implementation of Agenda 2063. This hinges on Member States having capable professionals, institutions, systems and processes at all levels to manage national development process driven by the Ten Year Plan Results Framework.

- Goal number 12, Priority Areas 1 and 2 (under Aspiration 3) of the Results Framework is devoted to the building of capable development states. Implementation of aspects of the strategies relate to the building of the capacities of public sector institutions in domestication,

monitoring and implementation of Agenda 2063 in particular and national economic / development management in general.

- A capacity assessment and development plan is being prepared for RECs and continental organs which will be involved in the implementation, monitoring and evaluation of the First Ten Year Plan. The next step will be develop a capacity assessment / development plan for member states based on a sample of members states. The implementation of all capacity development plans at the various stakeholder levels will go a long way in building ensuring the timely and effective implementation of the First Ten Year Plan at all levels
- To strengthen the domestication capacity at all levels, an operational manual for the implementation of the first ten year at all levels is to be developed and stakeholders introduced to them. These manuals will enhance speed of compliance and consistency / predictability in the outcomes of the tasks assigned to the various stakeholders

### **Financing and Resource Mobilization**

Sustainable and predictable financing is critical to the success of the implementation of the First Ten Year Plan. In view of this, steps are being taken to ensure that funds are available at the national, regional level and continental level for the implementation of the Plan. The key steps include:

- The development of a comprehensive financing, domestic resource mobilization and partnership strategies which identifies the various areas in the plan which will require incremental / new interventions at the national, regional and continental levels and identification of the potential sources of funding for each intervention area. Part of the strategy is to provide concrete steps to make the required intermediation operational / possible at the three levels of implementation.
- Goal 20, Priority Areas 2 and 3 under aspiration 7 of the first Ten Year Plan sets targets / strategies for Member States to increase the quantum of domestic resources mobilized in real terms and also takes steps to minimize aid dependency and maximize benefits from partnerships.

### **Participation, inclusion and empowerment of Citizens**

Effective participation of all stakeholders in the conception/ design, implementation monitoring and evaluation of Agenda is a critical success factor which will enhance understanding and knowledge of Agenda 2063, ownership, mobilization of resources, individual and collective commitment.

- Agenda 2063 has been prepared through a participatory process. Key groups- the private sector, Think Tanks, Faith Based, the Youth, Women, the Media, the Planners, CSOs, the Diaspora, the RECs have been consulted. Member States are to use their national systems to elicit comments from the Citizenry through a participatory process and submit to the AUC.
- The proposed implementation framework for the ten year plan makes provision for ECOSOCC facilitating in collaboration with members states government setting up and galvanizing non-state actors in the domestication, implementation and monitoring and evaluation of Agenda 2063. In addition, there is to be an annual Continental Stakeholder Platform where stakeholders from all formations of the African Continent including the diaspora will participate in discussions on progress on Agenda 2063 implementation.
- Inclusiveness of all citizens on both the processes and outcomes of Agenda 2063 is at the heart of Aspirations 1, 4 and 6 of the Agenda, where specific targets and strategies are to be put in place to expand productive access and participation in economic opportunities to the poor; provide social protection to the vulnerable, marginalized and the disable and empowerment of women and youth.

- Citizens' engagement and participation are at the heart of the Communication Strategy that has been prepared and is going to be implementing to galvanize the African Citizenry in the form of a call to action.

## **Result Orientation**

- Efforts have been made to ensure that there is paradigm shift towards planning for results at both the national and continental levels. A review of national plans indicates the growing use of Results Framework as the basis for monitoring and evaluation of national plans. To reinforce this, Agenda 2063 has a result framework which member states are expected to domesticate into their national systems.
- The role assigned to National Advisory Groups on Agenda 2063 is to ensure that the Agenda 2063 results framework does not gather dust- but to be used to hold the stakeholders accountable to results.

## **Mutually agreed and legally defined roles between the AUC and the RECs on implementation**

The proposed institutional arrangements for the implementation, monitoring and evaluation of the First Ten Year Plan assign key roles to both the AUC and the RECs. The RECs have been assigned the specific role as the link between the AUC and Member States in implementation, monitoring and evaluation. For that link to work effectively the mandates of the RECs and the AUC not only have to be harmonized, there has to be mutual compliance in set / agreed obligations. Efforts are underway to make sure that this happens.

- A platform already exists whereby the AUC and the RECs meet to agree on policy issues related to Agenda 2063 and others before submissions are made to the Executive Council. To build on this, a Study is to be conducted on the division of labour between the AUC and the RECs with respect to the implementation, monitoring and evaluation of the First Ten Year Plan. When completed, the two parties in the least/interim are expected to sign an MOU as to the respective roles and obligations.
- The creation of the Ministerial Committee on Agenda 2063, who represent the Chairs of RECs go a long way to ensure the AUC and the RECs work harmoniously in the implementation of The First Ten Year Plan. The outcome of the Committee deliberations when adopted by the Summit becomes binding on both the RECs and the AUC. The committee as representative of the Chairs of the RECs and also who through the validation process exercise oversight functions on the AUC with respect to Agenda 2063 will ensure that both work in harmony for the implementation of the First Ten Year Plan.

## **2. Risks, Threats and Mitigation Strategies**

The presentation below lists some the risks/threats that could affect the implementation of the First Ten Plan and some mitigating strategies

### **Conflict, Instability and Insecurity**

Lack of pluralism, poor management of diversities (ethnic and religious in the main), competition over scarce resources and the consequences of poor national economic management are the main causes of conflict on the continent.

- The African Governance Architecture of the Union provides the framework for addressing the issue of pluralism. Aspiration 3, goal 11 priority area (1) Democratic Values and Practices are the Norm provides the vehicle for promoting political pluralism on the Continent. In addition, entrenching the democratic cultures will ensure religious tolerance, whose absence tends to be a source of conflict and insecurity in some member states.
- Agenda 2063 provides frameworks for managing diversities at the national and continental levels. At the national level, Aspiration 4, goal 13, priority area (1) Maintenance and Restoration of Peace and Security requires development of policies and strategies at the national level for the management of ethnicity, exclusiveness and religious fanaticism.

- At the continental level, Agenda 2063 addresses the concerns of island states (blue economy/needs of island states), land locked states (port to capital railway connectivity), and non-natural resource base states (diversification). In addition the results expected in each area have built in flexibility to reflect the fact that member states are at different points of the growth / development trajectory.
- Competition over scarce resources- land, water, and extractive resources amongst other as root causes of conflicts have been addressed through the requirement for the implementation of AU land policy and the African Mineral Vision within the Agenda 2063 Framework. For example, the latter, makes provision for the recognition, integration of artisanal mining - a major source of conflicts is mineral rich states- in the national mining strategy.
- Agenda 2063 itself cannot be implemented if national development management capacities are deficient. Provision has been made as mentioned earlier to ensure the development of capacities under Agenda 2063 to manage the development process and outcomes that are inclusive and transparent.
- Lastly in general, Agenda 2063 recognizes the successful prevention, resolution of conflicts including post-conflict management as key to the attainment of the African Aspirations by 2063. In view of this, three out of the 18 goals address the issues related to peace and security on the continent.

### **Failure to Harness the Demographic Dividend**

In the next 50 years Africa's biggest single asset but also its potential Achilles heel will be its youthful population. The upside risk of the youth population is their contribution to economic growth resulting in increased incomes and employment. The downside risk is the inability to provide gainful employment for them thus creating a potential source of instability.

- Agenda 2063 provides strategies for the avoidance of the downside risk. For example, under aspiration 1, goal 2, priority area (1) Education and STI driven skill revolution- the youth are expected to be provided with free and compulsory secondary education, provision of employable skills in science, technology and innovation at the tertiary and TVET levels.
- To ensure that these skills are employed for the growth of the economy and reduction in youth unemployment (i) aspiration 1, goal 5, priority area 1 as part of the CAADEP framework, requires member states to provide / implement framework for increasing youth employment by 30%, across all the agricultural value chains by 2023 and (ii) under aspiration 6, goal 18, priority area (1) by 2023 at least 15% of all business start-ups emanate from the youth and will be empowered by having enhanced access to capital / finance, market access amongst others, with the objective of reducing 2013 youth unemployment rate by at least 25%.

### **Climate Risks and Natural Disasters**

The Inter-Government panel on Climate Change declared Africa as one of the most vulnerable Continents to climate change and variability against the background of a low adaptive capability.

- To pre-empt the consequence on climate change and variability on Africa- livelihoods based on land, sea/rivers etc. aspiration 1, goal 7, priority area (3) is addressing the issues of climate resilience and natural disasters arising from it. Targets / strategies have been set / are to be put in place to enable farmers, fisher folks and pastoralist to practice climate resilient production systems, reduce emission levels arising from agriculture bio-diversity loss, land use and deforestation.
- An African Climate Fund is to be set up and used to develop / implement intervention strategies at the national level. The Fund is to supplement Africa's share of global funds earmarked for implementing climate smart and resilient policies at the national level.

### **External Shocks**

- African countries have been and will continue to be extremely vulnerable to the vicissitudes of global market forces. Key triggers for such shocks have been falling commodity prices, financial

shocks and the collapse of the economies of Africa's major trading partners, disruptive technologies amongst others. Proposed risk mitigation strategies include:

- Falling Commodity Prices: To minimize external risks due to falling commodity prices, Agenda 2063, aspiration 1, goal 4 is devoted to the transformation of African economies through value addition to agricultural products and extractive commodities - to create jobs and minimize the impact of commodity price fluctuations on African economies. The goal also makes provision for economic diversification of member states - with the objective of minimizing the impact of external economic shocks on incomes, output and employment.
- External Financial Shocks: Financial shocks emanating from, for example, failure of financial institutions in the western world, could create havoc for African economies through reductions in foreign direct investment, private equity capital flight and its consequent effect on exchange rates. Agenda 2063 attempts to address this threat by reducing the reliance on aid / foreign capital inflows in financing the continent's development. National, regional and continental stock exchanges are being envisaged, an African Investment Bank, Africa Credit Guarantee Agency, African Remittances Institute, Africa50 Fund and an Africa Monetary Union are to be created to minimize Africa's dependence on the global financial system. A Resource Mobilization Strategy for Agenda 2063 has been prepared and is to address in practical terms how Africa will finance her development from her own resources in the longer term
- Disruptive Technologies: Africa's key risk / threat in the area of disruptive technology is the making of her natural resources commodities as an input into the global production process less relevant as a result of advances in material science and bio-technology. Fortunately for Africa, it has the opportunity and the right to stay on the old technology to manufacture products for the African market emanating from integration while it builds her capacity through investments in science, technology and innovation / research and development to be nimble and adaptive in a disruptive technological environment. For example in the area of oil, Africa still has the responsibility to provide power to homes, factories and offices; provide petrol to the growing middle class that will be owning their own cars. Africa can therefore in the medium term not be bothered by a declining demand for her oil by the rest of the world as a result of a replacement of oil through a disruptive technology.

## ANNEX 6: AGENDA 2063 FIRST TEN YEAR PLAN: FUNDING NEEDS AND RELATED POTENTIAL SOURCES OF FUNDING – NATIONAL

Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development		
	NATIONAL	
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 1: A High Standard of Living, Quality of Life and Well Being for All	Interventions in goals 2-6 will determine the attainment of goal 1. There are few interventions that are addressed under this goal below which relevant , are not captured by interventions in goals 2-6	
	Increased investment in agriculture along with pro-poor programs to reduce hunger and poverty	<ul style="list-style-type: none"> <li>Government investment budget allocation to the minimum CAADP framework threshold of 10% of national budget</li> <li>Microfinance operations to be funded through the up-scaling (enhanced capitalization) of <u>MFI</u>s and <u>DFI</u>s to be combined with the capacitation of MFIs in governance, management and operations areas.</li> <li>Commercial finance to be funded by <u>commercial banks</u>, <u>DFIs</u>, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as credit insurance agencies.</li> <li>FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>PPP with negotiated local content development target and local private sector participation</li> <li>Africa50 Fund that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> <li>Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u> or <u>direct participation</u> in a project</li> </ul>
	Cash transfer/assistance to socially disadvantaged and vulnerable (including those with disabilities)	<ul style="list-style-type: none"> <li>Government recurrent expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>National solidarity fund raised through <u>crowd funding</u> for social causes</li> <li>National lottery organized periodically for social causes</li> </ul>
	Increased investment in urban settlements (namely to promote social housing and reduce slums, to promote access to sustainable urban transport system water, electricity, internet connectivity etc.)	<ul style="list-style-type: none"> <li>Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>National solidarity fund raised through <u>crowd funding</u> for social causes</li> <li>Commercial/concessional finance to be funded by <u>housing/mortgage banks</u>, <u>DFIs</u>, <u>housing finance bonds</u></li> <li>Private promoters</li> <li>FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>PPP with local content development target and local private sector participation</li> <li>Africa50 Fund that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African</u></li> </ul>

		<ul style="list-style-type: none"> <li><u>institutional investors</u></li> <li>Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u> or <u>direct participation</u> in a project</li> </ul>
Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation	Increased investment in early childhood education and free and compulsory secondary education with emphasis on STEM	<ul style="list-style-type: none"> <li>Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u><sup>3</sup></li> <li>Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u></li> <li>Private promoters</li> <li>Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter</li> <li>Africa50 Fund (social infrastructure window) that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>
	Increased investment in tertiary education with emphasis on TVET and STEM to absorb graduates from secondary schools and to support the STI-driven skills revolution	<ul style="list-style-type: none"> <li>Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u></li> <li>Private promoters</li> <li>PPP with negotiated local content development target and local private sector participation</li> <li>Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter</li> <li>Africa50 Fund (social infrastructure window) that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>
Goal 3: Healthy and well-nourished citizens	Increased investment in health and nutrition programs: (i) to promote universal access to quality health care (ii) reduction in deaths from HIV/AIDS, maternal and under five child mortality, and (ii) to eliminate all forms of malnutrition	<ul style="list-style-type: none"> <li>Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>National health insurance schemes:</li> <li>Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u></li> <li>Private promoters</li> <li>Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter</li> <li>Africa50 Fund (social infrastructure window) that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>

<sup>3</sup> Increased taxes – the source, which should be Member State specific will be identified during implementation

<p>Goal 4: Transformed economies and jobs</p>	<p>Increased financial access to indigenous SMMEs, accelerated labour intensive value added manufacturing with linkages to regional and global value chains and creation of indigenous value added extractive industries; increased access to working capital and trade finance for growth in intra-African trade</p>	<ul style="list-style-type: none"> <li>• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>• Microfinance operations to be funded through the up-scaling (enhanced capitalization) of <u>MFI</u>s and <u>DFI</u>s to be combined with the capacitation of MFIs in governance, management and operations.</li> <li>• Commercial finance to be funded by <u>commercial banks</u>, <u>DFIs</u>, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, <u>African Credit Guarantee Agency (ACGA)</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, <u>national/regional stock exchanges</u>, <u>national/regional bonds</u></li> <li>• Trade finance in support of intra-African trade to be funded by <u>commercial banks</u>, <u>Afreximbank</u>, proposed African Credit Guarantee Agency (ACGA); <u>African Trade Insurance (ATI) Corporation</u>, the planned <u>ECOWAS Investment Guarantee Agency</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, AfDB and DFI' trade finance lines of credit</li> <li>• FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>• PPP with local content development target and local private sector participation</li> <li>• Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u>, <u>other forms of securitizations</u> or <u>direct participation</u> in a project</li> <li>• Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>
	<p>Increased financial access to firms – new and existing in the areas of creative arts (film, drama, couture, metal based smithing etc.), financial, hospitality and tourism sectors, e-industries and businesses, and investment in STI driven research and development</p>	<ul style="list-style-type: none"> <li>• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> Microfinance operations to be funded through the up-scaling (enhanced capitalization) of <u>MFI</u>s and <u>DFI</u>s to be combined with the capacitation of MFIs in governance, management and operations.</li> <li>• Commercial finance to be funded by <u>commercial banks</u>, <u>DFIs</u>, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, <u>African Credit Guarantee Agency (ACGA)</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, and <u>national/regional stock exchanges</u>, <u>national/regional bonds</u></li> <li>• Trade finance in support of intra-African trade to be funded by <u>commercial banks</u>, <u>Afreximbank</u>, <u>African Trade Insurance (ATI) Corporation</u>, the planned <u>ECOWAS Investment Guarantee Agency</u>, AfDB and DFI' trade finance lines of credit), North Africa-linked <u>Inter Arab Investment Guarantee Corporation</u></li> </ul>

		<p>(IAIGC) and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>. In particular, the up-scaling, through enhanced capitalization of ATI, ECOWAS IGA, AFREXIMBANK should be considered to enhance their operating capacity.</p> <ul style="list-style-type: none"> <li>• FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>• PPP with local content development target and local private sector participation</li> <li>• Diaspora fund intermediated via <u>bonds, mutual funds, other forms of securitization</u> or <u>direct participation</u> in a project</li> <li>• Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage <u>African pension funds, African sovereign wealth funds, African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>
<p>Goal 5: Modern agriculture and blue economy for increased production and productivity</p>	<p>Increased investment in the agriculture sector to accelerate growth of the sector; reduce post-harvest losses and create youth agro-businesses across all agricultural value chains</p> <p>Increased investment in fisheries including creation of fisheries business across all value chains; tourism; indigenous owned shipping and freight services and modernization of port facilities and management.</p>	<ul style="list-style-type: none"> <li>• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> to ensure that 10% of all public finding goes to agriculture</li> <li>• Microfinance operations to be funded through the up-scaling (enhanced capitalization) of <u>MFI</u>s and <u>DFI</u>s to be combined with the capacitation of MFI in governance, management and operations.</li> <li>• Commercial finance to be funded by <u>commercial banks, DFI</u>s, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, and <u>national/regional stock exchanges, national/regional bonds</u></li> <li>• Trade finance in support of intra-African trade to be funded by <u>commercial banks, Afreximbank, African Trade Insurance (ATI) Corporation</u>, the planned <u>ECOWAS Investment Guarantee Agency</u>, AfDB and DFI' trade finance lines of credit), North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>. In particular, the up-scaling, through enhanced capitalization of ATI, ECOWAS IGA, AFREXIMBANK should be considered to enhance their operating capacity.</li> <li>• FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>• PPP with local content development target and local private sector participation</li> <li>• Diaspora fund intermediated via <u>bonds, mutual funds, other forms of securitization</u> or <u>direct participation</u> in a project</li> <li>• Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage <u>African pension funds, African sovereign wealth funds, African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>

<p>Goal 6: Environmentally sustainable and climate resilient economies and communities</p>	<p>Increased investment in (i) the preservation of terrestrial, inland water coastal and marine areas (ii) water demand satisfaction and productivity (iii) climate resilient production systems for farmers, fisher folks and pastoralist (iv) carbon emission reductions and (v) systems to reduce property loss from man-made disasters</p>	<ul style="list-style-type: none"> <li>• Government investment budget through <u>reallocation of budget</u> and <u>pollution taxes</u></li> <li>• Philanthropic funding to be mobilized through means such as crowd-funding targeting sustainability conscious African institutions and citizens</li> <li>• FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>• PPP with local content development target and local private sector participation</li> <li>• Carbon credits accruing from national <u>projects that reduce carbon emission</u>, namely <u>renewable energy and/or re-forestation projects</u></li> </ul>
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<b>Aspiration 2 : An integrated continent, politically united on the ideals of pan-Africanism and the vision of Africa’s Renaissance</b>		
	NATIONAL	
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
<p>Goal 7: United Africa (Federal or Confederate)</p>	<p>Intra African trade is promoted here but investments / trade financing required for it to happen have been addressed under goals 4 and 5</p>	
<p>Goal 8: World class infrastructure crisscrosses Africa</p>	<p>Increased access to funds are required for (i) national level preparation for the African High Speed Train Network (ii) execution of national responsibility under the Trans Africa Highway Missing Link (iii) increased electricity generation and (iv) increased internet and broadband penetration</p>	<ul style="list-style-type: none"> <li>• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>• Commercial finance to be funded by <u>commercial banks, DFIs, African-owned private equity and venture capital funds and risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe, African Credit Guarantee Agency (ACGA), North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), national/regional stock exchanges, national/regional bonds</u></li> <li>• Equity participation: floatation of shares on local and regional stock exchanges by firms.</li> <li>• Trade finance in support of intra-African trade to be funded by <u>commercial banks, Afreximbank, African Trade Insurance (ATI) Corporation, the planned ECOWAS Investment Guarantee Agency, North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), AfDB and DFI' trade finance lines of credit</u></li> <li>• FDI with built-in technology and knowhow transfer and local content development target through local SMME participation</li> <li>• PPP with local content development target and local private sector participation</li> </ul>

		<ul style="list-style-type: none"> <li>• Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u>, <u>other forms of securitizations</u> or <u>direct participation</u> in a project</li> <li>• Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage <u>African pension funds</u>, <u>African sovereign wealth funds</u>, <u>African central banks' foreign reserves</u> and other <u>African institutional investors</u></li> </ul>
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**Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and rule of law**

NATIONAL		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 9:	Interventions under this goal will not require increases investments. They are in the most implementation of processes and systems which can be integrated into on-going initiative.	
Goal 10: Capable institutions and transformative leadership in place at all levels	Increased resources are required for building the human, technological and systems/process capacities of public sector institutions in development management.	<ul style="list-style-type: none"> <li>• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>• Illicit capital flows claimed through enhanced governance and surveillance</li> <li>• Fee for service (e.g. the judiciary)</li> </ul>

**Aspiration 4 :Peaceful and Secure Africa**

Goal 11: Peace, security and stability is preserved	Member states existing security systems/human capacities are used and when called for continental / global duties it is paid for externally. The cost here to member states is the contribution to the peace and security fund which emanates from their contributions to the AU
Goal 12: A stable and peaceful Africa	
Goal 13: A fully functional and operational APSA	

**Aspiration 5 : Africa with a strong cultural identity, common heritage, values and ethics**

NATIONAL		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 14: African Cultural Renaissance is preeminent	Increased access to funds for the creative arts businesses is covered under goal 5	

<b>Aspiration 6 : An Africa whose development is people-driven, especially relying on the potential offered by its youth and women</b>		
NATIONAL		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 15: Full gender equality in all spheres of life	Support program toward women entrepreneurship and women-owned businesses	<ul style="list-style-type: none"> <li>Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>Microfinance operations to be funded through the up-scaling (enhanced capitalization) of MFIs and DFIs to be combined with the capacitation of MFIs in governance, management and operations.</li> <li>Commercial finance to be funded by <u>commercial banks</u>, <u>DFIs</u>, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, <u>national/regional stock exchanges</u>, <u>national/regional bonds</u></li> <li>Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u>, <u>other forms of securitizations</u> or <u>direct participation</u> in a project</li> </ul>
Goal 16: Engaged and empowered youth and children	Increased in investments for the creation of youth businesses ( the provision of TVET / employable skills for youth is covered under goal 2)	<ul style="list-style-type: none"> <li>Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u></li> <li>Microfinance operations to be funded through the up-scaling (enhanced capitalization) of MFIs and DFIs to be combined with the capacitation of MFIs in governance, management and operations.</li> <li>Commercial finance to be funded by <u>commercial banks</u>, <u>DFIs</u>, <u>African-owned private equity and venture capital funds</u> and <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u> as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>, <u>national/regional stock exchanges</u>, <u>national/regional bonds</u></li> <li>Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u>, <u>other forms of securitizations</u> or <u>direct participation</u> in a project</li> </ul>
<b>Aspiration 7 : An Africa as a strong and influential global player and partner</b>		
Goal 17: Africa as a major partner in global affairs and peaceful existence	There is no incremental investment required in this area.	
Goal 18: Africa takes full responsibility for financing its development	Establishment of national stock exchanges	<ul style="list-style-type: none"> <li>Private promoters</li> <li>PPP with local content development target and local private sector participation</li> </ul>

**MATRIX OF AGENDA 2063 FUNDING NEEDS AND RELATED SOURCES OF FUNDING – REGIONAL AND CONTINENTAL**

<b>Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development</b>		
	<b>REGIONAL/CONTINENTAL</b>	
	<b>USES OF FUNDS</b>	<b>POTENTIAL SOURCES OF FUNDS</b>
Goal 1: A High Standard of Living, Quality of Life and Well Being for All	Establishment of Regional Institute for Research and Practice of Urban Management by 2030	<ul style="list-style-type: none"> <li>AUC operational budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>Fee for services</li> </ul>
Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation	Establishment of African Education Accreditation Agency by 2025	<ul style="list-style-type: none"> <li>AUC operational budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>Fee for services</li> <li>Annual levies on national accredited institutions</li> </ul>
	Building of an African Virtual University by 2023	<ul style="list-style-type: none"> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level</u></li> <li>Fee for services</li> </ul>
	Consolidation of African University by 2020	NA
Goal 3: Healthy and well-nourished citizens	Establishment of African Centre for Disease Control by 2025	<ul style="list-style-type: none"> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>-Fee for services</li> </ul>
Goal 4: Transformed economies and Jobs	Establishment of Centre for African Mineral Development by 2025	<ul style="list-style-type: none"> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>-Crowd funding targeting African mining companies</li> <li>Fee for services</li> </ul>
	Establishment of two (2) Regional Commodity Exchanges by 2025 and Continental	<ul style="list-style-type: none"> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u> <ul style="list-style-type: none"> <li>Private sector promoters</li> </ul> </li> <li>- Fee for services</li> </ul>
Goal 5: Modern agriculture for increased productivity and	Establishment of African Centre for Blue Economy by 2025	<ul style="list-style-type: none"> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent</u></li> </ul>

production		<ul style="list-style-type: none"> <li><u>member states contribution</u></li> <li>Fee for services</li> <li>PPP with local content development target and local private sector participation</li> </ul>
Goal 6: Blue / Ocean Economy		<ul style="list-style-type: none"> <li></li> </ul>
Goal 7: Environmentally sustainable and climate resilient economies and communities	Establishment of an African Climate Fund by 2025	<ul style="list-style-type: none"> <li>AU through an <u>AU levy on member states carbon credits</u>; namely through implemented carbon emission/climate change mitigation projects</li> <li>AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>PPP with local content development target and local private sector participation</li> </ul>

<b>Aspiration 2: An integrated continent, politically united on the ideals of pan-Africanism and the vision of Africa's Renaissance</b>		
REGIONAL / CONTINENTAL		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 8: United Africa (Federal or Confederate)	NA	
Goal 9: World class infrastructure criss-crosses Africa	Implementation of Inga Hydro-power Dam Project as a central component of the Integrated Continental Power Pool by 2035	<ul style="list-style-type: none"> <li>Commercial finance to be funded primarily by up-scaled regional <u>DFIs</u>, up-scaled <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u>, African Trade Insurance Corporation (ATI), as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)</u>; Proposed African Investment Bank</li> <li>PPP with local content development target and local private sector participation</li> <li>-Diaspora bonds</li> <li>Regional infrastructure bond issues</li> <li>-Regional stock exchange issues</li> </ul>
	Completion of Africa's High Speed Train Network by 2050	<ul style="list-style-type: none"> <li>Commercial finance to be funded primarily by up-scaled regional <u>DFIs</u>, up-scaled <u>risk-sharing and guarantee facilities</u> such as the planned <u>African Credit Guarantee Agency (ACGA)</u>, African Trade Insurance Corporation (ATI), as well as <u>credit insurance agencies</u> and regional insurance/reinsurance agencies such as <u>AfricaRe</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation (IAIGC)</u> and <u>Islamic Corporation</u></li> </ul>

		<ul style="list-style-type: none"> <li>for the Insurance of Investment and Export Credit (ICIEC)</li> <li>• PPP with local content development target and local private sector participation</li> <li>• Diaspora bonds</li> <li>• -Regional infrastructure bond issues</li> <li>• -Regional stock exchange issues</li> </ul>
Goal 10 : Monetary and Financial Institutions		<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Aspiration 3 : An Africa of good governance, democracy, respect for human rights, justice and rule of law</b>		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	NA	N/A
Goal 12: Capable institutions and transformative leadership in place at all levels	Capacity upgrading programs for RECs, AUC and all AU organs around: (i) performance-based program and project management, (ii) regional and continental program design and management (iii) strategic partnership management.	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> </ul>
<b>Aspiration 4 : Peaceful and Secure Africa</b>		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 13: Peace, security and stability is preserved	Interventions of the African Standby Force and Post-conflict management	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>• African solidarity fund mobilized through crowd-funding</li> </ul>
Goal 14: A stable and peaceful Africa	NA	N/A
Goal 15: A fully functional and operational APSA	NA	N/A
<b>Aspiration 5 : Africa with a strong cultural identity, common heritage, values and ethics</b>		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 16: African	Organization of the Pan Africa Cultural Festivals (music, dance,	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private</u></li> </ul>

Cultural Renaissance is preeminent	film, couture/fashion, etc.) from 2020 biannually	<u>sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u> <ul style="list-style-type: none"> <li>• Private sector sponsorship</li> <li>• Private promoters</li> <li>• Fees for services</li> </ul>
	Completion of the Encyclopaedia Africana by 2018	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>• Crowd funding targeting African Diaspora</li> </ul>
	Pan African Secretariat established in Dakar by 2030	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>• Crowd funding targeting African Diaspora</li> </ul>

<b>Aspiration 6: An Africa whose development is people-driven, especially relying on the potential offered by its youth and women</b>		
	<b>USES OF FUNDS</b>	<b>POTENTIAL SOURCES OF FUNDS</b>
Goal 17: Full gender equality in all spheres of life	Establishment of African Women Fund by 2017	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>• Crowd funding targeting the general public</li> </ul>
Goal 18: Engaged and empowered youth and children	NA	
<b>Aspiration 7 : An Africa as a strong and influential global player and partner</b>		
	<b>USES OF FUNDS</b>	<b>POTENTIAL SOURCES OF FUNDS</b>
Goal 19: Africa as a major partner in global affairs and peaceful existence	Establishment of African Global Partnership Platform and operationalization by 2017	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> <li>• -Private sector sponsorship</li> <li>• Fee for services</li> <li>• Participation fee for targeted group</li> <li>• Private promoters</li> </ul>
Goal 20: Africa takes full responsibility for financing its development	Operationalization of the Africa Remittance Institute by 2020	<ul style="list-style-type: none"> <li>• AUC operational/program budget funded through <u>levies on African private sector firms</u> as suggested by the report of the <u>Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF)</u> or <u>equivalent member states contribution</u></li> </ul>

		<ul style="list-style-type: none"> <li>• Private sector sponsorship</li> <li>• Fee for services</li> <li>• Participation fee for targeted group</li> <li>• Private promoters</li> </ul>
	Establishment and operationalization of the African Credit Guarantee Facility by 2025	<ul style="list-style-type: none"> <li>• African member states</li> <li>• African institutional investors (central banks, banks, DFIs, pensions funds, insurance companies)</li> </ul>
	Establishment of Africa Investment Bank established by 2020	<ul style="list-style-type: none"> <li>• African member states</li> <li>• African institutional investors (central banks, banks, DFIs, pension's funds, insurance, etc.)</li> </ul>