THE AFRICAN

UNION COMMISSION

AGENDA 2063

The Africa We Want

FIRST TEN-YEAR IMPLEMENTATION PLAN
2013-2023

September   2015

ABBREVIATIONS AND ACRONYMS

AAIN	Africa Angel Investors Network
AAQS	Ambient Air Quality Standards
ADEPI	Autorite' de Develppement et de Promotion du site d'Inga
ACBE	African Center for Blue Economy
ACDC	Africa Center 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
AHSTN	African High Speed Train Network
AIDA	Accelerated Industrial Development for Africa
AMCEN	African Ministerial Conference on the Environment
AMDC	African Minerals Development Center
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 Defense Pact
ARV	Anti Retroviral
ASF	African Stand-by Force
ASIC	African Scientific and Innovation Council
BIAT	Boosting Intra African Trade
CAADP	Comprehensive African Agricultural Development Programme
CADSP	Common African Defense and Security Policy
CFTA	Continental Free Trade Areas
CEDAW	Convention on Elimination of Discrimination Against Women
CEN-SAD	Community of Sahel Saharan States
COMESA	Common Market for Eastern and Southern Africa
DFI	Development Finance Institution
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOSOCC	Economic Social and Cultural Commission
ECOWAS	Economic Community of West African States
EEZs	Exclusive Economic Zones
EMIS	Education Management Information System
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
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
IDEP	Institute for Development Planning
IGAD	Inter Governmental Authority on Development
ILO	International Labour Organization
IWRI	International Water Resources Institute
JV	Joint Venture
LIMIS	Labor Market Information System
MDGS	Millennium Development Goals
MFI	Micro Finance Institution
NCA	NEPAD Coordinating Agency
NAIPs	National Agricultural Investment Programmes
NEPAD	New Partnership for Africa's Development
OVP	Orphaned and Vulnerable Children
OGM	
PAP	Pan African Parliament
CPCRD	Center for Post Conflict Reconstruction
PIDA	Programme for Infrastructural Development in Africa
PSC	Public Services Commission
SADC	Southern African Development Community
SDI	Solemn Declaration Index
SHaSA	Strategy for Harmonization of Statistics in Africa
SMART	Simple Measurable Achievable Relevant and Timely
SMMES	Small Medium and Micro Enterprises
STC	Specialized Technical Committee
STI	Science Technology and Innovation
STISA	Science Technology and Innovation Strategy for Africa
RADS	
R&D	Research and Development
RECS	Regional Economic Communities
RMS	Resource Mobilization Strategy
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
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 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 necessitated 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 was to assist African governments, Non-Governmental Organizations, regional institutions, research organizations etc in addressing the whole 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 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 etc
African Minerals Development Center	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 ECA/AUC/ 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 down stream (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 a 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 Governments of the African Union
Assembly Decision	Regulations, directives, declarations, resolutions, opinions, etc that are adopted by the AU Assembly of Heads of States and Government and the Executive

TERM/NAME	DEFINITION/EXPLANATION
	Council during their meetings.
AU Policy Organs	The policy organs in order of hierarchy are the Summit (Head of States and Governments) , 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 and managed by its own Citizens and representing a dynamic force in the world
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
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 about to be created. The seven priority action areas area policies covering the following areas: trade, trade facilitation, production capacity, trade related infrastructure, trade finance, trade information and factor market integration.
Africa's Blue Economy	It is constituted by all economic activities that emanate from Africa's oceans, seas / sea beds, lakes, rivers ect. Example of blue economy activities include: fishing, marine/late transport/shipping, seabed mining, marine tourism , generation of tidal energy etc.
Creative Arts Industry	Economic activities I 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 exports.
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 9 of 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
Gini Co-effcient	It measures the extent to which the distribution of income or consumption expenditure among individuals or households within an economy deviates from 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.
Linguistic Atlas for Africa	An atlas that shows the spatial distribution of African languages on the continent
Neo-natal deaths	They are deaths that occur during the first 28 days of life
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
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

TERM/NAME	DEFINITION/EXPLANATION
	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.
Ship Call Time	Also called ship turn around time – it is the sum of the time a ship goes through the following events: (i) time it takes to be allowed to birth 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 dimensions.
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 (eg labor, 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 labor, 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)
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.

Table of Contents

Text Boxes
2.1 Fast Track Projects and Programmes
2.2 Definitions, Base Line Information and Nature of Targets

Tables
2.1 Agenda 2063: Goals and Priority Areas for First Ten Years
6.1 Areas Requiring Scale Up Financing

Figures
5.1 Agenda 2063 Structure of Results Framework

EXECUTIVE SUMMARY

1. INTRODUCTION

Background

In May 2003, 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 50th 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 24th African Union (AU) Assembly of Heads of State and Government, following 18 months of extensive consultations with all formations of African society[1].

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 24th Assembly of the Union further requested the African Union Commission (AUC) to finalize a draft First Ten Year Plan of Agenda 2063 for consideration and adoption by the June 2015 meetings of the AU Policy Organs.

The 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 2014-2023, 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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[1] 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-year plan of Agenda 2063.
- Bring to fruition of 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 of the 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 in the implementation of the First Ten Year Plan.

Foundations of the 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 MDGs was taken cognizance of (see annex 3 for the integration profile) in the preparation of the First Ten Year Implementation Plan.

The Eight Priorities of the 50th Anniversary Solemn Declaration
o African Identity and Renaissance.
o Continue the struggle against colonialism and the right to self-determination.
o The Integration Agenda
o Agenda for Social and Economic Development.
o Peace and Security Agenda.
o Democratic Governance.
o Determining Africa's Destiny
o Africa's Place in the World

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 paths.

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

- 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) the thrust of 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 consultations with experts from ministries of planning and finance of AU Member States.
- Presentation to the 1st AU Specialized Technical Committee of Ministers of Finance, Monetary Affairs, Economic Planning and Integration and the 48th Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development, 30-31 March 2015.
- Review and validation consultations with African sector experts in all the areas covering the 7 aspirations, 20-22 April 2015.
- Review and validation with the RECs, especially on implementation arrangements.
- Presentation / validation by the Ministerial Committee on Agenda 2063 retreat in Sandton South Africa in June, 2015
- Presentation to / adoption by the AU Policy Organs in Johannesburg 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;
- 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 first ten year priority areas, targets and strategic measures to be taken;
- Chapter 4: addresses key implementation issues;
- Chapter 5: discusses the monitoring and evaluation framework;
- Chapter 6: presents proposals on financing centered 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 Common African Position (CAP) post 2015 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.[2]

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 it 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.

A detailed situational analysis has been undertaken and presented in Chapter 2 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.

<u>Aspiration 1: A Prosperous Africa based on inclusive Growth and Sustainable Development</u>: ending poverty, inequalities of income and opportunity; job creation, especially addressing youth unemployment; facing up to the challenges of rapid 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 on 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.

<u>Aspiration 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance</u>: 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;

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[2] Africa Progress Panel 2014

(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.

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 must be focused on issues pertinent to the period but aligned with the expected outcomes at the end of 2063. The key underpins 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 expect to see immediate implementation within the context of the African Aspirations – these areas constitute the flagship programmes of this first ten year plan, the short / medium term development focus of member states and the RECs, on-going continental frameworks

that fall within the next 10 years and targets within the Agenda 2063 which fall due 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 Agenda 2063 as having immediate positive impact on perceptions of the African Citizenry with respect to the success of Agenda 2063. . The   Malabo AU Summit in June 2014 mandated the AU Commission to explore and prepare concrete actions in 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 prior to the formal launch of Agenda 2063. These programmes / projects have to be 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 issues raised in the preceding paragraph a review of member states and RECs plans were done. Lessons learnt from the reviews indicated that the focus of first Ten-Year Plan of Agenda 2063 should include the following areas:

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

- Employment Generation
- Social Protection

Text Box 2.2: 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 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 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 defense 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.

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

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 to be integrated into the first ten year plan else they will be seen as parallel initiatives to the African Agenda. In view of this, there was a review of

the continental initiatives. The goals, targets and time line and processes of these initiatives cascading from the continental to the RECs and ultimately to the member states have to be 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 now 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 to be 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 priority areas under them for the first ten years of Agenda 2063 are contained in table 2.1. In all there are 19 goals and 34 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

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	- Incomes, Jobs and decent work - Poverty, Inequality and Hunger - Social security and protection Including Persons with Disabilities - Modern and Livable Habitats and Basic Quality Services
	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	Education and STI skills driven revolution
	(3) Healthy and well-nourished citizens	Health and Nutrition
	(4) Transformed Economies	- Sustainable and inclusive economic growth - STI driven Manufacturing / Industrialization and Value Addition - Economic diversification and resilience
	(5) Modern Agriculture for increased productivity and production	Agricultural Productivity and Production
	(6) Goal 6: Blue/ ocean economy for accelerated	- Marine resources and Energy - Ports Operations and Marine

	economic growth	Transport
	(7) Environmentally sustainable climate and resilient economies and communities	• Sustainable natural resource management Bio-diversity, conservation, genetic resources and eco-systemWater Security Climate Resilience and Natural Disasters preparedness and prevention
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)	• Framework and Institutions for a United Africa
	(9) Continental Financial and Monetary Institutions are established and functional	• Financial Institutions • Financial and Monetary Institutions
	(10) World Class Infrastructure crisscrosses Africa	• Communications and Infrastructure Connectivity
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	• Democracy and Good Governance • Human Rights, Justice and The Rule of Law
	(12) Capable institutions and transformative leadership in place	• Institutions and Leadership • Participatory Development and Local Governance
4) A Peaceful and Secure Africa	(13) Peace Security and Stability is preserved	• Maintenance and Preservation of Peace and Security
	(14) A Stable and Peaceful Africa	• Institutional structure for AU Instruments on Peace and Security
	(15) A Fully functional and operational APSA	• Fully operational and functional APSA Pillars
5) Africa with a Strong Cultural Identity Common Heritage, Values and Ethics	16) African Cultural Renaissance is pre-eminent	• Values and Ideals of Pan Africanism • Cultural Values and African Renaissance • Cultural Heritage, Creative Arts and Businesses
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	• Women and Girls Empowerment • Violence & Discrimination against Women and Girls
	(18) Engaged and Empowered Youth and Children	• Youth Empowerment and Children
7) An Africa as A Strong and Influential Global Player and Partner	(19) Africa as a major partner in global affairs and peaceful co-existence	• Africa's place in global affairs. • Partnership
	(20) Africa takes full responsibility for financing her development	• African Capital market • Fiscal system and Public Sector Revenues • Development Assistance

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

Text Box 2.3 the 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 MDGs. It raises the issue of base line information, sources of the targets for the first ten-year plan and the nature of such targets.

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 and managed by its own citizens representing a dynamic force in the global 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 livable wages would have declined by at least 25%. Incidences of hunger 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 don't 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 any where 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 to HIV/AIDs will be universal and the proportion of deaths attributable to HIV/AIDs and malaria would have been reduced by 50%. The African Center 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 Center 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 equitability 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

- 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 African 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 glimpses of a world class infrastructure – transport, energy, water, e-connectivity will be noticeable in the global economic system. The African 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 bradcasting 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 ascribed 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 Defense 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.

- 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 Encyclopedia Africana will be launched by the 2023 African Assembly of the Union 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. 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.

Aspiration 6: Africa Whose Development is People driven, especially relying on the potential offered by its Youth and Women
- All over the continent, obstacles related to women owning or inheriting property or business , 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 startups 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 labor exploitation, marriages, trafficking and soldiering would not be seen or experienced by children born after 2023.

Aspiration 7: Africa as a Strong and Global Partner
- Africa's 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 courting 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 goal 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
- 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 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 fourteen 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	<u>National</u> 1. Increase 2013 per capita income by at least 30% 2. Reduce 2013 unemployment rate by at least 25% 3. Reduce Youth and Women unemployment rate by 2% per annum 4. Reduce underemployment rate by 50% 5. Reduce 2013 vulnerable unemployment rate by at least 25%	<u>National</u> 1. Implementation Plan on Ouagadougou+10 and the Labor Market Information System (LMIS) domesticated by 2017 2. AU Social Protection Policy and Informal Economy Framework domesticated by 2018 <u>RECs</u> <u>Consultation with Member States on the</u> 1. Implementation of the Action Plan

	6. Reduce 2013 labour force rate that is not paid livable wages by at least 25%	on Ougaogou+10 completed by 2016 2. Implementation of the LMIS and Plan for Productivity Capacity Building for SMMEs completed by 2017 3. Implementation of Social Protection Policy and Informal Economy Framework completed by 2018 Continental Employment 1. Revised Plan of Action on Ougadogou+10 completed and adopted by AU summit by 2015 2. First Five Year Implementation Programme of the Revised Plan of Action developed and consultations with RECs completed on it by 2016 Informal Economy 1. Consultations with RECs on Social Protection Policy and Informal Economy Framework completed by 2016 2. Implementation Plan for Productivity Capacity Building for SMMEs is developed and consultations with RECs completed by 2017. Labor Market Information System (LMIS) 1. LMIS Harmonization and Coordination Framework adopted by Summit and consultations with RECs on the Implementations done by 2017. Social Agenda for 2063 1. Develop Social Agenda Concept by 2016 2. Conduct validation meetings / present to STC by 2017 3. Present to Summit for adoption in 2018 Employment and Social Cohesion Fund 1. Employment and Social Cohesion Fund Concept is developed by 2016 2. Validation meetings and STC approval is scheduled for 2016 3. Summits adopts in 2017 and made operational by 2018

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 applcation
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 labor 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 labor market institutions

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Poverty, Inequality and Hunger	National 1. Reduce 2013 levels of poverty by at least 30%. 2. Reduce poverty amongst women by at least 50% 3. Improve the 2013 Gini co-efficient by at least 20% 4. Reduce 2013 levels of proportion of the population who suffer from hunger by at least 80% 5. Reduce stunting in children to 10% and underweight to 5%.	The processes for reducing poverty and ending all forms of hunger are covered under the processes for Goal 1, priority areas1 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 its evenly spread of wealth 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
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 foods
Continental/Regional
1. 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	National 1. At least 30% of vulnerable populations including persons with disabilities, older persons and children provided with social protection. 2. All persons working in the formal sector are provided with social security. 3. At least 20% of the informal sector and rural labor have access to social security.	National 1. Data Base on vulnerable households is created by 2016. 2. Minimum social protection package for the vulnerable groups is developed by 2016 and resources ring-fenced in national budget by 2017. RECs 1. Consultation with member states on Social Development and Protection Policy done by 2016. Continental 1. Consultation with RECs on Continental on Social Development and Protection Policy completed by 2015. Protocol on Citizens Rights on Social Protection and Security 1. Protocol is developed by 2016 2. Validation meetings led by the African Commission on Human and

		Peoples Rights is completed by 2017
		3. STC and legal STC review and approve by 2017
		4. Summit adopts the protocol as additional to the African Charter on Human and People's Rights by 2018

Indicative Strategies
National
To achieve the above targets, the following indicative strategies will have to be considered
1. Implement the Social Protection Policy for Africa..
2. Implement UN Social Protection Floor Initiative and ILO Social Protection Norms.
3. Implement the Call for Accelerated Action on the effective implementation of the Plan of Action Towards Africa Fit For Children.
4. Implement the continental pan of Action on The African Decade for Persons with Disabilities.
5. Implement the Addis Ababa Declaration on Strengthening the African Family for Inclusiveness in Africa..
6. Implement the AU Plan of Action on The Family in Africa.
   implement the UN Convention on the Rights of Persons with Disabilities.

Priority Area (4)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Modern and Livable Habitats and Basic Quality Services	National 1. Reduce the 2013 national housing deficit by at least 10% 2. Reduce urban slums by at least 20% 3. Reduce 2013 level of proportion of the population without access to safe drinking water by 95%. 4. Reduce 2013 level of proportion of the population poor sanitation facilities by 95%. 5. At least 5% of the budget is allocated to water and sanitation by 2016. 6. Access to electricity and internet is increased by at least 50% of 2013 levels. 7. Increase the efficiency in energy usage by households by at least 30% 8. At least detail technical and financial feasibility report for rapid transit system for all cities above 2 million people is completed. 9. At least 50% of urban waste is recycled. 10. At least 70% of the population indicate an increase in access to quality basic services (water, sanitation, electricity, transpiration, internet connectivity 11. Reduce slums by at least 10%. 12. All settlements in Small Island States are linked by frequent, efficient and effective, (where appropriate) land, air and sea rapid transit systems by 2020	Water and Sanitation National 1. Water efficiency plan developed and implemented between 2016/18. 2. Water Sector Policy Reforms conducted and implemented between 2016/18. 3. Water and sanitation M&E system is aligned with pan-African water and sanitation M&E mechanism by 2016 and sequel to AWV Implementation Action Plan is domesticated by 2019. RECS 1. Consultations with Member States on sequel to AWV Implementation Action Plan done by 2018. Continental 1. Sequel to AWV Implementation Action Plan developed and consultations with RECs completed by 2017. The processes for access to electricity and internet are covered under Goal 8

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered.
1. Develop / implement policies for public-private partnership in urban housing construction/renewal and

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, 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	National 1. Enrolment rate for early childhood education is at least 300% of the 2013 rate 2. Enrolment rate for basic education is 100% 3. Increase number of qualified teachers by at least 30% with focus on STEM 4. Universal secondary school (including technical high schools) with enrolment rate of 100% 5. At least 30% of secondary school leavers go into tertiary education with at least 40% being female. 6. At least 70% of secondary school students not entering the tertiary sector are provided with a range of options for further skills development . 7. At least 70% of the public perceive quality improvements in education at all levels Continental 1. African Education Accreditation Agency is fully operational 2. Common continental education qualification system is in place 3. African e-University is established 4. Pan African University is consolidated with at least 25 satellite centers. 5. African Education Observatory is fully operational 6. At least 50% of Member states have national accreditation systems in place by 2023 7. Framework for Harmonization of Teacher Education is completed by 2018	African Education Accreditation Agency National 1. Framework on African educational accreditation agency domesticated by 2018/20 RECs 1. Consultations with Member States on the Framework completed by 2018 Continental 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 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 Continental Educational Qualification System National 1. Continental educational qualification system is domesticated by 2018/20 RECS 1. Consultations with Member States on educational qualification system is done by 2017 Continental 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 African E-University 1. Concept is developed in 2014, validated by Regional/ stakeholders in 2015 2. STC approves Concept in 2015 for adoption by the AU Summit by 2016 3. Operational instruments / implementation Action Plans are developed by 2017 with commencement in 2018 Pan Africa University 1. Partnership consultations, development of Consolidation Plan and launching of the Hosting of Satellite Centers

		2.	Selection of the Satellite Centers and development of operational instruments; signing of MOU with Host entities done in 2016 with commencement by Host in 2017.

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
<u>National</u>
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 centers / incubators
3. Increase the supply of qualified teachers / instructors at all levels by improving training capacity and teacher / instructor incentives to ensure that they posses 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 conducing 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 finding 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
<u>Continental</u>
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	1. Increase 2013 levels of access to quality basic health care and services by at least 40% 2. Increase 2013 levels of access to sex and reproductive health services to women by at least 30% 3. Reduce 2013 maternal, neo-natal and child mortality rates by at least 50% 4. Reduce 2013 proportion of deaths	<u>National</u> 1. African Health Strategy is domesticated by 2017 <u>RECs</u> 1. Consultations with member states on the implementation of the African Health Strategy completed by 2016 <u>Continental</u> 1. Draft African Health Strategy is presented to the STC/Summit for

	attributable to HIV/AIDs, Malaria and TB by at least 50% 5. Reduce under 5 mortality rate attributable to malaria by at least 80% 6. Reduce the 2013 incidence of HIV/AIDs, Malaria and TB by at least 80% 7. Reduce 2013 level of prevalence of malnutrition by at least 50% 8. Reduce stunting to 10% 9. Reduce 2013 proportion of deaths attributable to dengue fever and chikungnya by 50% (for Island States) 10. Access to Anti Retroviral (ARV) drugs is 100% Continental 1. African Center for Disease Control is operational 2. Africa Volunteer Health Corp is established and operational by 2018 3. African Medicines Harmonization Framework is completed and operational by 2017	adoption 2015 and consultations with RECs on the implementation of the African Health Strategy completed by 2016 2. Concept document on African Centre for Disease Control (ACDC) is developed and adopted by the AU Summit in 2015 3. Concept document on Africa Volunteer Health Corp is developed and adopted by AU Summit in 2017

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
<u>National</u>

1. Develop/implement policies and programmes for expanding quality basic health services including access to quality, efficacious and affordable medicines.
2. Build human and financial resource capacities for health care delivery
3. Expand and improve (including adoption) public health education policies and programmes
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.
5. Implement the proposed African Nutrition Strategy.
6. Develop / implement polices to reduce the energy intensity in the preparation of food by rural / poor households
7. Promote / implement policies to enhance the reproductive rights of Women and access to sex and reproductive health services.
8. Strengthen health systems with the goal of enhancing access to quality care and services.
9. Develop/implement programmes to combat communicable diseases including Ebola and non-communicable diseases .
10. Develop/implement programmes for the prevention of maternal and child mortality
11. Develop / implement programmes for the promotion of healthy lifestyles to minimize the incidence of cardio vascular diseases, hypertension, diabetes etc.
12. Introduce the use of ICT support in the delivery of health services
13. Contribute to the operationalization of the African Health Volunteer Corp\
<u>Continental / Regional</u>
1. Develop / implement strategies for the growth of the pharmaceutical industry in Africa
2. Develop / implement programmes for health research and surveillance through the African Center for Disease Control and Surveillance
3. Develop/implement a framework for the setting up of a Continental Emergency Health Fund

Goal 4: Transformed Economies and Job Creation		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023
Sustainable inclusive economic growth	1. Annual GDP growth rate of at least 7%	Processes in Goal1, priority area 1; Goal 4, priority areas 2 and 3 and Goal 5,

	2. At least 30% of total non-extractive sector industrial output is from locally owned firms.	priority area 1 are applicable here also.
	3. At least locally owned firms generate 20% of the extractive sector industrials output.	
	4. 20% of informal sector ventures graduate into Small Formal Enterprise category a year.	
	5. At least 50% of informal sector ventures that grow into small formal enterprise category a year will be owned by Women	

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
National
1. Promote macroeconomic stability.
2. Implement the AU Accelerated Industrial Development in Africa
3. Put in place policies to increase savings and investment rates for accelerated development including the optimal use of benefits from natural resources rents.
4. Improve business environment, rationalize / minimize regulations and encourage entrepreneurship development and growth.
5. Promote policies that will increase working capital, trade finance and insurance access to firms / businesses and SMMEs
6. Promote policies that will increase access to finance by Women for graduation from informal sector to the SME sector
7. Promote intra-African trade as a conduit for growth.
8. Develop human capacity and infrastructure for social and economic transformation based on inclusive growth and sustainable development.
9. Implement the African Mining Vision
10. Develop / implement local content laws consistent with the African Mining Vision

Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
STI driven Manufacturing / Industrialization and Value Addition	**National** 1. Real value of manufacturing in GDP is 50% more than the 2013 level. 2. Share of labor intensive manufacturing output is 50% more than that of 2013 level 3. At least 20% of total output of the extractive industry is through value addition by locally owned firms. 4. At least 5 commodity exchanges are functional 5. Gross Domestic Expenditures on R&D (GERD) as a percentage of GDP has reached 1% by 2023 **Regional/Continental** 1. Hubs for industrialization / manufacturing linked to global value chains fully functional in all RECS 2. African Mineral Development Centre (AMDC) is fully operational.	**National** 1. Industrial Policy based on value chain concept is developed by 2015. 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 **RECs** 1. Consultations on Model Pharmaceutical Law with member states is done by 2014/15 2. Member States Industrial Policies are harmonized by 2017. **Continental** **Industrialization** 1. Guidelines for the preparation of national industrial policies developed by 2015 2. Centre(s) of excellence in STI identified and built by 2016 3. Public-Private Partnership Concept for establishing manufacturing hubs / industrial zones developed by 2017

		4. First regional hub is inaugurated by 2019
		5. First regional value chain is established in agro-industry and minerals by 2020
		6. The first continental Pharmaceutical company is operational 2023
		Pharmaceutical
		1. Model Law for Regulating Pharmaceutical industry is developed by 2013
		2. AU Summit adopts Model Law by 2015
		Africa Minerals Development Centre(AMDC)
		1. Statute for the establishment of the AMDC is developed in 2014; adopted by the STC/ AU summit in 2015 and launched in 2016

Indicative Strategies

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

<u>National</u>

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.
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.
3. Develop / implement policies for the adoption of energy efficient culture by manufacturing concerns
4. Fully implement BIAT / make expansion in intra African trade as a conduit for growth in the manufacturing/ industrial sector.
5. Implement the African Mining Vision
6. Develop/implement a framework for a functioning stock exchange

<u>Continental</u>

1. Implement the Malabo Decision on African Mining Development Centre as the center for the implementation of the African Mining Vision.
2. Develop/implement strategies for the setting up of regional industrialization hubs

Priority Area (3)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Economic diversification and resilience	<u>National</u> 1. Improvement in diversification index of 2013 is at least 20%. 2. Reduce 2013 level of food imports by at least 50%. 3. Contribution of the creative arts to GDP in real terms is increased by at least 100% 4. Level of intra-African trade in agricultural commodities is increased by at least 100% in real terms. 5. Level of intra African trade in services is increased by at least 100% in real terms 6. At least 1% of GDP is allocated to science, technology and innovation research and STI driven entrepreneurship development. 7. Establish at least 3 commodity exchanges	Science Technology and Innovation Strategy for Africa (STISA) 1. STISA adopted by AU Summit in 2014 2. Development / implementation of first, second and third set of flagship programmes under STISA in 2015/23 with final evaluation in 2024 African Commodity Strategy <u>National</u> 1. Domestication of Action Plan on African Commodity Strategy begins in 2017/18. <u>RECs</u> 1. Consultations with member states on the implementation of the Action plan on the African Commodity

	Regional	Strategy are competed by 2017.
	8. At least 2 regional commodity exchanges are in place.	Continental 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.

Indicative Strategies
National
To achieve the above targets, the following indicative strategies will have to be considered
1. Fully implement Accelerated Industrial Development for Africa Program
2. Fully implement the African Action Plan on the development of the Creative Arts
3. Fully implement the African Commodity Strategy
4. Build human and institutional capacity and legal frameworks for the expansion of the service trade
Continental/Regional
1. Develop and promote the adoption of the African Commodity Strategy by Member States
2. Develop/implement strategy for the setting up of regional commodity exchanges
3. Develop / implement frameworks for the harmonization of regulatory reforms to improve the services business in Africa

Priority Area (4)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Frameworks
Hospitality/Tourism	National 1. Contribution of tourism to GDP in real terms is increased by at least 100%. 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 3. 2013 Level of intra-African tourism is doubled in real terms	N/a

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
National
1. Fully Implement the African Tourism Strategy
Continental
1. Create / nurture an African Tourism Organization

Goal 5: Modern Agriculture for increased productivity and production

Priority Area (1)	2023 Target	Key Process Actions/ Milestones Towards 2023 on AU Frameworks
Agricultural productivity and production	National 1. Allocate a minimum of 10% annual public expenditure to agriculture and grow the sector by at least 6% per annum 2. Double agricultural total factor productivity 3. Increase youth and women participation in integrated agricultural value chains by at least 30% 4. Reduce post-harvest losses by 50% 5. Increase the proportion of farm, pastoral and fisher households are resilient to climate and weather	National 1. National Agricultural Investment Plans (NAIPS) is aligned to Malabo Targets is done by 2017 2. National biennial review is completed by 2017 Regional 1. Consultations with member states on aligning of NAIPS to Malabo Targets is done in 2016/17 2. Appraisal of Regional Agricultural Investment Plans for alignment with Malabo Declaration Targets completed by 201 3. Regional Biennial review completed

<table>
<tr><td rowspan="2"></td><td colspan="2">related risks to 30%
6. At least 10% of Agricultural GDP is produced by commercial farmers
7. At least 10% of small-scale farmers graduate into small-scale commercial farming and those graduating at least 30% should be women.
8. Triple intra African Trade of agricultural commodities and services
9. End Hunger in Africa
10. Elimination of Child under nutrition with a view to bring down stunting to 10% and underweight to 5%</td><td>by 2017

Continental
1. CAADP Coordinating Strategy Developed and Implemented by 2016
2. Appraisal of existing NAIPS against Targets under 2014 Malabo Declaration completed in 2015
3. Design of the Biennial CAADP Review cycle completed and implemented by 2016/17
4. Action Plan for Implanting outcome institutional mapping assessment prepared and implemented by 2017/18</td></tr>
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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
Marine resources and Energy	1. At least 50% increase in value addition in the fishery sector in real term is attained by 2023 2. Build at least one Giant Aquaculture showpiece 3. Marine bio-technology contribution to GDP is increased in real terms by at least 50% from the 2013 levels 4. At least 10% of renewable energy sources is from wave energy. 5. Commission and complete prospection of seabed's for minerals and hydrocarbon potentials by 2023	N/a

Comment [MLN1]: These 2 targets are not part of the Malabo Declaration targets. Are they coming from another AU Declaration related to agriculture? Or is it just adding to the context of Goal 5?

	<u>Continental</u>. 1. Member States Maritime Laws harmonized at the Regional level	

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
<u>National</u>
1. Implement the African Integrated Maritime Strategy.
2. Develop/implement policies and programmes for sustainable utilization of marine resources to increase their contribution to GDP
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
4. Put in place policies and programmes for the protection of marine resources
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
6. Develop/implement R&D policies in support of the growth of marine resources business
7. Develop skills and technological platforms for blue economy businesses
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.
9. Develop / implement policies for reduction pollution of the ocean environment from both land and sea-based sources
10. Conduct economic valuation of natural blue capital and potential for growth or value addition
11. Develop/ implement polices to support the application of marine spatial planning and integrated adaptive oceans policy/governance for Exclusive Economic Zones (EEZs)
12. Develop / implement policies for marine spatial planning for sustainable development
13. Build valuation of blue / ocean capital into national accounting system
14. Develop / implement programmes for the growth of marine energy businesses
15. Build capacities including technology platforms for marine businesses
16. Conduct research in support of the growth of marine businesses

Priority Area (2)	Target for 2023	Key Process Actions / Targets for 2023
Port Operations and Marine Transport	1. Contribution of shipping / port operations services to GDP in real terms is increased by 50% 2. Locally, owned shipping lines carry at least 5% of annual tonnage of cargo. 3. Average duration of ship call time is reduced by at least 30% by 2020 4. Average time for clearing of goods from the ports is reduced by at least 50% by 2020	N/a

Indicative Strategies
To achieve the above targets, the following indicative strategies will have to be considered
<u>National</u>
1. Ratify and bring into force the revised maritime charter
2. Implement the African Integrated Maritime Strategy
3. Develop/implement policies for the growth of port operations and marine transport
4. Build capacities for the growth of the port operations and marine transport
5. Conduct research and development in support of the growth of marine transport businesses to

	determine the sectors status, contributions and potential 6. Invest in ICT to enhance maritime management 7. Improve data and statistics for shipping services <u>Continental</u> 1. Conduct feasibility studies to outline options for financing of Africa's shipping industry, maritime university and center of excellence	

Goal 7: Environmentally sustainable climate resilient economies and communities		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Bio-diversity, conservation and sustainable natural resource management.	<u>National</u> 1. At least 30% of agricultural land is placed under sustainable land management practice 2. At least 17% of terrestrial and inland water and 10% of coastal and marine areas are preserved 3. All national parks and protected areas are well managed on the basis master and national plans 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 <u>Regional/Continental</u> 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 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 3. The ratification of the African Convention of nature and natural resources (ACCNNR) is completed	AU Guidelines for the Coordinated Implementation of NAGOYA Protocols/International Treaty on Plant Genetic Resources for Food and Agriculture 1. The two guidelines are developed and validated by 2014 with adoption by AU Policy Organs in 2015 2. AUC consultations with RECs and RECs consultations with Member States take place in 2016 3. Member States domesticate the guidelines in 2017 Development of a Continental Sustainable Forest Management Framework 1. Framework is designed in 2014 followed by validation and development of Action Plan in 2015. 2. RECs and MS are engaged in 2016 to ensure ownership at both national and regional levels Implementation of the Great Green wall for the Sahara and Sahel Initiative (GGWSSI) as a Framework against desertification and land degradation 1. Resources mobilization and installation of national coordination offices take place in 2014 2. Launching of Action Against Desertification with FAO and FLUEVE with Global Mechanism is done in 2015
Indicative Strategies To achieve the above targets, the following indicative strategies will have to be considered <u>National</u> 1. Implement fully the AU Framework Guidelines on Land Policy in Africa as well as Guiding Principles on Large Scale Land Based Investments in Africa. 2. Develop policies / regulatory frameworks that (i) promote the generation / conservation of bio-diversity, re-afforestation, marine eco-system and (ii) that reduce dependence of the population on threatened species and eco-systems. 3. Build effective capacities for the conservation of bio-diversity including management of national parks and protected areas and forests. 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) 5. Reduce dependence of the population on threatened species and ecosystems and eliminate all forms of trade in endangered species 6. Build strong natural resources governance systems at the community, national levels, including revitalizing commons management and promotion of bio-diversity rights. 7. Put in place sustainable land management practices including sound property rights and institutions to		

ensure security of tenure.

8. Promote the sustainable use and management of coastal zones and marine resources to build climate resilient and sustainable communities
9. Establish Bank of genetic marine resources to restore threatened species and degraded eco-systems
10. Ratify and implement the African Convention on the Conservation of Nature and Natural Resources
11. Develop/implement strategies to align national programmes to UNCCD Ten Year Strategy
12. For Island States
   ✓ Create representative marine protected areas for resilience, sustainability and conservation of aquatic biodiversity
   ✓ Establish bank of genetic marine resources to restore degraded eco-systems and vulnerable / threatened species

Regional / Continental

1. Implementation of Great Green Wall for the Sahara and Sahel Initiative
2. Implement the AU Decision to include Biological Diversity Amongst the Priorities of the African Union
3. Develop / facilitate the implementation of Africa Quality Standards for air and other forms of pollution
4. Facilitate the signing of the Carthagena and Nagoya Protocols of the UNCBD by all member states
5. Promote the domestication of the CCNNR , Framework Guidelines on Land Policy in Africa as well as the Guiding Principles on Large Scale Land Investments in Africa.
6. Develop / facilitate the adoption of model agreements by member states
7. Develop / implement a programme to facilitate the execution of binding agreements between member states.

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Water Security	National 1. Increase 2013 levels of water demand satisfaction by 25% 2. Increase 2013 levels of water productivity from rain-fed agriculture and irrigation by 60% 3. At least 10% of rain water is harvested for productive use 4. At least 10% of waste water is recycled for agricultural and industrial use	Same as process goals / targets under access to improved water and sanitation under Goal 1, Priority 4

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

1. Implement the "Africa Water Vision for 2025".
2. Develop/promote national frameworks within the context of IWRM for effective water harvesting, distribution and use.
3. Promote and support development and implementation of frameworks for regional watershed/natural resources management.
4. Adopt/promote new technologies to enhance efficient use of water.
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.
6. Develop/implement strategies for addressing natural and man-made problems affecting water 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	National 1. At least 30% of farmers, pastoralist and fisher folks practice climate resilient production systems 2. Reduce to 2013 levels emissions arising from agriculture bio-diversity loss, land use , and deforestation 3. Reduce deaths and property loss from natural and man-made	1. AMCEN Bureau approves and endorses the African Climate Change Strategy by end 2015 2. Develop an implementation plan for the CAHOSCC Youth programme on climate Change in 2015 3. Alignment of the Africa Regional Strategy and its Plan of Action with the post-2015 Framework on

	disasters and climate extreme events by at least 30% 4. Reduce proportion of fossil fuel in total energy production by at least 20% 5. All Cities meet the WHO's Ambient Air Quality Standards (AAQS) by 2025 Continental 1. African Climate Fund is fully operational	Disaster Risk Reduction takes place in 2016/17 4. Implementation of the revised Africa Strategy on Disaster Risk Reduction and its Plan of Action takes place in 2018/23

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

1. Develop policies/regulations for a green/ climate and weather resilient economy/ low carbon production systems
2. Mainstream/integrate climate and weather policies resilience in planning, budgeting and monitoring in development outcomes and processes
3. Adopt/adapt indigenous knowledge for climate adaptation strategies
4. Develop/implement framework for mitigating and adapting to the effects of climate change on all sectors of the economy and levels of governance
5. Promote social and economic measures in climate change responses to support sustainable human development.
6. Promote climate change action plans, strategies and policies on research, development and technology transfer
7. Design / implement programmes to provide for incentives relating to matters of climate change including incentives for reduced emissions from deforestation and degradation
8. Develop /implement climate change education programmes and creation of awareness, including integration in the educational curricula
9. Implement Africa Regional Strategy for Disaster Risk Reduction
10. Conduct country wide sensitization campaigns and popularize climate education, particularly in school curricula.
11. Conduct climate change research including detection and attribution.
12. Establish bank of genetic marine resources to restore threatened species and degraded eco systems
13. Promote/support climate-smart agriculture, pastoral and fisheries systems including those under CAADP.
14. Develop / promote the adoption of green energy and energy efficient technologies
15. Promote climate resilience practices in integrated coastal and marine ecosystem management systems.
16. Promote development of energy efficient, low carbon mass transit systems in the food value chain.
17. Strengthen capacities to collect, analyze and evaluate climate related data and meteo- information
18. Promote/support disaster risk reduction, emergency response and climate resilient policies and programmes.
19. Domesticate United Nations Framework Conventions on Climate Change, Biodiversity and Desertification.
20. Develop/implement policies and strategies for early warning and response.
21. Support capacity enhancement of the RECs on disaster risk reduction.

Regional / Continental

1. Strengthen capacities to collect, analyze 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

Aspiration 2. An Integrated Continent, Politically united and based on the Ideals of Pan Africanism and Vision of African Renaissance

There are two goals under this aspiration with two 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
Framework and Institutions for a United Africa (Political and economic integration)	<u>National</u> 1. Free movement of persons and goods/services within REC member states is in place 2. Visa at point of entry for Africans on arrival is allowed 3. Opportunities offered to REC citizens are extended to other Non REC citizens 4. Active member of the African Free Trade Area 5. Volume of intra-African trade is at least three times the 2013 level 6. Volume of trade with African Island States is increased by at least 10% <u>Continental</u> 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 2. Draft Legal Framework for continental government developed by 2025 3. Continental Free Trade Areas established by 2018. 4. Regional Courts fully functional by 2023 5. African Common Market is established by 2025 6. Pan African Institute of Statistics fully functional by 2023 7. Pan African Intellectual Property Organization (PAIPO) is fully functional by 2023 8. African Observatory for Science, Technology and Innovation is fully functional by 2023 9. African Scientific and Innovation Council (ASIC) is fully functional 10. Annual African Forum commences by 2016 11. African Economic Forum for Business is established and operational by 2021 12. African Trade Observatory established by 2020 13. African Business Council is established by 2018 14. African Trade Conference is held by 2017 15. Research on Free Movement of People with the context of the African Economic Community is	Continental Free Trade Area (Indicative Milestones) 1. Tripartite Agreement signed in 2015 and launch of negotiations done in 2015 2. Negotiations commence in 2015 and ends in 2017 3. CFTA Agreement is finalized and Continental Free Trade Area is launched in 2018 4. Domestication of the CFTA is scheduled for 2018-2019 African Customs Union 1. Negotiations for common external tariff / revenue sharing arrangements completed in 2018 and agreement reached in 2019. African Common Market 1. Negotiations for an African Common Market begin by 2020 in view of an agreement to be reached and by 2025. Legal Framework for Continental Union 1. Continent wide sensitization / consultation of the African Citizenry completed by 2016/17 followed by Consultations with the RECs in 2018 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. 3. Adoption by the AU Assembly is 2025 followed by Preparation of Road Map for Implementation. Pan African Institute of Statistics 1. Pan African Institute of Statistics concept/framework is adopted by AU Summit in 2013 2. Consultations with Host Country on the legal/operational status of the Institute completed in 2015 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. Pan African Intellectual Property Organization

	completed by 2016 and findings implemented by 2017 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 17. SHaSA II is prepared within the context of First Ten Year Implementation Plan by 2015	1. Draft statute reviewed by STC and approved by Summit in 2016. 2. Consultations with Tunisia, Host Country is done in 2017 with Implementation Action Plan adopted by the Assembly in the same year 3. Commencement begins in 2018 African Observatory for Science, Technology and Innovation *1.* Draft statute prepared and noted by Assembly in 2014 *2.* Review /approval by STC and Summit I is in 2015 *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 *4.* Commencement starts in 2017 African Scientific and Innovation Council *1.* Submission / review of draft statute by STC is done by 2015; approval by the Summit is in the same year *2.* Development of an implementation action plan is done in 2016 with approval by Summit in the same year. *3.* Council become operational in 2017

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
<u>National</u>
1. Domesticate all protocols leading to free movement of persons within the REC
2. Domesticate all the ILO Conventions on Labour Migration as appropriate to each Member State
3. Review all labour bilateral agreements with other member states and non-member states
4. Accelerate the ratification/adoption of treaties and protocols related to the creation of regional / continental Free Trade Areas, Customs Union, Common Market
5. Fully implement Boosting Intra African Trade (BIAT)
6. Introduce measures to boost e-commerce and electronic transfers for trade promotion
7. Educate and raise awareness of regional and continental integration
8. Adopt / accept policies that enhances easy access to Women involved in cross border trade with the country
9. Develop/implement policies which will promote intra –African Investments and brands
10. Develop / implement policies on promotion of intellectual property rights
11. Develop/implement policies that will lead to the granting of visas on arrival to Africans
12. Develop/implement policies that will grant equal opportunities to non-REC African citizens
13. Develop capacity to manage the flow of cross border migration with attention to the concerns of Women, Youth and vulnerable groups

<u>Continental</u> /RECS
1. Develop / implement advocacy strategies / programmes for ratification by member states
2. Implement Malabo Decision on Pan African Intellectual Property Organization (PAIPO)
3. Implement Malabo Decision on African Scientific and Innovation Council (ASIC)
4. Develop/implement regional frameworks that enhances access at points entry to Women involved in cross-border trade

Goal 9: Key Continental Financial and Monetary Institutions established and functional		
Priority Area (1)	**2023 Target**	**Key Process Actions/Milestones Towards 2023 on AU Frameworks**

Financial and Monetary Institutions	Continental 1. African Monetary Union is established by 2023	African Monetary Union 1. Ratification by minimum number of Member Sates required for moving the process forward is anticipated in 2014/17 followed by development of an implementation Action Plan in 2018 2. Sensitization of Stakeholders on Action Plan is done in 2018 with commencement of operations in 2020

Indicative Strategies

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

<u>Continental/Regional</u>

1. Develop/implement advocacy / strategies for accelerated ratification of treaties by member states/potential stakeholders
2. Develop/implement advocacy / strategies for accelerated ratification of treaties by member states/potential stakeholders

Goal 10: World Class Infrastructure crisscrosses Africa		
Priority Area (1)	**2023 Target**	**Key Process Actions/Milestones Towards 2023 on AU Frameworks**
Communications and Infrastructure Connectivity	<u>National</u> 1. At least national readiness for implementation of the trans African Highway Missing link is achieved 2. At least national readiness for in country connectivity to the African High Speed Rail Network is achieved by 2019 3. Skies fully opened to African airlines 4. Increase electricity generation and distribution by at least 50% by 2020 5. Double ICT penetration and contribution to GDP 6. Realize at least 70% increase in broadband accessibility by 2020 7. Digital broadcasting is achieved as the norm by 2016 8. Attain 100% mobile penetration by 2020 <u>Continental/Regional</u> 1. Regional Power Pools fully operational by 2020 2. INGA Dam is commissioned by 2025 3. At least 20% of the construction on the first pilot project on the African High Speed Train Network is completed 4. Program for Infrastructural	Trans African High Way Missing Links <u>RECs</u> 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. 2. Technical backstopping to member states for the development of an implementation action plan is provided in 2019/20. 3. Stakeholder countries sign agreement for each smart corridor by 2023. African High Speed Train Network(AHSTN) 1. AHSTN Concept is developed by 2014 and Routes adopted in 2015 2. Preparation and signing of first treaty / cooperation agreement by partner member states/stakeholders is done in 2017 3. Commencement of construction of the first pilot project linking the first set of cities / countries begins in 2020 4. Preparation and signing of second treaty / cooperation agreement by partner member states/stakeholders is done in 2023 5. Commencement of construction of the second pilot project linking the second set of cities / countries begins in 2025

| | | Development of African Island States developed by 2020
5. Continental TV Station / pan African E Network in Place by 2023 | Single African Air Transport Market
1. Institutional and regulatory framework for implementation of Yamoussoukro declaration / decision completed by 2015
2. Guidelines for Air Service negotiations by member states with external parties completed and adopted by member states by 2015
3. Yamoussoukro requirement met by member states in 2016 followed by the establishment of the Single African Air Transport Market in 2017
ICT
1. ICT broadband and infrastructure priority projects for each REC agreed upon by 2012/2014
2. Feasibility studies completed on the projects by the RECs by 2014/2016
3. Funds mobilization and construction take place between 2017/2020
INGA Dam
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
2. Design work and field preparation is completed by 2016 with commencement of work in 2017
3. Commissioning is expected in 2024
Other PIDA Initiatives on Energy
1. Increase in generation of electricity by 42,000 MW through hydro and renewable energy initiatives achived by 2020
2. Additional 10,000 MW in partnership with Power Africa is attained by 2020
3. Feasibility Studies for PIDA 2021-2030 completed by 2020 |

Indicative Strategies

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

<u>National</u>

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 modeling 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 the continent
10. Promote the creation of large regional markets to attract investment
11. Develop/implement continental framework for an integrated African Media Network

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	National 1. At least 70% of the people believe that they are empowered and are holding their leaders accountable 2. At least 70% of the people perceive that the press / information is free and freedom of expression pertains 3. At least 70% of the public perceive election to be free, fair and	Operationalization of the AGA Platform National 1. Member States commit to implement Shared Values and report on their various obligations contained therein by ----- 2. Member States develop/implement national programmers of action to promote and popularize African

	transparent by 2020 4. Accredited Electoral Observers certifies elections to be free and fair 5. A functional national focal point responsible for implementation of AU shared values is in place by 2017 6. All reporting obligations with respect to compliance of AU Shared instruments are met by 2017 7. Zero tolerance for unconstitutional changes in government is the norm 8. African Charter on Democracy is signed, ratified and domesticated by 2020 Continental 1. AGA Clusters on Democracy; Governance; Human Rights; Constitutionalism and Rule of Law and Humanitarian Assistance fully functional and operational 2. The African Governance Platform reviews at least 23 State reports under the ACDEG and provides technical support to State Parties towards effective implementation 3. APRM acceded by all member states 4. Frameworks for the computation of governance metrics for African Island States is in place by 2025	Shared Values among citizens, including mainstreaming them in schools curricula by ---- 3. AU Shared Values instruments harmonized at national level by --- Continental/Regional 1. AU citizens engagement strategy adopted and implemented 2. An Implementation and Follow up Framework on Member States Commitment on Shared Values adopted and implemented.

Indicative Strategies

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

National

1. Implement Africa Charter on Democracy, Elections and Governance and other continental /regional instruments regarding the elimination of impunity, nepotism and corruption.
2. Promulgate laws that will regulate political financing which ensures level playing field for all political parties
3. Implement recommendations of electoral observation groups.
4. Subscribe to the African Peer Review Mechanism.
5. Develop/implement socialization programmes including adaptation of school curricula for the reinforcement of democratic values and practices.
6. Develop capacity of national governance institutions.
7. Rationalize constitution / laws to guarantee freedom of association and the right to participate in the decision making in the national development process by relevant stakeholders.
5. Develop / implement strategies /action plans for the development of African Island States governance metrics
8. Develop/ implement advocacy programmes for the adoption of the African Islands governance metrics computational methodology by relevant regional / continental and global institutions

Continental

1. Facilitate the implementation of the African Governance Architecture.
2. Develop and implement AU Citizens engagement strategy
3. Develop /play advocacy for the appreciation of a governance metrics that reflects the vulnerabilities / peculiarities of African Island States

Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
Human Rights, Justice and The Rule of Law	National 1. At least 70% of the people perceive the judiciary to be independent and deliver justice on fair and timely	No major processes are expected under this priority area.

	basis.	
	2. At least 70% of the people perceive they have free access to justice	
	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.	
	Continental	
	1. All member states are implementing the APRM	
	2. All Member States comply with the framework provision on the reporting of Article 62 of the ACHR	
	3. All member states have functioning Human Rights Commissions	

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
National
1. Fully implement the AU Charter on Human and Peoples Rights, the Universal Declaration of Human Rights and other related instruments.
2. Develop / implement policies, programmes and laws that promote and enhance legal aid and access to justice
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
4. Develop/implement socialization programmes on respect for human rights and the rule of law.
5. Put in place systems respecting diversity, promoting tolerance and sanctions on racial discrimination

Goal 12: Capable institutions and transformed leadership in place at all levels

Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Institutions and Leadership	National 1. At least 70% of the public acknowledge the public service to be professional, efficient, responsive, accountable, impartial and corruption free 2. At least 70% of the public acknowledge the relevance and good functioning of the legislature as a key component of democracy Continental 1. At least 70% of Member States are implementing the African Charter on the Values and Principles of Public Administration 2. At least 70% of Member States are implementing the AU Convention on Preventing and Combatting Corruption 3. Framework for the computation of GDP / economic development measures metrics that reflect the vulnerabilities / peculiarities of African Island States is in place by 2025	National 1. Public Service Commission (PSC) use Charter promotion guidelines to conduct/ facilitate promotion of adoption/implementation of Charter by second half of 2015 2. PSC facilitates implementation of Charter at least 6 months after ratification by Member State Continental 1. Develop Guidelines for promotion of Charter by first half of 2015 2. Facilitate / play advocacy for adoption of Charter by Member States between 2016-2018 3. Organize conference of State Parties in 2019 4. Set up/implement system to monitor the implementation by Member States in 2020

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
National
1. Fully implement the African Charter on the Values and Principles of Public Administration
2. Formulate / implement policies for public participation in the promotion of values and principles and policy making by the public service

3. Develop/implement laws to promote public service values and principles
4. Build the capacity of national institutions at all levels in development management / implementation of Agenda 2063
5. Promote policies and programmes for efficient and effective public service delivery by public institutions
6. Develop, implement policies and programmes which will contribute to the effective and efficient functioning of the legislature
7. Implement the African Union Convention on Preventing and Combatting of Corruption and the UN Convention on the Prevention of Corruption

Continental/Regional
Continental
1. Develop/implement strategies / action plans for the design of African Island States governance metrics
2. Develop / implement advocacy programmes for the adoption of the African Island States economic development / computational methodology by relevant regional / continental and global institutions.
3. Build capacities of regional/continental institutions for the implementation of Agenda 2063

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Participatory Development and Local Governance	National 1. All local governments have full administrative and institutional capacities and appropriate fiscal powers 2. Local communities have a fair share of the exploitation of natural resources and are using them for the benefit of all. 3. Reduce local conflicts to zero by 2020 4. Culture, values and norms of local communities are respected and protected .	1. Guidelines for promotion of Charter and High Council on Local Authorities developed by 2017 2. Ratification of Charter by minimum number of member states in order to push the process forward envisaged between 2017/2019 3. 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

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
National
1. Implement the AU Decision on Decentralization and Good Governance.
2. Develop/implement policies and legal frameworks for decentralization, empowerment pf local governments and resource benefit sharing
3. Promote policies for stakeholder participation in local governance
4. Strengthen local councils and grassroots cooperatives for development
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	National 1. Level of conflict emanating from ethnicity, all forms of exclusion , religious and political differences is at most 50% of 2013 levels. 2. Entrench the culture of peace Continental 1. African Standby-Force and the Rapid Deployment Capability to be	National 1. Dialogue / Consultations on mechanisms for the prevention and resolution of conflicts conducted by 2015 followed by setting up of structures for operating the mechanisms for prevention and resolution of conflicts in place by 2017

	in place by 2018 2. Fully functional CEWS and early warning systems of RECs by 2018 3. Panel of the Wise and PanWise fully operational and under-taking conflict prevention initiatives 4. APSA is up-dated to reflect security concerns related to piracy, drug-trafficking, human trafficking and transnational crimes including terrorism	2. Capacity development plan, action plans and implementation strategies developed between 2016 and 2018 and implemented between 2018 and 2020. Continental 1. Programmes for structural conflict prevention enhanced by 2015. 2. Development and readiness of the ACIRC attained by 2015. 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

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
National
1. Implement   relevant aspects of APSA
2. Develop/ implement mechanisms for prevention and resolution of conflicts at the local and national levels.
3. Mainstream peace education in curricula of schools.
4. Promote reconciliation including the use of alternative dispute resolution mechanisms
5. Mainstream Gender in peace and security programmes
6. Develop/implement national strategies that will contribute to the eradication of terrorism
Continental
7. Develop/implement sensitization programmes for member states and RECs on the operationalization of APSA.
8. Promote closer cooperation with the Africa and other international institutions
9. Update APSA to cover piracy, drug and human trafficking and trans-national crimes including terrorism
10. Develop/Promote programmes for closer cooperation among AU member states and other international institutions
11. Develop/promote the use of an African Human Security Index
12. Develop/implement frameworks for a functioning continental arrest warrant system.
Continental
1. Develop / implement programmes to strengthen cooperation and coordination between the AU Peace 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	National 1. Silence All Guns by 2020 2. Complete civilian control of security services within democratic practices, rule of law and due processes by 2025 Continental 1. Silence All Guns by 2020	National 2. Continental framework for silencing all guns be domesticated and implemented by 2017. 3. Strengthening of the role of the local communities to keep communities free of guns completed by 2019 4. Continental framework for silencing all guns domesticated by 2017. RECs 1. Consultations with member states on continental framework for

		silencing All Guns done by 2016. Continental 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. 2. Monitor implementation of policy / cooperation framework between 2018/20 3. Review implementation of the CADSP Center for Post Conflict Reconstructions and Development 1. Host Country Issues between Egypt and Uganda is resolved in 2015 2. Statute for Center developed in 2016; reviewed and approved by the Peace and Security Council and adopted by the Summit the same year. 3. Implementation Action Plan is prepared in 2017 and approved by the Peace and Security Council and the Summit the same year 4. Center becomes operational in the same year

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
National
1.   Sign, ratify and domesticate existing normative frameworks on peace and security
2.   Implement the Madiba Nelson Mandela Decade of Reconciliation Policy in Africa (2014-24)
Continental
1.   Sensitize Member States and RECs / Regional Mechanisms (RMs)
2.   Facilitate self determination of the countries that are still under foreign occupation
3.   Promote the Madiba Nelson Mandela Decade of Reconciliation Policy in Africa (2014-24)
4.   Engage the UN System and all other actors to address the issues of liberation by 2017

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Defense, Security and Peace	National 1. Sufficiently capable security services by 2020 2. Respect to rules or engagement and human rights in conflict situations is entrenched in the security forces Continental 1. Review of African Peace and Security Protocol is completed by 2016 2. Common Defense and Security Policy is fully operational by 2020	National 1. Domesticate the Africa Union Non-Aggression and Common Defense Pact (AUNACDP) and the CADSP by 2018 RECs : 1. Consultations with Members States on the (AUNACDP) completed by 2017 Continental 1. Review of African Peace and Security Protocol is completed by 2015 2. Consolidate AUNACDP by 2015 3. Consultations with RECs on AUNACDP is completed by 2017

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

1. Implement the AUNACDP.		
2. Implement the recommendations on the Review on the Peace and Security Council,		
Continental		
1. Facilitate the implementation of the AUNACDP.		

Goal 15: A Fully Functional and Operational African Peace and Security Architecture		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Operationalization of APSA Pillars	National *1.* National standby contingent of the ASF ready in all operational aspects *2.* National Peace Council is established by 2016 *3.* Full compliance to funding Africa's peace and security institutions obligations Continental *1.* Ready for deployment and engagement African Stand By Force *2.* Well-equipped, competent regional security structures / mechanisms to participate in continental assignments	National *1.* Contribution to peace fund is at the norm/adequate and timely during 2014/23 period Continental *1.* ACIRC is realized by 2015; AMANI II exercise completed by 2016 with realization of the ASF attained by 2018 *2.* Policy directive to member states on increase in mandatory contributions to the Peace Fund issued in 2018
Indicative Strategies To achieve the above targets, the following indicative strategies have to be considered National *1.* Implement regional and continental agreements in the context of the APSA. *2.* Provide African CSOs with capacities at local, national and continental levels to address conflict prevention and peace building. *3.* Ensure well-equipped, competent national security structures/mechanisms to participate in continental assignments. Continental *1.* Provide advocacy for compliance by Member States and RECs of the operationalization of the APSA.		

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	National 1. At least 60% of content in educational curriculum is on indigenous African culture, values and language targeting primary and secondary schools *2.* An Agency for Diaspora Affairs/ Relations is in place and will be facilitating the Diaspora contributions to development *3.* Dual Citizenship granted to the Diaspora Continental 1. Encyclopedia Africana is completed	Encyclopedia Africana Project (EAP) *1.* Framework for Continental execution of the EAP set up by 2015 followed by development of Development of Action Plan for completion of the EAP by 2016 *2.* Compilation / editing of the Encyclopedia Africana takes place between 2017/22 with launch scheduled for 2023 Legacy Projects *1.* Technical committee on the implementation of legacy projects fully functional by 2015

	2. All legacy projects are completed by 2020	2. Diaspora Skills Inventory: Framework is updated in in 2016, with data capture following in 2016/18 and website operational from 2019
		3. Diaspora Volunteer Force: Framework is updated in 2015; implementation structures are put in place by 2016 and launch done in 2017
		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

Indicative Strategies

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

<u>National</u>

1. Implement the Charter for African Cultural Renaissance.
2. Implement the Algiers Declaration on the Harmonization and Coordination of cultural policies and programmes
3. Review educational curricula to include values and ideals of Pan Africanism, African cultural values and heritage.
4. Pass law on dual citizen to the Diaspora.
5. Establish mechanism to reverse brain drain from the Diaspora
6. Develop/implement frameworks for the integration of national and continental Diaspora programmes.
7. Implement the relevant aspects of the Declaration of the Global African Diaspora Summit- Johannesburg / South Africa.

<u>Continental</u>

1. Implement AU Summit Decision on Encyclopedia Africana Project.
2. Design / promote strategies that will enhance AU Member states relationships with Caribbean and Latin American Nations.
3. Develop/implement frameworks for the setting up of regional centres of excellence which promote African cultural and creative industries
4. Develop/implement framework for the coordination and regulation of continental audio visual and cinema businesses
5. Facilitate the ratification by member states the protocol on the amendments to the Constitutive Act to enable the Diaspora participate in the building of the African Union.
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.

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Cultural Values and African Renaissance	<u>National</u> 1. At least 20% of the citizenry participate in culture and appreciate the creative arts 2. National languages used as part of the administrative processes of the country. <u>Continental</u> 1. At least 70% of Member States are fully implementing the Charter for African Culture and Renaissance 2. Linguistic Atlas for Africa Completed	Linguistic Atlas for Africa 1. Data Capture is completed by 2015/16 followed by compilation and editing between 2017/22 with launch in 2023

Indicative Strategies

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

<u>National</u>

1. Implement the Charter for African Cultural Renaissance.

2. Build the capacity of Pan African cultural institutions.
3. Implement the Language Plan of Action for Africa.
4. Expand African Language Atlas Mapping to cover the creole language of the African Island States

<u>Continental/Regional</u>
1. Implement the Continental African Renaissance Strategy Campaign.
2. Develop/implement frameworks for the use of vehicular cross border language to foster regional integration
3. Implement Legacy Projects.
4. Research, record and disseminate African traditional stories that offer lessons for young people to take pride in their Africaness
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

Priority Area (3)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Cultural Heritage, Creative Arts and Businesses	<u>National</u> 1. At least 60% increase in local content in all print and electronic productions and media 2. National Agency / focal point for the promotion of creative art businesses is in place by 2017 3. At least 20% of technical and vocational institutions have programmes on the creation /generation of cultural artifacts, skills development for the generation / preservation of cultural assets and the creation and management of micro-cultural enterprises. 4. Mechanism in place for inter-generational cultural dialogue 5. At least 30% of all national cultural treasures that are identified are retrieved, protected, archived and valued <u>Continental</u> 1. At least 70% of Member States are implementing the AU Plan of Action on Culture and the Creative Industries 2. All African cultural treasures / patrimony retrieved 3. Framework for Adoption of African Heritage Sites is in place by 2018 4. The 2013 level of Africa's contribution to World Heritage Sites is doubled by 2025	Cultural Antiques <u>National</u> 1. Domestication of model law on cultural antiques is done between 2018/23 2. <u>RECs</u> 1. Consultations with member states on model law on cultural antiques is completed by 2017 <u>Continental</u> 1. Standard / model law on cultural antiques is developed by 2015 followed by consultations with RECs on the model law in 2016

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
<u>National</u>
1. Implement the AU Plan of Action on Culture and Creative Industries.
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.
3. Develop / implement policies including the protection of the creator's rights to support the growth of creative industries.
4. Develop inventory of proposed World Heritage Sites and submit proposals to UNESCO for consideration
5. Develop / implement / promote policies that will build the capacities of heritage entities
6. Promote the creation of cultural driven businesses

7. Put in place measures to fight against trade in cultural possessions.
8. Develop /implement framework for the promotion of African Heritage Sites
9. Develop/implement frameworks for the graduation of African Heritage Sites into World Heritage Sites
10. Develop/implement regulations and policies to promote increased local content in all media (print and electronic)
11. Create national awareness, incentives to local communities and lobbying campaigns to promote to promote World Heritage Sites for nomination by UNESCO,
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
13. Expand access to cultural information through Community public libraries
14. Develop/implement SMMEs policies that promote the growth of creative arts/ cultural businesses.
15. Link Heritage to National Development Plans
16. Pass Laws on Intangible Cultural Heritage
17. Establish Cultural Research Fund
18. Put in place legislation that governs Heritage Policy
19. Pass legislation enabling creation of clusters and agglomeration within Cities
Continental
1. Implement recommendations on the Inventory of Cultural Goods Report.
2. Develop/ facilitate the implementation of continental frameworks on African Heritage Sites
3. Coordinate / facilitate the promotion of African Heritage Sites into World Heritage Sites
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.
5. Develop/implement frameworks for the strengthening the African World Heritage Fund
6. Promote the formation of continent wide cultural/ creative art associations

Aspiration 6. An Africa Whose Development is people driven, relying on the potential of the African People, particularly its Women and Youth and well cared 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	National 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 2. At least 20% of rural women have access to and control productive assets, including land and grants, credit, inputs, financial service and information 3. At least 30% of all elected officials at local, regional and national levels are Women as well as in judicial institutions 4. At least 25% of annual public procurement at national and sub-national levels are awarded to Women 5. Increase gender parity in decision	National 1. AU/REC Aligned Gender Policy is domesticated from 2017 RECs 1. Consultation with Member States on AU/REC Aligned Gender Policies Continental is completed in 2016 Continental 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

	making positions at all levels to at least 50-50 between Women and Men 6. Solemn Declaration Index (SDI) developed by GIMAG and ECA on Gender is computed bi-annually and used in making policy / resource allocation decisions. Continental 1. Increase gender parity in decision making positions at all levels in pan African organizations to at least 50-50 between women and men 2. High Level Panel on Women Empowerment operational by 2016 3. Fund for African Women is operational by 2017	

Indicative Strategies

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

National

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
2. Promote gender responsive budgeting
3. Enact laws on Gender Equality and Representation
4. Establish Gender and Equality Institutions
5. Create gender data base on wealth and income distribution
6. Domesticate and fully implement the convention on the Elimination of All forms of Discrimination Against Women (CEDAW)
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
8. Develop / promote polices that will enhance access to and control productive assets (including financing by women and the youth.
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
10. Fully implement the Beijing Plan of Action (1995)
11. Fully harmonize national and regional gender policies, Women and development policies with the AU Gender Policy
12. Develop /implement policies for faster progression of Women towards gender parity in all spheres of decision making/positions
13. Establish funds dedicated to supporting the empowerment of Women and Youth
14. Develop / implement mechanisms 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

Continental

1. Develop/implement policy guidelines for the setting up of High Level Panel on the Empowerment of Women and implementation of the recommendations
2. Develop/ coordinate frameworks for the setting up of a Continental Gender Observatory
3. Promote the setting up of a Gender Center of Excellence in AUC/NEPAD
4. Put in place an Africa Gender Parity Index and use it for tracking progress towards gender parity in Africa

Priority Area (2)	2023 Target	Key Process Actions/Targets Towards 2023
Violence & Discrimination against Women and Girls	National 1. Reduce 2013 levels of violence against women and Girls by at least 20% 2. End all harmful social norms and customary practices against women	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

	and girls and those that promote violence and discrimination against women and girls	under goal 15 will be done interactively/simultaneously
	3. Eliminate all barriers to quality education, health and social services for Women and Girls by 2020	
	4. End of forms of political, legal or administrative discrimination against Women and Girls by 2023	The process focus will be on Gender Related Violence and Discrimination as contained in AU Gender Policy
	5. Reduce by 50% all harmful social norms and customary practices against Women and Girls and those that promote violence and discrimination	
	Continental 1. Fully implement Executive Council Decision on Gender Parity in the African Union by 2020	

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 2023
Youth Empowerment and Children's Rights	National 1. Reduce 2013 rate of youth unemployment by at least 25%; in particular female youth 2. Youth business start ups including female youth in all business start ups is at least 15% 3. At least 50% of youth who can not go on to have tertiary education are provided with TVET 4. At least 50% of Youth and Children are engaged in talent based development programmes, leisure and recreation 5. End all forms of violence, child labor exploitation and child marriage and human trafficking 6. Recruitment of Child soldiers is ended 7. At least 20% of Youth and Children are engaged in sports activities	Youth National 1. AU Five Year Plan of Action on Youth Empowerment in Africa (2019-2024) is integrated into national planning frameworks by 2019/20 Regional 1. Consultations with Member States on implementation of Action Plan on Youth Empowerment is done in 2019 Continental 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 2. The AU Five Year Plan of Action on Youth Empowerment (2019-2024) is

	8. Full implementation of the provision of African Charter on the Rights of the Youth is attained 9. End all forms of child marriages	presented to the STC and AU Policy Organs in late part of 2018 and January 2019 for approval. 3. Consultations with RECs on Implementation of AU Action Plan on Youth Empowerment is done in 2019 Children <u>National</u> 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 <u>Continental</u> 1. Strategic Plan for Protection and Promotion of Child Rights in Africa adopted by 2014 2. Study on Children and Armed Conflict completed by 2015. 3. State Party reports on the implementation of the African Charter on The Rights and Welfare of the Child are reviewed between 2015/23 4. General Comments on child marriage, children and armed conflict and responsibility of the Child are issued between 2015/23 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.

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
<u>National</u>
1. Fully implement the African Youth Charter
2. Implement the United Nations Convention on the Rights of the Child
3. Implement Malabo 2011 Declaration and Decision on Youth Empowerment
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 counseling so that skilled experience of young people match the demands of the labor 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. Implement the African Charter on the Rights of the Child
15. Establish close links between educational institutions and the labor market through apprentice schemes and industrial placements / encourage and promote work related skills training
16. Encourage and support career counseling services so that skilled experience of young people match the demands of the labour market
17. Implement the Framework for Sustainable Development of Sports in Africa

18.	Implement the African Charter on the Rights and Welfare of the Child
19.	Implement Accelerated Action on the Implementation of the Plan of Action Towards African Fit for Children
20.	Implement Algerian common position and Plan of Action on Strategies to support orphans, vulnerable children and children infected with HIV/AIDS
21.	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 and influential global partner

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	National 1. National infrastructure for African networked space research and exploration in place 2. National systems / infrastructure for research and development that will contribute to the stock of global intellectual property rights is fully functional 3. Increase 2013 level of exports by 20% in real terms Continental 1. Africa Speaks with One Voice on Global Affairs. 2. African Space Agency established and is fully operational. 3. Strategic Freight Maritime Task Force is established. 4. AU Standalone department for Maritime Affairs to be responsible for AIMS implementation established. 5. African Island States are fairly represented in appointments to regional / continental and international bodies. 6. All Colonies are free by 2020. 7. Africa Investment Bank established by 2025 including a window for the promotion of blue / ocean economy.	Science Technology and Innovation Strategy for Africa (STISA-2024) 1. STISTA is adopted by AU Summit in 2014 2. Development / implementation of first set of flagship programmes under STISA takes place between 2015/17 3. Development/implementation of second set of flagship programmes under STISA takes place between 202018/20 4. Development / implementation of the third set of flagship programme under STISA takes place between 2021/23 5. Final Evaluation of STISA takes place in 2023 African Space Policy 1. Development and Adoption of African Space Policy and Strategy is done in 2015 2. Preparation and Implementation of Action Plan on African Space Policy starts in 2016 3. African Common Position on International Space Agenda is attained by 2018.

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered National 1. Implement the Science, Technology and Innovation Strategy for Africa-2024 2. Develop/implement strategies to increase women and youth in science and technology 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 4. Build / utilize national capacity for research in science, technology and innovation

5. Design/implement systems for research and development that will protect intellectual property. <u>Continental</u> *1.* Revitalize African research system to enhance competitiveness in global knowledge economy. *2.* Strengthen inter-university collaboration and international exchange of research programmes *3.* Develop/implement frameworks for the facilitation of adoption of curricula in space technology in member states universities / polytechniques *4.* Rationalize / adhere to process of appointments to regional / continental / international bodies with due recognition to the interest African Island States. *5.* Facilitate the setting up of the Pan African Intellectual Property Organization (PAIPO) *6.* Facilitate the setting up of a continental grant system that will contribute to the generation of African patents 7.		

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
Partnership	<u>Continental</u> 1. African Global Partnership Platform is inaugurated by 2015 and functional by 2017 2. !00% of the operational budget; 75% of the programme budget and 25% of the peace keeping budget would be funded by the AU by 2021	1. Review of Partnership Framework completed by 2014 2. Consultative Meeting with African Experts on Partnership Framework conducted by end of 2014 3. Adoption of Partnership Framework by AU Policy Organs is done in 2015 4. Development of Framework Implementation Action Plan is done in 2015 with domestication by AU Organs and RECs done in 2016; Member States domesticate by 2017
Indicative Strategies To achieve the above targets, the following indicative strategies have to be considered <u>Continental</u> 1. Facilitate the contribution of the Diaspora in the Strengthening of the International Partnership of the African Union 2. Develop/implement frameworks for rationalization of existing partnership agreements 3. Implement Decisions on financing of the AU Organs		

Goal 20: Africa takes full responsibility for financing her development		
Priority Area (1)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Frameworks
Capital market	<u>National</u> 1. National capital market finances at least 10% of development expenditure <u>Continental/RECs</u> 1. African Credit Guarantee Facility is fully functional 2. African Remittances Institute if fully operational by 2020 3. Africa Investment Bank established by 2025 including a window for the promotion of blue / ocean economy. 4. Regional Stock Exchanges are in place 5. Diaspora Investment Fund is operational by 2018	African Credit Guarantee Facility 1. African Credit Guarantee Facility Concept is developed in 2016 followed by stakeholder consultations / buy in 2017 2. Review / adoption by the STC and AU Summit together with preparation of an Implementation Action Plan is scheduled for 2017 3. Action plan is implemented in 2019 African Investment Bank 1. Ratification by Member States to get the minimum number required to push the process forward is scheduled for the period between 2014/16 2. Development of instruments / operational structure framework and consultations with stakeholders/call

		for payment of subscription takes place between 2017/18
		3. Bank commences business in 2019
		African Remittances Institute
		1. African Remittance Institute project ends with concept developed in 2014
		2. Executive Councils adopts Kenya to host and negotiations with host completed in 2014
		3. Operationalization of the Institute takes place between 2015/16 with commencement in 2017
		Diaspora Investment Fund
		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
		Regional Stock Exchanges
		1. Regional Stock Exchange Concept Study conducted in 2016 with validation workshops / consultations in 2017
		2. Adoption by RECs Summit is scheduled for 2018
		3. Installation of management /raising of share capital / operational preparation for commencement is done in 2019 with commencement of business in 2020

Indicative Strategies
To achieve the above targets, the following indicative strategies have to be considered
<u>National</u>
1. Put in place a regulatory framework for capital market operations- including a functioning capital markets regulatory authority
2. Provide fiscal incentives for the development /growth of the capital market including foreign participation
3. Facilitate the capacity development of capital market institutional operators to global level efficiency / effectiveness
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 eg mobile money)
5. Promote risk mitigating strategies as a way of attracting investment for development
6. Implement AU conventions on combatting corruption
7. Develop/implement strategies for strengthening the role of central banks in financing development
<u>Continental/Regional</u>
1. Develop / implement advocacy strategies and programme to accelerate ratification of treaties
2. Develop/implement/ facilitate strategies for setting up of financial and capital market institutions at the continental / regional levels
3. Develop/implement frameworks to guide member states to leverage (increased use of long term debt) for development
4. Develop / promote model regulatory law for capital/ stock market and tax/levy instruments for domestication at national and regional levels

Priority Area (2)	2023 Target	Key Process Actions/Milestones Towards 2023 on AU Framework(s)
Fiscal system and	<u>National</u>	n/a

Public Sector Revenues	1. Tax and non-tax revenue of all levels of government should cover at least 75% of current and development expenditure	

Indicative Strategies

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

<u>National</u>

1. Put in place and effective, efficient and transparent national Revenue Authority.
2. Develop/ implement proactive frameworks for developing tax policies; public fee for service policies; profit maximizing behavior policies of public enterprises.
3. Put in place simplified policies/ frameworks to widen the scope of tax collection
4. Develop/ implement strategic options that reflects global best practices for financing of infrastructural projects and programmes
5. Develop infrastructural capacity for revenue collection maximization and accountability.
6. Provide appropriate incentives to obtain revenue collection and accounting behavior of staff.
7. Put in place effective systems for revenue collection audits.
8. Build human capacity for revenue collection.
9. Educate public on their obligations / responsibilities towards payment of taxes.
10. Put in place polices / frameworks that will widen the scope of tax collection at the informal sector .

<u>Continental</u>

1. Develop / implement frameworks for Policies on Revenue Statistics and Fiscal Inclusiveness for Africa

Priority Area (3)	2023 Target	Key Process Actions/Milestone Towards 2023 on AU Framework(s)
Development Assistance	1. Proportion of aid in the national budget is at most 25% of 2013 level	N/a

Indicative Strategies

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

<u>National</u>

1. Eliminate illicit capital outflows
2. Promote policies to stimulate the tax revenues arising from the growth of the productive sectors
3. Negotiate good revenue sharing arrangement with investors in the extractive industry / promote policies to maximize revenues due to the state from the extractive industry
4. Promote good governance and practices in national economic / development management
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 an 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 developed. 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[Th] 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 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. Specifically it is supposed 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 entailed in Agenda 2063 could be financed at the national, regional and continental levels
- Specify the modalities for engaging the African in learning about the progress on Agenda 2063 and channels for their contributions / feedback and lastly
- 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 is supposed 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, 50th Anniversary Solemn Declaration and other related instruments and policy organs' decisions, lessons learnt from the Consultations of the African Citizenry and review of national, regional and continental plans and frameworks.

Subsidiarity

There are three layers 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. Again 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 10 year plan frameworks 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 and UNECA) and partners; and oversee 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 stake holders and their constituents together are predictable and open. Against this background, the

following need to be considered where appropriate in all the actions / policies entailed 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 the functions assigned to it. 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 behavior 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 like 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 in 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 could be predictable. For example, selection of goals and priority areas for the first ten year 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 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 reflect 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 at the national, regional and continental levels

- National Level: Planning, implementation, monitoring and evaluation structures as thematic area groups, sector wide approaches should be retained and, if necessary, be improved 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 to cater for the exigencies of the for Agenda 2063
- Continental Level: AU Organs such as AUC, the Pan African Parliament (PAP), ECOSOCC, and NEPAD 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, communicating 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 the Agenda 2063 implementation, monitoring and evaluation process forward is necessary for success. In this vein, 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 the Agenda 2063 Framework Document and Its Implementation Plan
- Provides broad policy guidelines on the implementation, monitoring and evaluation of Agenda 2063
- Approves the medium (10 year) plans and its related activates
- 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 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 its related activities.
- Approves /reviews monitoring and evaluation reports and advises the Assembly on appropriate actions

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

Key Responsibilities
- Recommends 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 supervise the work of the AUC/Technical Unit for Agenda.

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

a)   The AUC/Technical Unit coordinates / facilitates the:
- Development 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 in support of Agenda 2063
- Development of implementation, monitoring and evaluation frameworks
- Review of monitoring and evaluation reports
- Advice/strategy on resource mobilization for Agenda 2063
- Development/implementation of Agenda 2063 Communication Strategy
- The focal point for interactions with RECs in implementation, monitoring and evaluation
- The leadership and advocacy 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 classes of Africa.
- Activities as a secretariat for the Specialized Technical Committees and the Ministerial Committee on Agenda 2063

b)   Some coopted 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) leading 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: Yet to be decided but appears apparent in the face of the principle of leveraging the strengths of existing institutions could be the Technical Unit of the AUC 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) prepares progress report on the involvement of the African Citizenry on the implementation, monitoring and evaluation of Agenda 2063

- UNECA: (i) in collaboration with NEPAD provide the technical backstopping to the AUC, RECs and Member States in all areas of 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) in collaboration with AUC 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 ensure consistency between Agenda 2063 and sector strategy.

Key Responsibilities

- Facilitates the preparation of sector strategy within the context of Agenda 2063
- Facilitates the setting of sector goals, targets and indicators for Agenda 2063
- Facilitates the preparation / review of sector monitoring and evaluation reports through the AUC coordinating framework

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.
- Review monitoring and evaluation reports and advise on corrective measures.

Regional Level

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

Key Responsibilities

- At inception provides leadership in the Regional / National Consultative Process with respect to the preparation of Agenda 2063
- Participates in the continental operational oversight of Agenda 2063 and be the entry point for continental level initiatives for Member States in the region.
- Adapts / aligns continental long /medium term Agenda 2063 10 Year Plans / Guidelines to regional plans
- Issues regional Agenda 2063 10 Year Plan guidelines to Member States
- Coordinates the preparation and execution of regional projects / programmes as per Agenda 2063
- Coordinates the integration of Monitoring and Evaluation reports of Member States in the region and submit to the Ministerial Committee for their consideration
- Leads 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 area groupings for 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 a 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 participates in:
- the alignment of national vision to Agenda 2063 and
- the preparation of medium term plans based on Agenda 2063.
- the setting of goals and targets and monitoring and evaluation at the grassroots level

Developing Capacity for Agenda 2063: First Ten Year 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 exercise full ownership thereof; (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 prevail; (v) a results-based approach; (iv) revitalized strategic planning 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 build Africa's image and position in the world.

For Agenda 2063 to be implemented effectively, including the First Ten Year 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.

Types of Capacities and Needs of 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:

Individual (human capacity: generally includes capabilities in terms of skills, training, performance, values, attitudes, motivation, professional integrity, relationships, communication skills, etc. 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 effectively participates in the global value chain as well as science and technology. Critical in 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.

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.

Institutional/ organizational capacity: This encompasses strategic planning, management, structure, system 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 catalyze and sustain transformation are essential ingredients of institutional capacity.

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 local levels. During the first ten years, Agenda 2063 envisages developing effective capacity at the level of AU Organs, including the Executive Council, Peace and Security Council, 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). 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.

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.

Role of Communications in Agenda 2063: First Ten Year 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 reach out 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.

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 and UNECA) 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 groups, 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 appearing as 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. These will pertain at the national, regional and continental levels. 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.

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 is supposed to serve the following purposes with respect to Agenda 2063 implementation.

Reinforcing the culture of managing for results: The preparation and implementation of the various Poverty Reduction Programmes by member states especially between 2000 and 2010, had monitoring and evaluation frameworks. These frameworks introduced a number of 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 interactively, there is a general consensus 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 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 provide 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 goals and targets.

Deepening Integration: The M&E framework that cascades from the national to regional and then to continental 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, performance of the implementation of Agenda 2063 and its outcome 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 performance development over the periods are made available- serving as   preludes towards the United States of Africa the Citizenry aspires to by 2063.

Encouraging Participation and Ownership: Agenda 2063 is people–driven programme 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 technical 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 of the First Ten Implementation Year Plan.

Purpose

The First Ten Year Plan Results Framework is expected to provide a common point of reference that induces results oriented tactical and strategic actions at the national, regional and continental levels. It provides 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 will play the roles assigned to them under implementation. 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 Results Framework will be used as (i) the 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) the 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 MDGs 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 horizons, the targets under the priority areas could change with the various 5 ten year plans envisaged. But in the end the 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 medium for sharing knowledge and experiences to enhance the effectiveness of the monitoring and evaluation feed back into implementation improvements envisaged include:

Sharing of Best Practices

Best practices design of the results framework, monitoring and evaluation 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

Study Tours

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

Common Platforms

Annual platforms for stakeholders in 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 for 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 need while table 6.1 shows a succinct presentation of the areas requiring financing in the first ten years based on annex 5.

Table 6.1: Areas Requiring Scale Up Financing in First Ten Years

National	Regional / Continental
Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development • Agriculture with pro-poor support focus • Minimum social protection policy (e.g cash transfers to poor households) • Urban development – housing, slum reduction, access to basic services (water, sanitation, transport, electricity, internet and broadband connectivity) • Early childhood education, free and compulsory secondary education and STI skills revolution • Basic health care and services; maternal and child health, and HIV/AIDs and Nutrition • 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&D for industry and national commodity exchanges • Accelerated growth in agriculture; post harvest loss reduction; creation of agro-businesses for the Youth; • Growth of the Blue Economy: Fishery businesses, indigenous shipping and freight services, port operations and management, eco-tourism, marine energy etc. • Sustainable communities, production systems and consumption patterns	• African Educational Accreditation Agency • African virtual university / e-university • African Center for Disease Control • Center for African Mineral Development • Regional Commodity Exchange • African Center for Blue Economy • African Climate Fund
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 • Connectivity to African High Speed Train Network • Connectivity to Trans Africa Highway Missing Link • Electricity generation • Internet and broad band expansion / penetration and modernization	• Regional Power Pools
Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law • Development of Capable State	• Capacity development of AU Organs and RECs for Agenda 2063
Aspiration 4: A Peaceful and Secure Africa • Readiness for continental duties	• Interventions of the African Stand By Force • Center for Peace and Post Conflict Management
Aspiration 5: Africa with a Strong Cultural Identity, Common	• Pan African Festivals

National	Regional / Continental
Heritage, Values and Ethics • Creative Arts businesses	• Encyclopedia Africana • Pan African Secretariat • Legacy Projects
Aspiration 6:: An Africa Whose Development is people-driven, especially relying on the Potential offered by the Women, Youth and Children • Women Entrepreneurship/businesses • Youth empowerment,/entrepreneurship / businesses (other than agricultural driven) and employable skills training	• African Women Fund
Aspiration 7: An Africa as a Strong, United and Influential Global Player and Partner • National Stock exchange / capital market	• African Global Partnership Platform • African Remittances Institute • African Credit Guarantee Agency • African Investment Bank • Regional Stock Exchanges • Regional Commodity Exchanges

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.

Channeling 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 channeling 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 channeling vehicles will be considered as part of the first 10-year implementation plan:

• Existing commercial financial intermediation vehicles such as, one 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, traditional FDI and PPPs

• Non-commercial finance channeling 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 currency 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 framework conditions for generic investment climate and enabling conditions for financial industry development, 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 whre there 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 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 its Secretariat, the AUC, 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 AUC and AfDB include the NEPAD Planning and Coordinating Agency, which is being merged into AUC, UN-ECA 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 of review of Africa's Partnership arrangements. Within the context of Agenda 2063, the First Ten Year Plan the following recommendations are pertinent which will have to be addressed and implemented.

Preparation of AU policy framework on partnerships

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

- Making Agenda 2063, The First Ten Year Plan   the center-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 & 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 its strategic partners and 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 within the context of the Agenda 2063 First Ten Year Implementation Plan.

Deepening transformational benefits of the partnerships

There would be the need to deepen transformational benefits of all major strategic partnership 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 identify 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 owned priorities and would allow for the needed progress to sustain the relevance of these partnerships.

ANNEX 1: THE FIRST TEN YEAR PLAN

Guidelines for Implementation Monitoring and Evaluation

A: IMPLEMEMTATION

1   Guidelines on Adoption of Agenda 2063

The policy guidelines in this section cover issue 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.

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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 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 MDGs.
- 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) generation of 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.

Ensuring national commitment

- To ensure that Member States adopt Agenda 2063 there will be (i) a bi-annual score card prepared and published on the progress made towards the implementation of Agenda 2063 at the national level and (ii) 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.
- 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.

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 ambit of Agenda 2063.

UN Economic Commission for Africa
In consulation with the AUC
- 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 5th and 10th 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

Every REC shall:

- Use the appropriate structure within its organization . The integration into existing structure will ensure for 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

Every 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.

   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

Every 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

Every 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 SD.
- 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 MDGs
- 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 noh 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.

KEY ACTIVITIES	ENTITY RESPONSIBLE	YEAR																
		1				2		3		4		5		6	7	8	9	10
		Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H					
INCEPTION																		
Continental Level																		
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 Launching of the First Ten Year Plan	AUC/EC/Assembly			■														
8 Implementation of Capacity Development Plan			■	■														
Regional Level																		
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 Launching of the First Ten Year Plan	REC			■														
5 Implementation of Capacity Development Plans	REC			■	■													
		1				2		3		4		5		6	7	8	9	10
		Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H					
Member State Level																		
1 Creation of National focal points for Agenda 2063	Government			■														
2 Creation of National Advisory	ECOSOCC/ Government			■														

	KEY ACTIVTIES	ENTITY RESPONSIBLE	YEAR																
	Group				■														
3	Adoption of Agenda 2063 by National Legislatures as Framework for Development	PAP / Legislature				■													
4	Public Education on Agenda 2063	Government / National Advisory Group			■														
5	Launching of Agenda 2063	Government			■														
7	Introduction of Citizens Tax for Funding Advisory Group	Government / Legislature				■													
8	Implementation of Capacity Development Plans	Government				■	■												
IMPLEMENTATION																			
Continental Level																			
1	Development of Action Plans for Continental Targets in 10 Year Plan	Technical Unit				■													
2	Issuing of guidelines on selection of goals, priority areas and targets for the 10 year plan to RECs	Technical Unit				■													
3	Capacity Assessment of AU organs/RECs for Agenda 2063	ACDF/Technical Unit				■	■	■												
4	Creation of Data Bank on African Experts	UNECA					■	■	■	■	■	■	■	■	■	■	■	■	■	
5	Operationalization of Recommendations on Financing of Agenda 2063 as per the RM Strategy	AfDB/Technical Unit																		
			1				**2**		**3**		**4**		**5**		**6**	**7**	**8**	**9**	**10**
			Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H					
6	Advocacy with African Legislatures	PAP				■														
7	Consultations with RECs	Technical Unit				■														
8	Interactions / Consultations with National Advisory Groups	ECOSOCC					■													
9	Execution of Continental Programmes	Technical Unit/ AU Organs					■	■	■	■	■	■	■	■	■	■	■	■	■	
Regional Level																			
1	Development of Action Plan for Regional Targets in 10 Year Plan	REC					🟥													

KEY ACTIVTIES		ENTITY RESPONSIBLE	YEAR															
			1				2		3		4		5		6	7	8	9	10
			Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H					
2	Issuing of guidelines on selection of goals, priority areas and targets for the 10 year plan to Member States	REC					■												
3	Facilitation of Capacity Assessment of Member States	ACBF						■	■										
4	Execution of regional responsibilities on the financing of Agenda 2063	REC					■												
5	Execution of regional programmes	REC							■	■	■	■	■	■	■	■	■	■	■
National Level																			
1	Integration of Ten Year Plan into National visions and plans	National Planning Authority					■	■											
2	National Capacity assessment for Agenda 2063	Public Service							■	■	■								
3	Thematic / sectoral / local level implementation of Agenda 2063 integrated national plans	Ministries, Departments, Agencies, Local governments /CSOs								■	■	■	■	■	■	■	■	■	■
MONITORING AND EVALUATIOON																			
Continental Level																			
1	Issuing of monitoring guidelines to RECs	Technical Unit					■												
2	Setting up monitoring systems for continental programmes	Technical Unit					■	■											
3	Mid- term and end of Ten Evaluation of Continental programmes	Technical Unit											■						■
4	Performance accountability	ECOSOCC						■		■		■		■	■	■	■	■	■

	KEY ACTIVTIES	ENTITY RESPONSIBLE	YEAR															
						1			2		3		4		5		6	7	8	9
			Q1	Q2	Q3	Q4	1H	2H	1H	2H	1H	2H	1H	2H				
	consultations with National Advisory Groups																	
5	Annual continental platform on the progress of Agenda 2063	Technical Unit																
6	Preparation of Report on the Progress of Agenda 2063 implementation at all levels	Technical Unit / AU Organs																
8	Monitoring of continental programmes	Technical Unit / AU Organs/AfDB/UNECA																
	Regional																	
1	Issuing of monitoring guidelines to Member states	REC																
2	Setting up/integrating agenda 2063 monitoring system into existing	REC																
	system																	
3	Creation / maintenance of regional data base on Agenda 2063	REC/UNECA																
4	Initiatives on harmonization of members states statistics	REC/UNECA																
5	Monitoring of regional programmes	REC																
6	Mid- term and end of Ten Evaluation of Regional programmes programmes	REC																
7	Member states consultative fora on performance of Agenda 2063	REC																
8	Preparation of Regional Monitoring Reports	REC																
	National Level																	
1	Integration of Agenda 2063 M&E into national M&E system	National Panning Authority																
2	Creation / integration of data base for M&E of Agenda	National Planning Authority / National																

KEY ACTIVTIES		ENTITY RESPONSIBLE	YEAR																
	2063/ national plan	Statistical Authorities								■	■	■	■	■	■	■	■	■	■
3	Monitoring / stakeholder consultations on progress of Agenda 2063	National Planning Authority / National Advisory Groups						■		■			■		■	■	■	■	
4	Mid term / end term evaluation of Agenda 2063 integrated national plans	National Planning Authority												■					

ANNEX 3 : AGENDA 2063 AND AFRICAN COMMON POSITION ON POST 2015 DEVELOPMENT AGENDA: COMMONALITY PROFILE

Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development

AGENDA 2063		AFRICAN COMMON POSITION
Goal	**Priority Areas for 2063**	
1. A High Standard of Living, Quality of Life and Well-being for all citizens	1.1.1. Incomes and Jobs	• P3e) Leveraging population dynamics for development (Paragraphs 46/47)
	1.1.2 Poverty & Hunger	• P1a) Inclusive growth that reduces inequality (Paragraph 21) • P3a) The eradication of poverty
	1.1.3. Social Security and Protection including Persons with Disabilities	• • P1a) Inclusive growth that reduces inequality (Paragraph 21) • P3e) Leveraging population dynamics for development (Paragraphs 46/47)
	1.1.4 Modern and Livable Habitats and Quality Basic Services	• P3g) Improving access to sustainable human settlements • P3e) Leveraging population dynamics for development (Paragraphs 46/47) • P4b) Enhancing Access to safe water for all (Paragraph 55)
2 Well educated citizens and skills revolution under pinned by science, technology and innovation	1.2.1 Education & STI Skills Revolution	• P2a) Enhancing Technological capacities for Africa's transformation Agenda (29/32) • P3b) Education and Human Capital Development (Paragraphs 39/41) • P3e) Leveraging population dynamics for development (Paragraphs 46/47)
3 Healthy and well nourished citizens	1.3.1 Health & Nutrition	• P3c) Universal and equitable access to quality healthcare (Paragraph 42) • P1b) Sustainable agriculture, food self-sufficiency and nutrition (Paragraph 22 • P3e) Leveraging population dynamics for development (Paragraphs 46/47)
4. Transformed economies and Jobs	1.4.1. Inclusive sustainable Economic Growth	• P1a) Inclusive growth that reduces inequality (Paragraph 21)
	1.4.2. STI driven Manufacturing, Industrialization & Value Addition	• P1c) Diversification. Industrialization and value addition (paragraph 23) • P2a) Enhancing Technological capacities for Africa's transformation Agenda (29/32)
	1.4.3 Economic Diversification & Resilience	• P1c) Diversification. Industrialization and value addition (paragraph 23) • P1d) Developing the services sector (Paragraphs

AGENDA 2063		AFRICAN COMMON POSITION
Goal	Priority Areas for 2063	
		24/25)
5. Modern agriculture and Blue Economy for increased Production & Productivity	1.5.1 Agricultural Production and Productivity	• P1b) Sustainable agriculture, food self-sufficiency and nutrition (Paragraph 22)
	1.5.2 Blue Economy	
6. Environmentally sustainable and climate resilient economies and communities	1.6.1 Sustainable Consumption Patterns	
	1.6.2 Biodiversity Conservation and Sustainable Natural Resources Management	• P4a) Improving natural resources and biodiversity management (Paragraph 54)
	1.6.3 Water Security	• P4b) Enhancing Access to safe water for all (Paragraph 55)
	1.6.4 Climate Resilience & Natural Disasters	• P4c) Responding effectively to climate change (Paragraph 56/60) • P4d) Addressing desertification, land degradation, soil erosion, flooding and drought (Paragraphs 61/62) • P4e) Natural Disaster risk reduction and management (Paragraph 63)

Aspiration 2: An Integrated Continent Politically united and based on the ideals of Pan Africanism and the Vision of Africa's Renaissance

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Areas for 2063	
7 A United Africa (Federal or Confederate)	2.1.1 Frameworks and Institutions for a United Africa	
8. World class infrastructure crisscrosses Africa	2.2.1 Communications & Infrastructure Connectivity	• P1e) Infrastructural development (Paragraph 26) • P3b) Education and Human Capital Development (Paragraphs 39/41)

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Areas for 2063	
9. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	3.1.1 Democracy and Good Governance	• P3e) Leveraging population dynamics for development (Paragraphs 46/47)
	3.1.2 Human Rights, Justice and Rule of Law	
10. Capable institutions and transformative leadership in place at all levels	3.2.1 Institutions & Leadership	
	3.2.2 Participatory Development and Local Governance	• P3e) Leveraging population dynamics for development (Paragraphs 46/47)

Aspiration 4: A Peaceful and Secure Africa

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Areas	
11. Peace, Security and Stability is Preserved	4.1.1 Maintenance and Restoration of Peace and Security	• P5a) Addressing the root causes of conflicts (Paragraph 66) • P5b) Preventing the outbreak of armed conflicts((Paragraph67)
12. A Stable and Peaceful Africa	4.1.2 Institutional Structure for AU Instruments on Peace and Security	
	4.1.3 Defense & Peace Building	
13. A Fully functional and operational APSA	4.1.4 African Security Forces Capability	

Aspiration 5: Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Areas	
14. African Cultural Renaissance is pre-eminent	5.2.1 Values & Ideals of Pan Africanism	
	5.2.2 Cultural Values & African Renaissance	
	5.2.3 Cultural Heritage, Creative Arts & Businesses	

Aspiration 6: An Africa Whose Development is people-driven, especially relying on the potential offered by its Youth and Women

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Area	
15. Full gender equality in all spheres of life	6.1.2. Women and Girls Empowerment	• P3d) Gender Equality and Women's Empowerment (Paragraphs 43/45) • P3b) Education and Human Capital Development (Paragraphs 39/41)
	6.1.1. Violence & Discrimination	
16. Engaged and empowered Youth	6.2.1. Youth Empowerment	• P3f) Harnessing Africa's Youth Population

Aspiration 7: An Africa as A Strong and Influential Global Player and Partner

AGENDA 2062		AFRICAN COMMON POSITION
Goal	Priority Areas	
17 Africa as a major partner in global affairs and peaceful co-existence	7.1.1 Africa's Place in Global Affairs	• P2a) Enhancing Technological capacities for Africa's transformation Agenda (29/32)
	7.1.2 Partnerships	• P6 Partnerships: (Paragraphs 77/86) • P6c) Implementing existing commitments and promoting quality and predictability of external financing (Paragraph 75/76)
18. Africa takes full responsibility for financing her development	7.2.1 African Capital Markets	• P6b) Maximizing Innovative Financing (Paragraph 74)
	7.2.2 Fiscal Systems & Public Sector Revenue	• P6a) Improving domestic resource mobilization (Paragraph 72/73)
	7.2.3 Development Assistance	

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, which are:
  - The African Integrated High Speed Train Network that crisscrosses Africa
  - African Commodities Strategy
  - Creation of the Continental Free Trade Area
  - The Pan-African E University
  - the African Passport and Free movement of People
  - Silencing the Guns by 2020
  - Implementation of the Grand Inga Dam Project;
  - Creation of an Annual Consultative Platform for policy dialogue

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 XXIIth 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."

A. The African Integrated High Speed Network

This aims at connecting all African capitals and commercial centres through the Africa High Speed Train to facilitate movement of goods, factor services and people and also relive transport congestion of existing and future systems.

A.1. Current Situation and Challenges

Africa currently faces huge infrastructure deficit, which has become a major constraint to growth. Africa's low road access rate of 34 percent compared to 50 percent for the other geographical areas, which among other factors, has made the continent, particularly those south of the Sahara, the least competitive in the world.

While road transport represents 80 to 90 percent of inter-urban and inter-state goods traffic, Arica has just over two million kilometers of roads and remains the least connected continent. Indeed, Africa has a relatively weak road density at 6.84km/100km2 which is about half of that of Latin America at 12km/100km2 and a third of that of Asia at 18km/100km2. In terms of quality, the

length of paved network is about 29.73 percent of the total network, that is, 610,770km. The distribution of that network by regions indicates a large disparity with 65 percent of the missing links in the Trans-African Highway (TAH) network found in Central Africa. A legacy of colonialism, the roads, ports, and railroads were built for resource extraction and political control, rather than to bind territories together economically or socially. Inland transport costs are much higher in Africa's landlocked countries because of high costs.

Road safety remains a genuine concern for Africa: 28 deaths per 100,000 inhabitants occur in Africa with the majority of the victims being pedestrians and cyclists and the most affected segment of the population being the young. Road accidents are the second cause of fatalities in the age group between 5 and 44 years; and cost Africa about USD 10 billion, close to 2% of GNP.

Railways, a vital mode of mass transport, is lacking. Few new rail lines were built on the continent since independence; and there is lack of interconnection between networks with the exception of North and Southern Africa. There are only six African countries with better railroad infrastructure than the global average. Three of them (Morocco, Tunisia and Egypt) are in North Africa, while the remaining three (Namibia, South Africa and Swaziland) are from Southern Africa. Africa predominantly uses Cape gauge (1,067mm) and metre gauge (1,000mm) whereas High Speed Rail requires standard gauge (1,435mm). Due to this importance of rail transport in the integration of the continent, the AU Executive Council endorsed the Ministerial resolution (EX.CL/Dec. 294(IX)) to the fact that railways must constitute the backbone of the harmonized transport infrastructure Master Plan in Africa.

A.2. Why A High Speed Train and why now?

Agenda 2063 aims at achieving politically and economically integrated Africa with a world class infrastructure that criss-crosses Africa and a minimum of 7 percent average annual growth rate of GDP over the fifty years. The Africa Integrated High Speed Train Initiative (AIHSTI) helps to meet the huge infrastructure demand generated by Agenda 2063 and complements the Programme for Infrastructure Development in Africa (PIDA) – as a rolling continental infrastructure initiative – in all its tenets: Vision, scale, space and time. It will also act as an "enabler" to the realization of continental frameworks such as the Boosting of Intra-African Trade (BIAT), the Continental Free Trade Area, (CFTA), the Comprehensive Agricultural Development Programme (CAADP), the Accelerated Industrial Development for Africa, (AIDA), the African Mining Vision (AMV, Pharmaceuticals Manufacturing Action Plan, (PMPA). More critically, through the principle of "Pooled Sovereignty" the project would be a key catalyst for bringing the very much needed political stability, peace and security of the continent.

The Africa Integrated High Speed Train Initiative (AIHSTI) enhances Africa's global competitiveness, boosts intra-African trade and facilitates free movement of people. For example, urbanization is projected to increase from 40 percent in 2010 to nearly 60 percent in 2040 (PIDA 2012) and Africa has more than one hundred cities with over one million; and seven cities with more than ten million inhabitants. On the other hand, many of Africa's 55 countries are very small, with populations of fewer than 20 million and economies smaller than $10 billion—too small to grow on their own and also build a high class infrastructure. Infrastructure costs are unlikely to be fully recovered without a significant government contribution, although operations and maintenance costs may be self-funding, but.

High Speed Rail (HSR) has been recognized worldwide as one of the most prominent transport modes in recent years. Several countries in Europe, America and Asia are actively pursuing planning and construction of new lines to expand rail networks to enhance productivity and transport efficiency at low costs. HSR offers metropolitan areas, cities and regions unique location advantage and opportunity for technological and economic transformation through reducing travelling times and lowering travel costs. It helps to link major production and consumption centers and open up land-locked countries to improve intra-Africa trade and allow countries to access seaports. The use of rail infrastructure for freight and passenger transportation also helps to reduce financial risk.

The High Speed Rail offers other significant development opportunities including: (i) fast-tracking Africa's laws to allow the free movement of goods, services, capital and people, leading to the formation of large, competitive African markets Africa; (ii) helping boost intra-African trade and economic growth, through supporting the development of Africa's manufacturing industry and increased job creation opportunities; (iii) attracting and generating proprietary rail technology and investments to the continent; and (iv) accelerating regional integration and Africa's participation in the global value chain.

A.3. Objectives

The AIHSR aims to build a transport network with a modern high speed railway able to develop fast connections, smart and effective around the various development centers to help achieve borderless, interconnected and prosperous Africa. The objectives of the High Speed Rail (HSR) System are to:
  i.   Support a healthy and competitive African economy through relieving transport congestion of existing and future systems facilitating movement of people and factor services, supporting the development of Africa's manufacturing industry, boosting intra-African trade and making Africa as a premier tourism destination; ;
  ii.   Facilitate access to a rapid transit system, efficient, healthy and modern capable to support regional integration and answer the most effective way of transportation demand;
  iii. Promote improved logistic platforms for a better modal transfer of different involved traffic;
  iv.   Ensure a clean and sustainable environment through higher density living and growth of regional hubs as well as comfort and excellent service to users;
  v.   Attract and generate proprietary rail technology and investments to the continent, build intra-Africa capacity; thereby support Africa's economic and technological transformation; and
  vi.   Accelerate regional integration and Africa's participation in the global value chain through, among others, fast-tracking reform of Africa's laws to allow the free movement of people and capital and the formation of large, competitive African markets Africa.
        .
A.4 Principles

The Continental Infrastructure Strategic Initiative "Freeway" (CSIF), which AIHSR, is an integral part of, will be anchored on key principles, most notably:
  i.   Pooled Sovereignty – the goodwill of African countries and people to place "Africa first", than self-interest, thus pool inalienable sovereign assets into a pool of commonly owned infrastructure
  ii.   Finance – Africa has all the natural and potential financial and human resources to finance its development agenda; what is lacking is the "innovative" and "thinking-out-of-box" funding mechanisms to self-finance our development programmes.
  iii. Infrastructure – PIDA will form the cornerstone of Agenda 2063 Infrastructure strategy, in the context of the Continental Infrastructure Strategic Initiative "Freeway" (CSIF) project.

iv. Education – Educating and messaging Africans (young and old), with the right narrative to buy-in, to this transformative and integrative.

A.5. Components and Processes of the AIHSR

The creation of a high-speed train network by 2063 that is based on the conventional network developed under the PIDA infrastructural vision of interconnected Africa, where intermodal complementarity reflects the coherence and efficiency of the selected strategic options.

To speed up the AIHSR, a multidiscipline team of experts has been created to elaborate a comprehensive plan addressing the key aspects of the project i.e. technical and technological dimensions, financial and investment options, institutional arrangements. The development options of high- speed trains include:

➢ The Maglev (magnetic levitation) train - a monorail that utilizes electromagnetic levitation and is thus not in contact with the rails, contrary to conventional trains. This process minimizes friction and achieves higher speeds: the current top record is 581 km/h (reached in 2003).

➢ The High Speed Train (HST) – train à grande vitesse (TGV) - electrically powered and propelled by electric motors (except the prototype TGV 001, whose power is supplied by a group of turbine gas generators) and regularly reaching speeds of 320 km/h on specific lines (high speed lines).

➢ The Very High Speed Train using magnetic levitation- 3 – uses magnetic levitation also known as the VAC TRAIN or HYPERLOOP has potential for both high speed, low in fossil fuel consumption and is 100 percent safe.

As regards routing, the HSR is conceptualized under three scenarios. Under Scenario I, Phase 1, rail would commence with Eastern Africa, which is the world's fastest urbanizing sub-region; houses most of 'Africa Lions' economies, and a greater number of landlocked countries which could benefit from transport linkages Phase Two connects Southern Africa with West Africa, which is the most rapidly urbanizing region after East Africa with already high population densities in Lagos, Kinshasa, Luanda, and Abidjan. Phase Three links Egypt with other AMU countries and the East African countries; and will complete the Cape to Cairo infrastructure connectivity.

B. African Commodities Strategy

This initiative involves the development of an African Commodities Strategy, based on best practices, leading to Africa regaining control of the pricing of commodities of which it is the dominant producer of; hedge against price and currency fluctuations in the trading of these commodities; develop value chains through adding value at various stages of the extraction process; and ultimately shift African economies from exporters of primary produce to exporters of semi-processed and processed goods.

B.1. Current Situation and Challenges:

Many African economies are heavily dependent on commodities livelihoods. Over the past decade, high commodity prices have been primary source of growth of many African countries; and has also provided impetus for countries and mining companies to make significant investments in exploration and development. Recent discoveries of minerals in such countries like Ghana, Kenya, Mauritania and Uganda has been an additional motivating factor.

Africa's huge natural potentials are, however, dampened by the contending limitations in exploitative capacity, lack of processing capacity resulting in almost all commodities exported in raw forms, excessive reliance on a narrow range of commodities (e.g., oil or diamond) and monopolization of global markets. Less than 6 percent of African cotton and only 25% of cocoa is processed in the continent; leaving 90% or more of the value addition to occur outside of Africa with little of the price of the final/manufactured products going to African farmers, agro-industry and agribusiness enterprises (African Economic Outlook 2013). The lack of processing capacity has deprived of African countries the forward linkages and employment generation capacity that could have helped accelerate economic growth and transformation. This is compounded by adverse impacts of the highly volatile and unpredictable prices that shifts the focus of producing countries from investment in expanding the productive capacity to managing short term concerns.

B.2. Why commodities strategy and why now?

Several continental initiatives were launched and decisions made to tackle problems associated with commodities. The Abuja Treaty (1991), for example, called upon the eventual attainment of socio-economic transformation of the African Continent using her abundant resources. More explicit was the "Arusha Declaration and Plan of Action on African Commodities" of 2005 that called for the promotion of diversification and value addition by adopting a value chain approach; improvement in the competitiveness of Africa's commodity sector; and visible participation of African producers and businesses in the international supply and value chains.

The Abuja Declaration on the Development of Agribusiness and Agro-Industries in Africa (HLCD-3A) called for putting in place, among others, programmes to accelerate the development of the value chains for strategic food commodities, build competitive food supply systems and reduce reliance on food imports. Further, the Africa Mining Vision (AMV) 2009 aimed for a transparent, equitable and optimal exploitation of mineral resources for broad-based sustainable growth and socio-economic development through down-stream linkages into mineral beneficiation and manufacturing; up-stream linkages into mining capital goods, consumables and services industries; and side-stream linkages into infrastructure (power, logistics; communications, water) and skills & technology development (HRD and R&D).

B.3. Objectives:

The African Commodities Strategy has three objectives. To:
   (i) Enable African countries to 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, as part of a set of holistic policies to promote the development of a vibrant, socially and environmentally sustainable commodities sector;
   (ii) Propose policy measures and institutional mechanisms (at the national, regional and continental levels) to address price volatility and assure more stable and high incomes to African commodity producers; and

(iii) Develop approaches to improve consultations at the national/regional levels for deepening regional commodities markets, consistent with mandates and priorities of existing regional economic blocs as well as goals of Agenda 2063.

B.4. Elements of the Strategy:

The strategy reviews and draws lessons learned from the implementation of relevant AU Frameworks and strategies such as the Arusha Declaration and Plan of Action on African Commodities, the Action Plan for the Accelerated Industrial Development of Africa (AIDA,) the Action Plan for the Implementation of the Africa Mining Vision (AMV), CAADP, BIAT and related decisions. It takes into account also the non-AUC Sub-regional and continental Strategies such as the COMESA and other Sub-regional Cotton to Clothing value Chain strategies, the Pan-African Cotton Road Map, the Leather and Leather Products Strategy. It also adopts the value chain approach to promote Commodity Based Industrialization (CBI); explore the development of Regional and Continental Value Chains in strategic commodities as well as how to integrate the Small and Medium Industries and Enterprises most of whom are young people and women into these regional and global value chains for job and wealth creation but also for boosting intra-African trade. The policy measures to be taken in the context of Agenda 2063 include:

i. Developing commodity exchanges throughout Africa to facilitate efficient market interaction, manage price volatility and assure more stable and high incomes to commodity producers;
ii. Promoting and supporting diversification - vertical and horizontal diversification pivoted on value addition and local content development, as part of a set of holistic policies to promote the development of commodities sector consonant with member states overall development priorities;
iii. Establishing commodity fluctuation funds
iv. Create enabling environment for African countries to:
    a. Enable African countries to add value, and extract higher rents from their commodities and integrate into the Global Value chains;
    b. Make strategic and effective participation in Global Value Chain including determination of levels of entry for key commodities
v. Developing a governance framework and enforcement mechanism for:
    a. sustainable management of extractive resources;
    b. Choice and access to technology for accelerated growth and sustainable value addition
    c. Cross boundary management of extractive industries
vi. Put in place institutional mechanisms for improved consultations at the national/regional levels; and
vii. Measures for deepening regional commodities markets, consonant with existing regional economic blocs in order to reduce African countries vulnerability to global shocks and excessive dependence on commodities.

C. Creation of the Continental Free Trade Area

This aims to significantly accelerate growth of Intra-Africa trade and use trade more effectively as an engine of growth and sustainable development. It includes 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.

C.1. Current Situation and Challenges:

With 55 states, Africa is the world's most fragmented continent. Since the creation of the OAU in 1963, the pursuit of integration at regional and continental levels and harnessing economies of scale and benefits of a large integrated market has thus been a priority economic and political agenda. Today, there are as many as 14 Regional Economic Communities with a majority of countries belonging to two or more RECs that clearly illustrate the importance that African countries attach to regional integration.

A number of continental initiatives have been launched to realize Africa's integration; the first and perhaps the most important being the creation of the OAU in 1963. Other landmark schemes include: the adoption in 1980 of the Lagos Plan of Action and the Final Act of Lagos, the signing in June 1991 of the (Abuja) Treaty establishing the African Economic Community (AEC) that provided for the creation of the AEC in six stages extending over a period of 34 years and with the RECs as the building blocks; adoption of the Constitutive Act of the African Union (AU) in 2000 that established the Union and launched NEPAD the following year. Despite progress made on several fronts, the process of African integration is still at early stages.

Today, the level of intra-African trade stands at around 11 per cent, the lowest among the major regions of the world. Being a price taker on both export and import trade and dependent on a narrow range of export commodities, Africa remains vulnerable to the vicissitudes of global market prices and also economic and financial crisis. Africa has not also been able to negotiate from a position of strength on such issues like the EPA between the EU and African countries, and the WTO Doha Round Negotiations, among others, which underline the need to deepen Africa's market integration. It is against this background that the 6th Session of the Conference of AU Ministers of Trade to fast track the establishment of a Pan-African Free Trade Area (FTA) followed by the decision of AU Summit to focus its January 2012 Session to take all possible measures to boost Intra-African Trade and support the fast tracking of CFTA.

C.2 Why CFTA and why fast track?

The establishment of a continental FTA and its fast tracking is critical and timely for a number of reasons:

i.   Accelerating trade growth. The establishment of a continental FTA and its fast tracking will lead to a significant growth of Intra-Africa trade and assist Africa to use trade more effectively as an engine of growth and sustainable development. It is worth noting that between 2000 and 2010, the creation of the COMESA FTA led to a six-fold increase in intra-COMESA trade. The realization of the Tripartite FTA is expected to lead to further growth of intra-African Trade while the continental FTA will build on these existing successes and enable Africa to participate in global trade as an effective and respected partner.

ii.   Reduce protectionism and facilitate trade. Currently there is a high level of protectionism inhibiting trade. Two thirds of African countries are either more protectionist than Africa in general or face more limiting market access conditions The CFTA, by eliminating barriers progressively, can offer substantial economic and social gains. For example, intra-African trade in agriculture faces a higher rate of protection than nonagricultural sector with almost all countries imposing higher tariffs on agricultural imports from other African countries. The CFTA offers an opportunity to maintain food security and boost trade in agricultural products.

iii. Enhancing overall economic growth and linkages. The CFTA helps to enhance resilience of African economies to external shocks; improve competitiveness of Africa's industrial products through harnessing the economies of scale of a large continental market; increase the depth and breadth of diversification through geographically based specialization and transformation of the continent's capacity to supply its import needs from within Africa; and boosting food security through reduction of the rate of protection on trade in agricultural produce among African countries.

   D.   The Pan-African E University

The Pan-African E University is aims at accelerating development of human capital, science and technology and innovation through increasing access to tertiary and continuing education in Africa by capitalizing on the digital revolution and global knowledge; reaching large numbers of students and professionals in multiple sites simultaneously by developing relevant and high quality curriculum and ensure the prospect African student a guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week.

D.1. Current Situation

Higher education in Africa faces with many challenges, notably degradation of the quality of education and the huge gap between needs to ensure quality education and available resources. More specifically,
   I.   Quantitative expansion without the commensurate quality improvement resulting from rapid population growth, push for universal access to primary education, and desire to

improve school enrolment at the secondary level. For example the Institute for Statistics of UNESCO (IUS) revealed in 2010 that the gross enrolment rates (GER) in higher education has increased on average by 8.6% annually between 1970 and 2008, while the world average was 4.6% for the same period.

II. Low ranking of schools including tertiary levels at the international level (the world universities ranking);
III. Lack of qualified teachers capable of adapting to changes;
IV. Mismatch between the needs of the labour market and training;
V. Limited financial resources and
VI. Inadequate infrastructure. According to IUS (UNESCO), in 2008, about 223,000 students from sub-Saharan Africa were enrolled in higher education institutions located outside their country of origin. The number of mobile students in sub-Saharan Africa represented 4.9% of enrolled students in national higher education institutions in their country of origin, or three times more than the global average (1.9%).

D.2. Why Virtual and E University?

Agenda 2063 envisages developing a world class human capital to drive Africa's economic and technological transformation through universal access to quality education. From early childhood education to primary, secondary, technical, vocational and higher education, Africa is expected to witness a true renaissance, through investments made, as governments and the private sector in education, science, technology, research and innovation. In the Africa of 2063, at least 70% of all high school graduates will have access to tertiary education with 70% of them graduating in the sciences, technology and innovation programmes. With the high growth rate of Africa's population and its relative youthfulness, the challenges of achieving the education and skills development goals of Agenda 2063 are immense.

D.3. Objectives:

I. Increase access to quality 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;
II. Ensure the prospect African student a guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week), places and countries of their choice;
III. Develop infrastructure, human and financial support systems to facilitate the effective use of Open, Distance and eLearning in rural and disadvantaged urban areas;
IV. Enhance the pedagogical and research capacity of African tertiary educational institutions; and
V. Raise the global standing of the university as well as build and sustain partnerships with institutions that can support the African Virtual and University mission

D.4. Elements of Pan African E University

This E University will be an integral part of the Pan-African Virtual University and envisages putting in place an Internet Based Interactive Learning (learn at your own pace at any place) by designing and developing multimedia courses that are web-enabled and form the curriculum of a full-fledged degree program. This enables people who are off-campus to register and attend

classes offered to a normal on-campus student registered under the same program. The advantage of Virtual and E University is the creation of conditions for all interested and motivated students to work in their respective comfortable environment and take courses of interest without being restricted to the classroom and work at a pace the student finds convenient.

Prescribed textbooks and materials useful to the student are made available online. Multimedia based Soft-Teachers, innovative methods of using Java based "concept applets" for educational resource development and latest technologies will be used. Relevance and adaptability of curriculum to Agenda 2063 will be guaranteed to the extent possible.

E. The African Passport and Free Movement of People

A common African Passport, free movement of people is a pillar of African integration and accelerated growth of intra-African trade. This programme aims at transforming Africa's laws, which remain generally restrictive on movement of people despite political commitments, to bring down borders through removal of visa requirements, promoting the issuance of a single visa by Member States and ultimately a single African passort to ensure free movement of all African citizens in all African countries.

E.1. Current Situation and Challenges:

Africa's laws remain generally restrictive on movement of people despite repeated calls and political commitments made in various AU/OAU fora to promote and enhance free movement of Africans citizens in all African countries. Among the RECs, Central Africa is the most restrictive region and West Africa the most liberal in terms of visa free travel (McKinsey 2013). The same, McKinsey study reported the failure of some African countries to provide even for strategic regional preferences when deciding visas. Today, North Americans, followed by Europeans, enjoy the most liberal entry into Africa of visa-free travel or obtaining a visa on arrival in at least half the countries on the continent (McKinsey 2013).

As can be recalled, many African countries inherited arbitrary borders from the colonial era that separated families, clans and tribes. Current African countries are characterized by highly porous borders against the backdrop of limited resources and capacity to enforce a comprehensive system of control, with recurrent deportations and forced displacement with the exception of countries like South Africa. Irregularity in migration flows has resulted in highly skilled professionals operating in low skill requiring and labour intensive sectors such as agriculture, and security or construction.

On the positive side, some RECs, particularly ECOWAS and EAC, have made considerable progress in easing free movement of people over the past decade or so. ECOWAS has introduced the ECOWAS Passport, which is a giant step towards eliminating barriers to the cross-border movement of citizens, and indeed in promoting a common identity among ECOWAS citizens. ECOWAS nationals cross borders without visas and the right of establishment is gradually gaining root. EAC has also introduced a common passport valid within the community to facilitate cross-border movement of the nationals of its members. Free movement in other RECs remains relatively more restricted, and pursued more on a country-to-country basis than multilaterally.

E.2. Why Free Movement of People?

Free movement of people is sine quo non for expanded intra-African trade, economic growth and integration. Well-structured labour mobility and multi-country governance framework helps regulate migration flows, guarantees the rights of migrants and the matching of needs of both

receiving economies and sending countries. It helps also to minimize the negative side effects of labour migration, which include downward impacts on wages and working conditions in receiving countries, tensions between domestic and foreign workers and brain drain in the sending countries.

Free labor mobility also permits cultural and social exchanges and enhances the diversification and development of economies of scale of national economies. For example, a country with a surplus of good doctors can assist another in which healthcare systems are inefficient, in exchange for side payments or incoming flows of labour in other areas African people are keen to move freely within their continent, and to the best opportunities without undue restrictions. People and labor must be mobile across countries in a region. Restrictive laws on free movement only help to perpetuate illegal flows of migratory workers, a source of tension in the receiving countries and sometimes between those countries and the countries of origin.

Further, a clear regional framework for labour migration is less destabilizing because clear governance systems guarantee migrant workers, their countries and the economies that receive them.

E.3. Objectives:

  i.   Eliminate visa requirements by 2016 to allow free entry and exit of African citizens within Africa
  ii.   Put in place African Passport to be issued by all member states by 2025 to be preceded the development of a common sub-regional citizenship including sub-regional passports (as in the case of ECOWAS) as a stepping stone to a common African citizenship and African passport.
  iii. Develop a governance framework, including monitoring mechanisms for managing the free movement of Africans

E.4. Elements of the Programme:

The issue of migration is often masked by elicit negative reactions, xenophobic fears and security concerns. As a result, the programme involves raising awareness about the importance and benefits of free movement of people. This will be followed by the development of protocols relating to:
  I.   Sensitization of operatives on Free Movement
  II.   Removal of visa requirement while people continue to travel with National Passport and Health Certificate with stay limited to 90 days;
  III. Removal of road blocks and security checkpoints on international highways coupled with joint border patrols by neighboring states;
  IV.   Adoption and introduction of a Schengen-type visa
  V.   Introduction of single African passport;
  VI.   Residence, right to work and expulsion

    F. Silencing the Guns by 2020

The AU Heads of State and Government meeting on the occasion of the Golden Jubilee Anniversary of the founding of the OAU, pledged "not to bequeath the burden of conflicts to the next generation of Africans, "to end all wars in Africa by 2020" and "make peace a reality for all African people and rid the continent free of wars, end inter- and intra-community conflicts, violations of human rights, humanitarian disasters and violent conflicts, and prevent genocide." The AU Heads of State and Government meeting on the occasion of the Golden Jubilee

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F.1. Current Situation

Africa has been fraught with political instability and armed conflicts during the post-colonial period. Africa continues to be plagued by armed conflicts even today, example, South Sudan, Libya, Nigeria, DRC, Mali and other countries. These armed conflicts are attributable to a complex set of factors, including political competition, border disputes, access to resources, ethnicity, religion, social grievances, and weak state capacity. In Africa, where a majority of the population derives its livelihoods from natural resources (land, forest and water) against the backdrop of rapidly growing population, the mismanagement of natural resources and deficient property rights have been increasingly recognized as a key cause, trigger, and amplifier of conflicts. In some parts of Africa, war has been used by elites or rebel groups to generate wealth through natural resource extraction.

There has been a substantial decline in the occurrence of conflicts. While some old wars have remained, the nature and characteristics of wars has changed from inter-state to intra-state with increased intensity:
- Conflicts linked to secessionist ambitions;
- Resource-based conflicts: in mineral resource rich countries, e.g., Nigeria, Angola, Sierra Leon, there has been close linkage between these resources and conflict;
- Severe competition over scarce resources (farm land, pasture and forest) with most grievances and disputes, including court cases, associated with scarcity of arable land, deficient property rights and land grabs (displacement of small household farmers by big business);
- Identity-based conflicts such as inter-ethnic or inter-tribal conflicts;
- Poverty, denial and perceived or real injustice induced conflicts like the militancy in the Niger Delta of Nigeria or the current Boko Haram insurgency; and
- Public protests and people's movements setting off a chain of armed violence and transformative events in such countries as Tunisia, Libya, Egypt, Mali, and Burkina Faso.

Causes and triggers of Africa's wars fall into four categories: (i) politically, poor governance, state building processes such as struggle for control of power and unconstitutional change of government remain key conflict drivers as well as foreign interference in political transition and governance; (ii) economic: corruption, struggle for ownership; (iii) management and control of natural resources, resource scarcity, deficient property rights as well as unequal distribution of these resources; (iv) socially, inadequate capacity for diversity management, the real or perceived inequality and discrimination against minorities, marginalization along ethnic and religious lines as well as the alienation and consequent disillusionment of the youth are further additions.

At the AU level, there is also recognition that political stability, prevalence of peace, good governance and development are inseparable. It was in response to this that the AU took has taken a number of measures including: the African Governance Architecture (AGA) and its Platform (AGP); African Peace and Security Architecture (APSA) and related frameworks were put in place with the view to strengthening governance systems, institutions and embedding a culture of democracy and peace aimed towards inclusive, equitable and participatory development.

F.2. Why Silencing the Guns and Why a Priority?

Silencing the Guns is a prerequisite for creating a Peaceful and Secure Africa sine quo non for achieving accelerated development and technological transformation. Enduring peace and security and sustainable development can be realized through systematically and strategically halting all armed conflicts and addressing their causes and consequences, which include sound governance; the improvement of social and economic well-being; the expansion of human capabilities; the freedom from hunger, deprivation, and physical violence; and the effective mitigation of environmental threats such as drought, desertification, land degradation, deforestation, and climate change.

F.3. Measures to be taken

(i) Implementation of the African Governance Architecture (AGA). More specific measures are:
   • Strengthen democratic governance including decentralized systems, the rule of law and capacities of national institutions to meet the aspirations of African peoples;
   • Reject unconstitutional changes of government, including through any attempts to seize power by force but recognize the right of peoples to peacefully express their will against oppressive systems;
   • Promote integrity, fight corruption in the management of public affairs and promote leadership that is committed to the interests of the people; and
   • Foster the participation of African peoples through democratic elections and ensure accountability and transparency.

(ii) Implementation of the African Peace and Security Architecture:
   • Ensure that conflict prevention and post-conflict reconstruction as well as developing strategic and development interventions that are aimed at Silencing the Guns in Africa by 2020 are rooted in sturdy, resilient, participatory, efficient, effective, accountable and inclusive governance systems.

G. Implementation of the Grand Inga Dam Project

Grand Inga Dam Project aims to transform Africa from traditional to modern sources of energy and ensure access of all Africans to clean and affordable electricity and help make the continental (combined) regional power pools fully operational.

Africa's energy profile is characterized by low production, low consumption, and high dependence on traditional biomass energy in the midst of a huge wealth of unexploited energy resources, amongst others, over 1.1 million GWh of exploitable hydro capacity. Africa continues to have the world's lowest hydropower utilization rate with a mere 7 percent of the hydropower currently exploited. The total installed capacity for electricity generation in the continent is currently only about 138 GW which is less than 3% of the World's total (EIA, 2013). 31% of the countries have an electrification rate below or equal to 10%, while nearly 70% have an electrification rate below or equal to 30%.

Why the Grand Inga Dam?

Building on PIDA, Agenda 2063 envisages providing electricity access to all households by 2063. PIDA, on its part, envisages reducing energy costs and increasing access from 39% in 2009 to nearly 70% (additional 800 million people) by 2040. It envisages also developing efficient,

reliable, cost effective and environmentally friendly regional and continental power generation and transmission projects and renewable energy resources.

The Agenda 2063 and PIDA energy infrastructure programme focuses on major hydroelectric projects and interconnects the power pools (continental power pool) to meet the increasing demand for power. The total combined installed capacity of all regional pools is 125,762 MW, although most of the existing capacity is thermal (75%) due to the size of the COMELEC and SAPP systems, which are predominately thermal. Hydropower is predominant in CAPP (86%). In EAPP and in WAPP, the present share of hydro is 24% and 30%, respectively, but this share is expected to grow rapidly as ongoing and future generation investments are mainly in hydropower projects (e.g. Ethiopia: Gibe III with 1870 MW). The Grand Inga Dam, which can generate 43.5 GW, can help not only solve electricity shortages on the continent, but also provide reliable, affordable and clean power for Africa's industrialization and development.

 Current Status of Implementation

The Grand Inga Hydropower Project is under preparation and its first phase named Inga 3 will be equipped for 4,800 MW with low head dam, with an option of 7,800 MW with high head dam. It is an overall scheme which should incrementally reach a total capacity of over 40,000 MW (Inga 3 to 8) that will be developed under PPP model and designed to supply electricity to the entire continent.

A Treaty on Grand Inga Project was signed between South Africa and DRC on 29 October 2013 and ratified by DRC Parliament on 21 November 2014. The two countries also signed a Cooperation Agreement on Energy Resources on 9 September 2014 in Cape Town.

The 4800 MW power generated by Inga 3 will be shared as follows: (i) 25OO MW for South Africa; (ii) 1300 MW for extractives industries and populations of Katanga (SNEL); and (iii) 1000 MW for Kinshasa and other DRC cities (SNEL).

On 17 June 2014, the DRC Government adopted a new law liberalizing the electricity sector. In addition, three Organs dedicated to management, supervision and coordination of Inga 3 have been established, namely:
  (i) Interministerial Commission for INGA site development (CODESI) composed of Ministers, under the authority of His Excellency the Prime Minister and operational since June 2013.

  (ii) Inga 3 Coordination Unit « CGI3 » composed of Experts, under the authority of the Minister in charge of Hydraulic Resources and Electricity, chaired by a Coordinator and is operational since October 2013.

  (iii) INGA site development Facilitation Committee « CFI » composed of Experts from Government and Civil Society, under the authority of the Minister in charge of Hydraulic Resources and Electricity and is operational since March 2014.

Next Steps:

Negotiations with Nigeria to purchase around 2000 MW through the construction of INGA-Calabar Interconnection Line started in February 2014 and the Agreement is still to be finalized.

A coordination workshop of all Inga 3 stakeholders will be held in February 2015.

A new law dedicated to Grand Inga project development, named INGA Law, is under preparation and is expected to be ratified by October 2015 at latest in order to create an economic climate that encourages private investment in the development of DRC huge hydropower potential.

The setting up of the dedicated Authority named ADEPI (Autorité de Développement et de Promotion du site d' Inga) mandated to development and promotion of the Inga Site (Inga 3 and subsequent phases of Grand Inga hydro project) must be completed by December 2015 at latest.

It is planned to launch the construction of Inga 3 in October 2016, expecting that all technical studies, tender documents and resource mobilization process would be completed before this deadline. Construction is expected to be completed by December 2021.

Other pending issues include:
  I.   Selection of the private investor to be completed by December 2015;
  II.   Completion of the final technical and detailed studies;
  III.   Resource mobilization for all components of the project;
  IV.   Operationalization of the project development entity (ADEPI);
  V.   Implementation of the Inga Law.

In addition, the Department of Infrastructure and Energy is preparing a detailed study on harmonized continental regulatory framework for the energy sector to support the establishment of a continental power market. This study will focus on the following activities: (i) Assessment of existing regulations at the national, regional and continental levels; (ii) Identifying gaps, weaknesses and opportunities in the effectiveness of regulations in the energy sector in Africa; (iii) Identifying best practices at the global level for replication in the African energy sector; and (iv) Development of regional and continental harmonized regulation frameworks for the African energy sector and identifying adoption process and implementation modalities.

This initiative is, however, handicapped by lack of funding.

Conclusion

- It is important to mention that political stability of the DRC over the next decades would be an essential prerequisite to enable project completion, sustain the INGA III operation and the development of the other phases of the Grand Inga project and related power transmission corridors.

- DRC Government should be encouraged to speed-up the setting-up of ADEPI and the ratification of INGA Law so as to improve the investment climate and attract private investors in the development of all phases of Grand Inga project.

- AUC should contribute in mobilizing all development partners to support this project of continental impact as well as the development of power transmission corridors to enhance power trade and better energy security at regional and continental levels.

Enough funding should be mobilized to support the development of a harmonized continental energy regulatory framework necessary for the establishment of real continental power market to be operational by 2035 at late

H.   Creation of an Annual Consultative Platform for policy dialogue

This Annual African Forum aims at bringing together, once a year, the African political leadership, the private sector, academia, civil society, women, youth, media as well as community and faith

leaders to discuss developments and constraints as well as measures to be taken to realize Agenda 2063.

H.1. Current Situation

The Annual African Forum for Agenda 2063 will build upon the African Development Forum (ADF), an Economic Commission for Africa (ECA) flagship biennial event has been operational since 1999. The ADF is multi-stakeholder platform for debating, discussing and initiating concrete strategies for Africa's development convened in collaboration with the African Union Commission (AUC), African Development Bank (AfDB) and other key partners "to establish an African-driven development agenda that reflects consensus and leads to specific programmes for implementation." The Forum brings together diverse participants including Heads of State and Government, policymakers, development partners, other United Nations agencies, intergovernmental and non-governmental organizations (IGOs/NGOs), academia, practitioners, civil society organizations (CSOs), the private sector, and eminent policy and opinion leaders.

H.2. Why the Annual African Forum?

Although ADF has been operational for a decade and half, the breadth, depth and complexity of issues that Agenda 2063 addresses and multiplicity of actors involved in its implementation require an Agenda 2063 focused Annual Forum. Agenda 2063 is an endogenous strategic framework for Africa's transformation over the next 50 years anchored in inclusive growth and sustainable development. It is a vision and call to action to fulfill African aspirations and the AU Vision "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena." It calls on all Africans, policy makers at all levels, business, religious, community, women and youth leaders, ordinary citizens to act in concert with determination and muster the needed resolve to confront the challenges facing Africa.

In addition to involving wide ranging stakeholders, Agenda 2063 builds on the pan-African movement and the struggle against colonialism to accelerate past and existing strategic frameworks including, most notably, the Lagos Plan of Action, the Abuja Treaty and NEPAD and other sectoral frameworks and Summit decisions. A central tenet of Agenda 2063 is the imperative of building upon best practices and what has worked in Africa so as to forge a paradigm shift and transformation on African development based on home-grown solutions. Agenda 2063 requires a set of skills, training, performance, values, attitudes, motivation, professional integrity, relationships, and communication skills to fully understand Agenda 2063 and build ownership at the national, local and community levels. It also seeks to ensure the realization of African Renaissance by placing, among others, the common good ahead of individual wellbeing and put in place a results oriented policies, strategies and programs.

H.3. Objectives
The objectives of the Annual African Forum are:
  i.   Build cross-sectoral awareness and cultivate deeper understanding of the role of Africa's citizenry in the implementation and improvement of Agenda 2063 at all levels.

  ii. Discuss and take action on Agenda 2063 progress reports as well as new and emerging issues that impact the implementation of Agenda 2063 in the light of a fast-moving and highly interconnected world that poses both a challenge and unprecedented opportunities for growth.

iii. Broaden/change the context for policy decision-making by bridging gaps between government, private sector, academia, civil society organizations and communities; thereby effectively engage political, business, academic and other leaders of society in collaborative efforts to accelerate the realization of Agenda 2063;

iv. Sustain and nurture political commitment and public support for Agenda 2063.

v. Identify and recognize best practices and champions to accelerate the implementation of Agenda 2063.

vi. Build and strengthen alliances and partnerships to advocate for implementation of action plans on natural resources governance to enhance development

H.4. Governance of the Forum

The Forum will be headquartered in Addis Ababa and be at the African Union Commission, but will be independent, impartial and not tied to any special interests. It will work in close cooperation with all major international organizations to build a world-class intellectual resources and processes.

The Forum will engage leading industry experts, policy makers, legislators, private sector, academia, civil society, media, women, youth and religious leaders in a high-level, informal environment of trust to transform dialogue into insights, insights into agendas and agendas into action. It will use its convening power to improve business processes; engage its stakeholders to develop significant strategic insights to help shape the global, regional and industry agendas.

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I. The Pan-African E-Network

The Pan-African E-Network involves a wide range of stakeholders and envisages putting in in place policies and strategies that will lead to transformative e-applications and services in Africa; improve physical infrastructure, 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. Further, the African Internet Exchange System (AXIS); e-Transform Africa, which envisages transforming Africa into an e-Society and PIDA and the manufacturing component parts for e-devices merit priority consideration.

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

The technical 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 signaling 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 foe 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 implement 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 assigns 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 and 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 has 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, 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 rick states- in the national mining strategy.
- Agenda 2063 itself can not 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 members 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 continents 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 results 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	• Government investment budget allocation to the minimum CAADP framework threshold of 10% of national budget • Microfinance operations to be funded through the up-scaling (enhanced capitalization) of <u>MFIs</u> and <u>DFIs</u> to be combined with the capacitation of MFIs in governance, management and operations areas. • 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. • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with negotiated local content development target and local private sector participation • 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> • Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u> or <u>direct participation</u> in a project
	Cash transfer/assistance to socially disadvantaged and vulnerable (including those with disabilities)	• Government recurrent expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> • National solidarity fund raised through <u>crowd funding</u> for social causes • National lottery organized periodically for social causes
	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)	• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> • National solidarity fund raised through <u>crowd funding</u> for social causes • Commercial/concessional finance to be funded by <u>housing/mortgage banks</u>, <u>DFIs</u>, <u>housing finance bonds</u> • Private promoters • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation • 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>

		institutional investors • Diaspora fund intermediated via <u>bonds</u>, <u>mutual funds</u> or <u>direct participation</u> in a project
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	• Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u>[3] • Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u> • Private promoters • Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter • 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>
	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	• Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> • Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u> • Private promoters • PPP with negotiated local content development target and local private sector participation • Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter • 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>
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	• Government investment expenditures budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> • National health insurance schemes: • Commercial /concessional finance from <u>DFIs</u>, <u>housing/mortgage banks</u>, <u>commercial banks</u> • Private promoters • Small PPPs to be implemented in partnership with local/municipal governments capacitated for that matter • 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>

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[3] Increased taxes – the source, which should be Member State specific will be identified during implementation

Goal 4: Transformed economies and jobs	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	• 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>MFIs</u> and <u>DFIs</u> to be combined with the capacitation of MFIs in governance, management and operations. • 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</u> (IAIGC) and <u>Islamic Corporation for the Insurance of Investment and Export Credit</u> (ICIEC), <u>national/regional stock exchanges, national/regional bonds</u> • 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)</u> Corporation, the planned <u>ECOWAS Investment Guarantee Agency</u>, North Africa-linked <u>Inter Arab Investment Guarantee Corporation</u> (IAIGC) and <u>Islamic Corporation for the Insurance of Investment and Export Credit</u> (ICIEC), AfDB and DFI' trade finance lines of credit • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation • 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 • 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>
	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 .	• 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>MFIs</u> and <u>DFIs</u> to be combined with the capacitation of MFIs in governance, management and operations. • 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</u> (IAIGC) and <u>Islamic Corporation for the Insurance of Investment and Export Credit</u> (ICIEC), and <u>national/regional stock exchanges, national/regional bonds</u> • Trade finance in support of intra-African trade to be funded by <u>commercial banks</u>, <u>Afreximbank</u>, <u>African Trade Insurance (ATI)</u> Corporation, 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>

		(IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC). In particular, the up-scaling, through enhanced capitalization of ATI, ECOWAS IGA, AFREXIMBANK should be considered to enhance their operating capacity. • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation • Diaspora fund intermediated via bonds, mutual funds, other forms of securitization or direct participation in a project • Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage African pension funds, African sovereign wealth funds, African central banks' foreign reserves and other African institutional investors
Goal 5: Modern agriculture and blue economy for increased production and productivity	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 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.	• Government investment budget to be funded through budget reallocation and/or increased taxes to ensure that 10% of all public finding goes to agriculture • 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. • Commercial finance to be funded by commercial banks, DFIs, African-owned private equity and venture capital funds and risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) as well as credit insurance agencies and regional insurance/reinsurance agencies such as AfricaRe,), North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), and national/regional stock exchanges, national/regional bonds • Trade finance in support of intra-African trade to be funded by commercial banks, Afreximbank, African Trade Insurance (ATI) Corporation, the planned ECOWAS Investment Guarantee Agency, AfDB and DFI' trade finance lines of credit), North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC). In particular, the up-scaling, through enhanced capitalization of ATI, ECOWAS IGA, AFREXIMBANK should be considered to enhance their operating capacity. • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation • Diaspora fund intermediated via bonds, mutual funds, other forms of securitization or direct participation in a project • Africa50 Fund (trade facilitation transport and logistics infrastructure) that will leverage African pension funds, African sovereign wealth funds, African central banks' foreign reserves and other African institutional investors

Goal 6: Environmentally sustainable and climate resilient economies and communities	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	• Government investment budget through reallocation of budget and pollution taxes • Philanthropic funding to be mobilized through means such as crowd-funding targeting sustainability conscious African institutions and citizens • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation • Carbon credits accruing from national projects that reduce carbon emission, namely renewable energy and/or re-forestation projects

Aspiration 2 : An integrated continent, politically united on the ideals of pan-Africanism and the vision of Africa's Renaissance		
NATIONAL		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 7: United Africa (Federal or Confederate)	Intra African trade is promoted here but investments / trade financing required for it to happen have been addressed under goals 4 and 5	
Goal 8: World class infrastructure crisscrosses Africa	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	• Government investment budget to be funded through budget reallocation and/or increased taxes • Commercial finance to be funded by commercial banks, DFIs, African-owned private equity and venture capital funds and risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) as well as credit insurance agencies and regional insurance/reinsurance agencies such as 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 • Equity participation: floatation of shares on local and regional stock exchanges by firms. • Trade finance in support of intra-African trade to be funded by 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 • FDI with built-in technology and knowhow transfer and local content development target through local SMME participation • PPP with local content development target and local private sector participation

		• 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 • 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>

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.	• Government investment budget to be funded through budget <u>reallocation</u> and/or <u>increased taxes</u> • Illicit capital flows claimed through enhanced governance and surveillance • Fee for service (eg the judiciary)

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	

Aspiration 6 : An Africa whose development is people-driven, especially relying on the potential offered by its youth and women		
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	• Government investment budget to be funded through budget reallocation and/or increased taxes • 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. • Commercial finance to be funded by commercial banks, DFIs, African-owned private equity and venture capital funds and risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) as well as credit insurance agencies and regional insurance/reinsurance agencies such as AfricaRe, 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 • Diaspora fund intermediated via bonds, mutual funds, other forms of securitizations or direct participation in a project
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)	• Government investment budget to be funded through budget reallocation and/or increased taxes • 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. • Commercial finance to be funded by commercial banks, DFIs, African-owned private equity and venture capital funds and risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) as well as credit insurance agencies and regional insurance/reinsurance agencies such as AfricaRe, 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 • Diaspora fund intermediated via bonds, mutual funds, other forms of securitizations or direct participation in a project
Aspiration 7 : An Africa as a strong and influential global player and partner		
Goal 1: Africa as a major partner in global affairs and peaceful existence	There is no incremental investment required in this area.	
Goal 2: Africa takes full responsibility for financing its development	Establishment of national stock exchanges	• Private promoters • PPP with local content development target and local private sector participation

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

Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development		
	REGIONAL/CONTINENTAL	
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
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	• AUC operational budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Fee for services
Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation	Establishment of African Education Accreditation Agency by 2025	• AUC operational budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Fee for services • Annual levies on national accredited institutions
	Building of an African Virtual University by 2023	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level • Fee for services
	Consolidation of African University by 2020	NA
Goal 3: Healthy and well-nourished citizens	Establishment of African Center for Disease Control by 2025	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • -Fee for services
Goal 4: Transformed economies and Jobs	Establishment of Centre for African Mineral Development by 2025	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obnsanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • -Crowd funding targeting African mining companies • Fee for services
	Establishment of two (2) Regional Commodity Exchanges by 2025 and Continental	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution - Private sector promoters • - Fee for services
Goal 5: Modern agriculture for increased productivity and	Establishment of African Center for Blue Economy by 2025	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent

		member states contribution
production		• Fee for services • PPP with local content development target and local private sector participation
Goal 6: Blue / Ocean Economy		•
Goal 7: Environmentally sustainable and climate resilient economies and communities	Establishment of an African Climate Fund by 2025	• AU through an AU levy on member states carbon credits; namely through implemented carbon emission/climate change mitigation projects • AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • PPP with local content development target and local private sector participation

Aspiration 2: An integrated continent, politically united on the ideals of pan-Africanism and the vision of Africa's Renaissance		
	REGIONAL / CONTINENTAL	
	USES OF FUNDS	SOURCES OF FUNDS
Goal 8: United Africa (Federal or Confederate)	NA	
Goal 9: World class infrastructure crisscrosses Africa	Implementation of Inga Hydro-power Dam Project as a central component of the Integrated Continental Power Pool by 2035	• Commercial finance to be funded primarily by up-scaled regional DFIs, up-scaled risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) , African Trade Insurance Corporation (ATI), as well as credit insurance agencies and regional insurance/reinsurance agencies such as AfricaRe, North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC; Proposed African Investment Bank • PPP with local content development target and local private sector participation • -Diaspora bonds • Regional infrastructure bond issues • -Regional stock exchange issues
	Completion of Africa's High Speed Train Network by 2050	• Commercial finance to be funded primarily by up-scaled regional DFIs, up-scaled risk-sharing and guarantee facilities such as the planned African Credit Guarantee Agency (ACGA) , African Trade Insurance Corporation (ATI), as well as credit insurance agencies and regional insurance/reinsurance agencies such as AfricaRe, North Africa-linked Inter Arab Investment Guarantee Corporation (IAIGC) and Islamic Corporation

		for the Insurance of Investment and Export Credit (ICIEC
		• PPP with local content development target and local private sector participation
		• Diaspora bonds
		• -Regional infrastructure bond issues
		• -Regional stock exchange issues
Goal 10 : Monetary and Financial Institutions		•

Aspiration 3 : An Africa of good governance, democracy, respect for human rights, justice and rule of law		
	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.	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution

Aspiration 4 : Peaceful and Secure Africa		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 13: Peace, security and stability is preserved	Interventions of the African Standby Force and Post-conflict management	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • African solidartity fund mobilized through crowd-funding
Goal 14: A stable and peaceful Africa	NA	N/A
Goal 15: A fully functional and operational APSA	NA	N/A
Aspiration 5 : Africa with a strong cultural identity, common heritage, values and ethics		
	USES OF FUNDS	SOURCES OF FUNDS
Goal 16: African	Organization of the Pan Africa Cultural Festivals (music, dance,	• AUC operational/program budget funded through levies on African private

Cultural Renaissance is preeminent	film, couture/fashion, etc.) from 2020 biannually	sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Private sector sponsorship • Private promoters • Fees for services
	Completion of the Encyclopedia Africana by 2018	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Crowd funding targeting African Diaspora
	Pan African Secretariat established in Dakar by 2030	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Crowd funding targeting African Diaspora

Aspiration 6: An Africa whose development is people-driven, especially relying on the potential offered by its youth and women		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 17: Full gender equality in all spheres of life	Establishment of African Women Fund by 2017	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • Crowd funding targeting the general public
Goal 18: Engaged and empowered youth and children	NA	
Aspiration 7 : An Africa as a strong and influential global player and partner		
	USES OF FUNDS	POTENTIAL SOURCES OF FUNDS
Goal 19: Africa as a major partner in global affairs and peaceful existence	Establishment of African Global Partnership Platform and operationalization by 2017	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution • -Private sector sponsorship • Fee for services • Participation fee for targeted group • Private promoters
Goal 20: Africa takes full responsibility for financing its development	Operationalization of the Africa Remittance Institute by 2020	• AUC operational/program budget funded through levies on African private sector firms as suggested by the report of the Obasanjo-led High-Level Panel on Alternative Sources of Funding of the AU (HLPASF) or equivalent member states contribution

		- Private sector sponsorship - Fee for services - Participation fee for targeted group - Private promoters
	Establishment and operationalization of the African Credit Guarantee Facility by 2025	- African member states - African institutional investors (central banks, banks, DFIs, pensions funds, insurance companies)
	Establishment of Africa Investment Bank established by 2020	- African member states - African institutional investors (central banks, banks, DFIs, pensions funds, insurance , etc.)