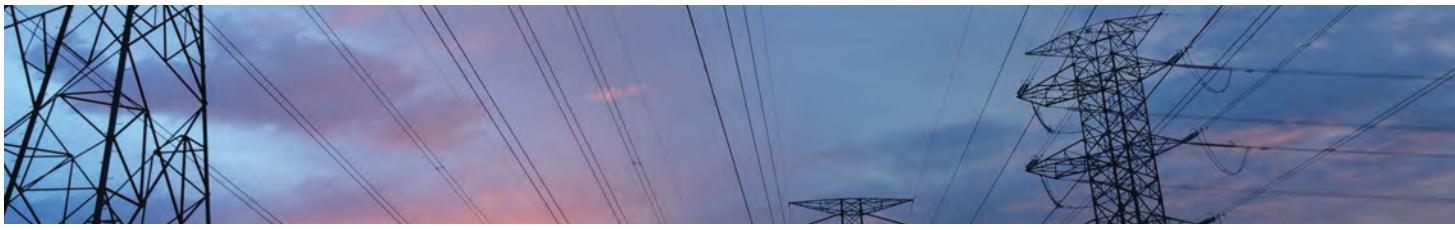
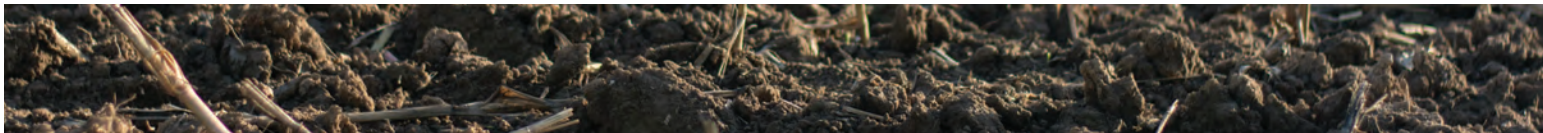
AUDA - NEPAD
AFRICAN UNION DEVELOPMENT AGENCY

AUDA-NEPAD STRATEGIC PLAN

2020-2023

Delivering Results for Africa's Agenda 2063





ISBN: 978-1-990962-89-9
Delivering Results for Africa's Agenda 2063-
AUDA- NEPAD Strategic Plan 2020-2023

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ACRONYMS AND ABBREVIATIONS

A2063:	Africa Agenda 2063
ACET:	African Centre for Economic Transformation
ACMAD:	African Centre for Meteorological Applications for Development
AEP:	African Economic Platform
AIDA	Accelerated Industrial Development for Africa
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AMCEN	African Ministerial Conference on the Environment
AMU:	Arab Maghreb Union
AMV:	Africa Mining Vision
APSA:	African Peace and Security Architecture
ARII	Africa Regional Integration Index
AU:	African Union
AUC:	African Union Commission
AUDA-NEPAD:	African Union Development Agency
BIAT:	Boosting Intra-African Trade
BSC:	Balanced scorecard
CAADP:	Comprehensive Africa Agricultural Development Programme
CAHOSCC	Committee of African Heads of State on Climate Change
CBD:	Convention on Biological Diversity
CEN-SAD:	Community of Sahel-Saharan States
CESA:	Continental Education Strategy for Africa
CoE:	Centre of Excellence
ComSES:	Communication and Stakeholders' Engagement Strategy
COFI:	Committee on Fisheries (of the Food and Agriculture Organization)
COMESA:	Common Market for Eastern and Southern Africa
DOO:	AUDA-NEPAD Directorate of Operations
EAC:	East African Community
ERM:	Enterprise Risk Management
FTYIP:	Agenda 2063 First Ten-Year Implementation Plan, 2014-2023
GCF:	Green Climate Fund
GCI:	Global Competitiveness Index
IEA:	International Energy Agency
IGAD:	Intergovernmental Authority on Development
IGPCC:	Intergovernmental Panel on Climate Change
IMF:	International Monetary Fund
KMPED:	AUDA-NEPAD Knowledge Management and Programme Evaluation Directorate
KMOLS:	Knowledge Management and Organisational Learning Strategy
MEA:	Multilateral Environmental Agreements
MPFA:	Migration Policy Framework for Africa
MS:	(African Union) Member State
NAIP:	National Agriculture Investment Plan
NEPAD:	New Partnership for Africa's Development
NPCA:	NEPAD Planning and Coordinating Agency
OECD:	Organisation for Economic Co-operation and Development
OSBP:	One Stop Border Post
PDCD:	AUDA-NEPAD Programme Delivery and Coordination Directorate
PIDA:	Programme for Infrastructure Development in Africa
PIPD:	AUDA-NEPAD Programme Innovation and Planning Directorate
RECs:	Regional Economic Communities

R&D	Research and Development
SAATM:	Single African Air Transport Market
SDGs:	Sustainable Development Goals
SEforAll:	Sustainable Energy for All
SHaSA:	Strategy for the Harmonisation of Statistics in Africa
SOL:	Strategic Objective Leader
STEM:	Science, Technology, Engineering and Mathematics
STI:	Science, Technology and Innovation
STISA	Science, Technology and Innovation Strategy for Africa
TCPFD:	AUDA-NEPAD Technical Cooperation and Programme Funding Directorate
ToC:	Theory of Change
UN:	United Nations
UNCTAD:	United Nations Conference on Trade and Development
UNFCCC:	United Nations Framework Convention on Climate Change
UNIDO:	United Nations Industrial Development Organization
WEF	World Economic Forum
WHO:	World Health Organization
WMO:	World Meteorological Organization

CONTENT

Executive Summary 4

PART I: OUR STRATEGIC DIRECTION, 2020-2023

1. VISION, MISSION AND THEORY OF CHANGE 7
2. CONTEXT 7
3. GOAL AND PURPOSE 10
4. STRATEGIC OBJECTIVES 11
4A STRATEGIC OBJECTIVE 1: Programmatic Interventions 11
4B STRATEGIC OBJECTIVE 2 - Organisational Excellence 18
5. STRATEGIC PRIORITIES AND EXPECTED RESULTS 20
6. OPERATIONAL MODALITY AND RESULTS 52
7. PLAN FINANCING REQUIREMENT AND STRATEGY 55

PART II: INSTITUTIONAL ENHANCEMENT *for Organisational Excellence* 57

8. FOCUS OF INSTITUTIONAL ENHANCEMENT 56
9. IMPLEMENTATION STRATEGY AND KEY PERFORMANCE AREAS 60
10. MONITORING AND EVALUATION OF PLAN 69
11. RISKS AND RISKS MANAGEMENT STRATEGIES 70
12. LOOKING FORWARD 71

ANNEXES

Annex I: Strategic Plan Implementation Schedule 72
Annex II: Agenda 2063 Aspirations, AU Strategic Priorities, FTYIP Flagship Projects and Ongoing AU Frameworks 74
Annex III: AUDA-NEPAD Integrated Value Chain: Programme Development and Implementation Responsibilities of Directorates 76

Boxes, Figures and Tables

Box 1: Global and Continental Megatrends 9
Box 2: Summary of Expected Outcomes 54
Box 3: Summary of Expected Impacts 54

Fig.1 Accelerated Delivery of Agenda 2063 Priority Programmes and Projects 52
Fig.2: Expected Sources of Funding for Plan Implementation: 2020-2023 56

Table 1: Strategic Priorities, Core Competencies and Key Performance Areas 2020-2023 20
Table 2: AUDA-NEPAD Strategic Priorities: Intersections with Agenda 2063 Aspirations and FTYIP Targets 49
Table 3: Potential Risks and Risk Management Strategies 70

EXECUTIVE SUMMARY

VISION, MISSION AND THEORY OF CHANGE

We desire that the priority programmes and projects of Agenda 2063 and the development strategies of our Member States (MS) and the Regional Economic Communities (RECs) be planned, developed and implemented in an intersectoral way that leads to economic integration and development for all Africans. To this end, we will harness knowledge to deliver The Africa We Want.

In order to achieve our vision, we are undertaking a five-fold mission: 1) Plan, coordinate and execute priority projects for economic integration; 2) Strengthen the capacity of AU MS and regional bodies; 3) Provide advance knowledge-based advisory support to MS and regional bodies, 4) Mobilise resources for programme and project implementation; 5) Interface with all development stakeholders and partners.

We are guided by AUDA-NEPAD theory of change. We believe that the AU, MS and RECs have the primary responsibility for development policies, strategies, programmes and projects that integrate the African continent and positively impact the livelihoods and wellbeing of all Africans. Appropriate policies, strategies and instruments must therefore be put in place to ensure equitable access by all Africans to development opportunities, in order to achieve The Africa We Want.

The task of development management requires the effective planning, coordination and implementation of policies, strategies, programmes and projects as well as mutual learning and shared knowledge among implementing agencies, stakeholders and development partners. Our interventions have the potential to strengthen the capacity of MS and RECs for the effective and efficient delivery of this task in a way that ensures development results for all Africans. A well-resourced AUDA-NEPAD is an excellent response to this task.

CONTEXT

The context in which this Plan is drawn is guided by mega trends globally and within the African continent. These call for urgent and concerted action in order to show development results in the implementation of Africa's Agenda 2063 – The Africa We Want. Our continent is on a path to sustained long-term transformation, with a growing youthful population, vast mineral resource endowments, significant improvements in the governance and business environments, a growing middle class, private sector investment growth and progress in accessing and adapting Fourth Industrial Revolution (4IR) technologies.

Economic integration received a significant boost in 2019, following the ratification of the African Continental Free Trade Agreement. There is rising competitiveness of Africa's economies. Nonetheless, our continent remains challenged in many regards. The infrastructure deficit is significant, with financing requirements estimated at US$130 billion-US$170 billion annually, compared to US$100billion in total commitments in 2019 (AfDB).

Our continent is still the least economically competitive region globally and the most recent UN progress report has warned that the world is not on track to realising several Sustainable Development Goals (SDGs) of the UN Agenda for Sustainable Development (UN 2019).

GOAL AND PURPOSE OF PLAN

The goal of this Strategic Plan is an accelerated emergence of an integrated Africa, improved development results and enhanced quality of life for all Africans. The purpose is to deliver innovative solutions and assistance to MS and regional bodies that capacitate them to effectively respond to development needs at country and regional levels.

STRATEGIC OBJECTIVES OF PLAN

This strategic plan is based on two main pillars or results areas:

1. What we seek to achieve in order to implement the priority projects of the FTYIP of Agenda 2063 and to support MS and regional bodies in the domestication of these priority programmes and projects, as well as in the reform, strengthening and implementation of their respective development strategies and programmes.

2. What we want our institution, AUDA-NEPAD, to be by 2023 in the implementation of its mandate and functions as approved by the AU Assembly.

This plan therefore has two broad strategic objectives:

Strategic Objective 1 - Programmatic Interventions: we will undertake interventions by means of intersectoral programmes and projects, partnerships, financial and technical resources as well as knowledge-based advisory services to:

1. *Integrate Africa's economies.*
2. *Uplift the welfare of Africans and strengthen effectiveness and capability of institutions.*
3. *Build healthy national and regional food systems and culture while empowering rural communities.*
4. *Facilitate access to affordable and sustainable energy.*
5. *Promote climate resilience, environmental sustainability and intergenerational equity in the management of renewable and non-renewable natural resources.*
6. *Advance science, technology and innovation to digitalise African economies, intensify generation and use of knowledge, and advance innovation.*

Strategic Objective 2: Organisational Excellence: by end of Q4 2023, AUDA-NEPAD will emerge as:

1. *A continentally- and globally-recognised knowledge-based and learning Agency in support of Africa's development.*
2. *The African continent's premier institution and development agency in the implementation of AU priority programmes and projects, and in assisting MS and RECs in the implementation of their development policies, strategies, programmes and projects.*
3. *An organisation that provides an AU development management platform and critical technical inputs to the AUC in visioning transformation and development of Africa's economies.*
4. *An Agency with heightened operational effectiveness and efficiency, a well-nurtured and conducive work environment and culture, reinforced staff engagement and increased productivity.*

STRATEGIC PRIORITIES, OPERATIONAL MODALITY AND RESULTS

In order to deliver on the strategic objectives, our strategic priorities will be:

1. *Economic Integration*
2. *Human and Institutional Development*
3. *Food Systems and Empowerment of Rural Communities*
4. *Sustainable Energy*
5. *Climate Resilience, Environment and Natural Resources Management*
6. *Science, Technology and Innovation*
7. *Institutional Enhancement*

The AUDA-NEPAD business model will be a combination of systems, processes, procedures, knowledge-based practices, instruments, partnerships and financing that support the delivery of the programmes, projects and advisory services under this plan, in an effective and efficient manner. The intersectoral programming of interventions will be fundamental to this model. The model will continue to evolve and improve as we build on experience in the implementation of this plan.

Our outputs will consist of FTYIP flagship initiatives, MS and regional priority programmes and projects; guidelines and tools; strengthened institutions; and AUDA-NEPAD norms, standards, governance, regulatory and reporting frameworks developed and implemented by MS and regional bodies. Other outputs will include mobilised resources, shared knowledge and best practices applied by MS and regional bodies. Our expected outcomes and impacts are summarised in Table 1.

Table 1: Summary of Expected Outcomes and Impacts

Expected Outcomes	Expected Impacts
1. Growth in intra-African trade and investment 2. Improved competitiveness of Africa's economies 3. Food security and nutrition 4. Enhanced access to energy 5. Sustainable production and consumption 6. Technological advancement 7. Reduction of inequality 8. Organisational excellence and accountability	1. Inclusive and shared growth 2. Improved wellbeing of Africans 3. Peace and security due to improved quality of life 4. Sustainable development 5. Africa's enhanced global status

This plan responds to all 7 Aspirations of Agenda 2063 and 14[2] of the 20 Goals of the FTYIP.

INSTITUTIONAL ENHANCEMENT FOR ORGANISATIONAL EXCELLENCE

A minimum of US$399.49 million will be required for the different interventions, in order to achieve the expected results under this plan. We will strive to achieve organisational excellence through institutional enhancement in areas of human resources management for an effective, engaged, healthy and gender-balanced staff. They will be driven, among others, by the concept of joy@work and by people leading strategic objectives; effective and efficient administrative services; strengthened financial management and risk management systems; efficient data and information management infrastructure and systems; vigorous implementation of knowledge management and organisational learning strategy; and a robust communication and stakeholders' engagement strategy.

LOOKING FORWARD

This plan faces potential risks for which management strategies will be put in place. The plan will be monitored regularly against expected outputs, outcomes and impacts. Performance evaluation reports will provide inputs for AUDA-NEPAD knowledge management systems to document and share replicable practices and avoidable pitfalls. Knowledge application guides will be produced to assist programme directorates in the application of lessons learned from evaluation findings.

This Strategic Plan is an operational guide to our directorates and provides information on what development stakeholders and partners should expect from our Agency. It is also an invitation to all stakeholders to work with us to achieve the Aspirations of Agenda 2063, and to realise the goals MS and RECs have outlined in their own development strategies and programmes.

[2]The six goals that are not directly addressed by the plan are Goals 8, 9, 11, 13, 15 and 20, for which the AUC is more competent:
Goal 8: United Africa (Federal or Confederate)
Goal 9: Continental financial and monetary institutions are established and functional
Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched
Goal 13: Peace, security and stability is preserved
Goal 15: A fully functional and operational African Peace and Security Architecture (APSA)
Goal 20: Africa takes full responsibility for financing her development

PART I
OUR STRATEGIC DIRECTION 2020-2023

1. VISION, MISSION AND THEORY OF CHANGE

Vision

We desire that priority programmes and projects of Agenda 2063 and the development strategies of AU Member States (MS) and Regional Economic Communities (RECs) be planned, developed and implemented in an intersectoral manner that leads to economic integration and the achievement of development results for all Africans. In addition to this, we will develop knowledge in order to deliver *The Africa We Want*.

Mission

To achieve our vision, our mission is five-fold:

1. *Plan, coordinate and execute priority regional and continental projects which promote regional integration, towards the accelerated realisation of Agenda 2063.*
2. *Strengthen the capacity of AU MS and regional bodies.*
3. *Advance knowledge-based advisory support to MS and regional bodies in programme and project development and implementation.*
4. *Mobilise financial and technical resources for the implementation of programmes and projects.*
5. *Serve as the continent's technical interface with all development stakeholders and partners.*

Theory of Change[3]

AUDA-NEPAD believes that the African Union, its Member States and regional bodies have primary responsibility for development policies, strategies, programmes and projects that integrate the African continent and positively impact the livelihoods and wellbeing of all Africans. AUDA-NEPAD also believes that instruments should be put in place to ensure equitable access by all Africans to the fruits of their development interventions, so as to achieve The Africa We Want. Development management requires effective planning, coordination and implementation of policies, strategies, programmes and projects as well as mutual learning and shared knowledge among implementing agencies, stakeholders and development partners.

AUDA-NEPAD believes that our interventions – projects, programmes, tools, data analytics, research, partnerships, mobilised resources – have the potential to strengthen the capabilities of MS and regional bodies for the effective and efficient delivery of this task in a way that ensures development results for all Africans. However, this potential may only be realised if our activities are well-resourced and if AUDA-NEPAD undertakes actions to achieve organizational excellence.

While AUDA-NEPAD acknowledges possible challenges, it will endeavour to implement innovative activities that significantly expand the reach of its interventions at country and regional levels, enhance the effectiveness, efficiency and utility of its products and services and strengthen the capacity for MS and regional bodies to use the Agency's offerings to bring development results to all Africans across the continent.

2. CONTEXT

Broadly speaking, the development context in which this plan is drawn features both global and African trends. They point to challenges and the need for sustained, concerted actions on climate change and environmental protection, conflict, income inequality and discrimination, poverty, malnutrition, extreme hunger, rising food and water insecurity, safety, security and wellbeing. The following also rank high on the list of global big issues: terrorism and religious conflicts, violence and substance abuse, weak public and private sector accountability and transparency, as well as inadequate access to quality education, employment and economic opportunities. All these require an effective global commitment to the implementation of the Agenda for Sustainable Development and the achievement of the Sustainable Development Goals (SDGs). With regards to achieving the SDGs, African countries are performing well so far, but need to improve their goals relating to human development and welfare.

[3]In the course of this plan, AUDA-NEPAD will develop a robust theory of change to define the change and outcomes pathway that can be attributed to its interventions.

On the continental front, the mega trends challenge our continent to show development results in the implementation of Africa's Agenda 2063 – The Africa We Want. The African continent is making efforts to achieve sustained transformation, with a growing youthful population, vast mineral resource endowments, significant improvements in the governance and business environments, a rapidly growing middle class, private sector investment growth and progress in accessing and adapting Fourth Industrial Revolution technologies.

National and regional development strategies and plans are responding to development opportunities and yielding measurable development results. Encouraging results are emerging from the ongoing implementation of Agenda 2063 through the FTYIP, 2014-2023. Awareness and domestication of Agenda 2063 is progressing rapidly; the historic African Continental Free Trade Agreement (AfCFTA) has been ratified and entered into force on 30 May 2019; the implementation of the FTYIP flagship projects is progressing; and implementation of AU reforms have led to the creation of the African Union Development Agency (AUDA-NEPAD). AUDA-NEPAD has taken on the responsibility of leading the continent to achieve Agenda 2063 through the implementation of its flagship programmes and projects guided by AU development policies, frameworks and strategies, as well as MS and REC development strategies.

Opportunities and challenges are well documented. First, with regard to opportunities, Africa's real GDP growth was 2.1% in 2016. It accelerated to 3.6% in 2017 and remained at 3.5% in 2018. Growth is projected to reach 4% in 2019 and marginally climb to 4.1% in 2020. The projected growth performance is much higher compared to that of other emerging and developing economies, except for China and India. For 2019, about 40% of African countries are projected to experience at least a 5% growth rate. Economic performance and prospects are therefore promising and could potentially set the continent on a higher growth trajectory that is inclusive and job-creating, even if this is still below the 7% required to achieve the SDGs.

Africa's population is currently at about 1.2 billion. The working-age population is projected to increase from 705 million in 2018 to about 1 billion in 2030. Millions of youths join the labour market annually. At the present rate of labour force growth, the continent's economies will need to create 12 million new jobs annually to stem the rise of unemployment (ECA, 2019). Sustained industry-led growth is required for the creation of jobs. Policymakers are deeply conscious of this requirement and job creation is a top priority for all countries.
The drive towards economic integration received a significant boost in 2019, following the ratification of AfCFTA. It has been estimated that trade policy reforms alone could increase Africa's GDP by 4.5% or US$134 billion annually (ECA, 2019). The potential benefits of AfCFTA are therefore substantial.

Africa's economies are becoming increasingly competitive. Led by Mauritius, many countries on our continent improved their competitiveness performance in 2019, making sub-Saharan Africa one of the most improved sub-regions globally (+2.3%). South Africa, the second most competitive on the continent, rose to 60th position, while Namibia (94th), Rwanda (100th), Uganda (115th) and Guinea (122nd) all improved significantly. Among the other large economies on our continent, Kenya (95th) and Nigeria (116th) also improved their performances. Only the score of the Middle East and North Africa region improved faster than that of sub-Saharan Africa (GCI, 2019).

ICT adoption stands out as one area in which Africa's economies are catching up relatively faster, even if advanced economies continue to make progress. When it comes to health, the continent is making strides to catch up with other areas of the world, with most of the other regions registering a slight step backward in 2019 (GCI, 2019). Out of 25 countries that have improved healthcare delivery in 2019 (GCI, 2019), 14 are in sub-Saharan Africa, and have made enormous strides to improve life expectancy.

In our countries, technology adoption and innovation have become priorities for governments and companies alike as a source of value creation, productivity growth and improved living standards. We are very conscious

that technology has the potential to significantly scale up access to basic services, and improve working conditions, health outcomes and economic security (GCI, 2019).

And now a look at some challenges. Africa still faces a significant infrastructure deficit. Annual financing needs are estimated at between US$130-US$170 billion, compared to total commitments of just US$63 billion (2016). Innovative financing instruments are required.

Despite very encouraging progress, Africa remains the least competitive region overall, with 25 out of 34 economies assessed in 2019 scoring below 50 (out of 100). The GCI 2019 report showed that the lowest median regional average was reported by sub-Saharan Africa (46.3 out of 100). Some 17 economies in the bottom 20 of the GCI score index are in sub-Saharan Africa.

Box 1: Global and Continental Megatrends

In its review of the global and continental development contexts, the AUDA-NEPAD Programme Innovation and Planning Directorate (PIPD) noted in its working paper of 12th October 2019 that the megatrends that would influence Africa's development over the next five years would be driven by issues of governance, demography, technology, natural systems and human development. On governance, it expressed the view that the key issues would be security, inclusive decision-making processes, inequality and poverty, the quality and strength of Africa's global partnership, the knowledge gap, and climate change. As regards demography, the critical issues include population growth, the youth bulge and unemployment, urbanisation, education, wellbeing, entrepreneurship and decent jobs. With respect to investment in new technologies, the challenge would be to upscale ICT resources, develop new energy sources and mix, digitalisation, raise investment in technologies for the 4IR, as well as in the emergence of smart cities and villages. Other megatrends would include the rise of new industries, industrialisation, Africa's role in global value chains, as well as sustainable and inclusive growth. The report noted that these would require an improved business environment, harnessing Africa's digital potential, resourcing STI initiatives, strengthening climate resilience, investing in human and institutional development, implementing programmes and projects for economic integration and business process re-engineering, among others. See PIPD, AUDA-NEPAD, "Megatrends: Our Guiding Frameworks – Agenda 2063 and AU Mid-Term Plan"

ECA Economic Outlook Report 2019 argued that that five trade policy actions could bring Africa's total gains to 4.5% of its GDP, or US$134 billion a year. First is to eliminate all of today's applied bilateral tariffs in Africa. Second is to keep rules of origin simple, flexible, and transparent. Third is to remove all non-tariff barriers on goods and services traded on a most-favoured-nation basis. Fourth is to implement the World Trade Organisation's Trade Facilitation Agreement to reduce the time it takes to cross borders and the transaction costs tied to non-tariff measures. Fifth is to negotiate with other developing countries to reduce their tariffs and non-tariff barriers by half, on a most-favoured-nation basis.

See Global Competitiveness Report 2019. The scores are based on performance in four areas: Enabling Environment (institutions, infrastructure, ICT adoption and macroeconomic stability), Human Capital (health and skills), Markets (product market, labour market, financial system and market size), and Innovation Ecosystem (business dynamism and innovation capacity)

Lastly, a recent UN progress report warned that the world is not on track to achieve several SDGs (UN, 2019). On Goal 8, Least Developed Countries (LDCs) have missed the target of 7% growth every year since 2015. Extreme poverty reduction is decelerating. At the current pace, it is estimated that by 2030 the rate will be about twice the 3% target set in Goal 1. The World Bank estimated that, as of 2015, 3.4 billion people – or 46% of the world's population – lived on less than US$5.50 a day and struggled to meet basic needs. After years of steady decline, hunger (Goal 2) has increased and now affects 826 million – or one in nine people, up from 784 million in 2015. In Africa, 20% of the population is undernourished. The "zero hunger" target set by Goal 2 is set to be missed. As of 2019 global competitiveness has improved by 1.3 points year on year, driven mainly by the increase in ICT adoption (see WEF Global Competitiveness Report 2019). While this is encouraging, the pace of change is modest, with a 40-point gap still to bridge. It shows that most productivity-enhancing structural reforms take years, if not decades, to yield tangible results. Despite the overall positive trend, over the past year 41 economies have become less competitive, including five of the G7 economies: United States, Japan, Germany, United Kingdom and Canada. The US's decline is the largest, while Germany's and the UK's are among the largest 10.

It is in this context that this Strategic Plan was drawn. The Plan considers the successes our continent has achieved, the potential for progress and the challenges that persist. To this end, it will deliver results, which integrate Africa's economies; build effective and responsive institutions; improve food systems and empower Africa's rural communities; lead the development of sustainable energy and appropriate energy mix; support climate resilient and environmental protection policies, strategies, business models, as well as production and consumption patterns; encourage sustainable exploitation and accountable management of natural resources; and move our continent further on the path of science and technology-driven innovations in all sectors of Africa's economy to uplift sustainable growth and development.

This plan is projected to cost US$399.49 million. This will require at least 5% growth annually on the AUDA-NEPAD budget from the African Union and the mobilisation of equivalent amounts as counterpart funding from MS, RECs and from Africa's development partners.

3. GOAL AND PURPOSE

Goal: The goal of this Strategic Plan is to engineer the accelerated emergence of an integrated Africa, improved development results and enhanced quality of life.

To this end, AUDA-NEPAD interventions in MS and at the regional level over the period of this Plan will contribute to the integration of Africa's economies; build and strengthen effective institutions and skills in the public sector for the implementation of policies, frameworks, programmes and projects; promote sustainable growth and development; and improve overall quality of life. It will also propel Africa's efforts in promoting African science, innovative solutions to development challenges and our continent's status in the global arena.

Purpose: The purpose of this Strategic Plan is to deliver innovative solutions and assistance to MS and regional bodies, as well as the capacity to effectively respond to development needs at country and regional levels.

This Strategic Plan has the potential to increase the flow of people, goods and services across African countries; improve quality, effectiveness and efficiency of public service delivery; unleash entrepreneurship development potential and boost employment, especially among youth. It could also enrich the quality and sustainability of Africa's food systems; empower rural communities and bring affordable and sustainable energy to industries and households. Intergenerational equity and sustainability in the use of renewable and non-renewable natural resources as well as effective responses to the challenges of climate change will be vigorously promoted. Investment in science, technology and innovation will enable Africa's brightest minds to contribute to breakthrough discoveries and innovations required for our continent to maximise benefit from and play a role in the digitalisation, knowledge application and innovation processes that drive the Fourth Industrial Revolution.

4. STRATEGIC OBJECTIVES

Mission

This Strategic Plan is based on two pillars or results areas:

1. *What we would like to achieve in the FTYIP priority projects of Agenda 2063, and the support we would like to give to MS and regional bodies in the domestication of these priority programmes and projects, as well as in the reform, strengthening and implementation of their respective development strategies and programmes.*
2. *What we want AUDA-NEPAD to be by 2023 in the implementation of its mandate and functions as approved by the AU Assembly.*

In essence therefore, AUDA-NEPAD has two strategic objectives to achieve during the period of this Plan.

Strategic Objective 1 - Programmatic Interventions

We will undertake intersectoral programmes and projects, build partnerships, mobilise financial and technical resources and provide knowledge-based advisory services in order to:

1. *Integrate Africa's economies.*
2. *Uplift the welfare of Africans and strengthen institutional effectiveness and capability.*
3. *Build healthy national and regional food systems and culture, while empowering rural communities.*
4. *Facilitate access to affordable and sustainable energy.*
5. *Promote climate resilience, environmental sustainability and intergenerational equity in the management of renewable and non-renewable natural resources.*
6. *Advance African economies scientifically and technologically, and intensify generation and application of knowledge and innovation*

We will achieve these through the implementation of Agenda 2063 Ten-Year Implementation Plan (TYIP) priority programmes and projects; assistance to MS and RECs in incorporating these priority programmes and projects into their development plans and results frameworks, where applicable; provision of knowledge-based technical advisory services to MS and regional bodies in the implementation of their development policies, strategies and programmes; and mobilisation of technical and financial resources for the implementation of AU, MS and REC priority programmes and projects that respond to Africa's development needs.

Strategic Objective 2: Organisational Excellence: by the end of Q4 2023, AUDA-NEPAD, will emerge as:

1. *A continentally- and globally-recognised knowledge-based and learning Agency in support of Africa's development.*
2. *The African continent's premier institution and development agency in the implementation of AU priority programmes and projects, and in assisting MS and RECs in the implementation of their development policies, strategies, programmes and projects.*
3. *An organisation that provides an AU development management platform and critical technical inputs to the AUC in visioning transformation of Africa's economies.*
4. *An Agency with heightened operational effectiveness and efficiency, a well-nurtured and conducive work environment and culture, reinforced staff engagement and increased productivity.*

4.1 STRATEGIC OBJECTIVE 1.1: Integrate Africa's Economies

In March 2018, African countries signed the landmark African Continental Free Trade Agreement (AfCFTA), which commits countries to remove tariffs on 90% of goods, gradually liberalise trade in services and address a host of non-tariff barriers. AfCFTA will make Africa the largest free trade area in the world, with more than 1 billion consumers and a Gross Domestic Product (GDP) in excess of US$3 trillion. AfCFTA goes far beyond the remit of traditional free trade areas (FTAs), as it includes trade in services, investment, intellectual property rights, competition policy and e-commerce. AfCFTA is complemented by other continental initiatives, which advance efforts to integrate Africa's economies. Among these are the Protocol on Free Movement of Persons, Right of Residence and Right of Establishment, and the Single African Air Transport Market (SAATM), all of which constitute priority projects in the FTYIP of Agenda 2063, the implementation of which AUDA-NEPAD will facilitate during the period of this Strategic Plan.

It is expected that intra-Africa exports, as a percentage of total exports, will grow from the present 17% to levels comparable to that of Europe (69%), Asia (59%) or North America (31%). The ECA has projected that, through the removal of tariffs on goods alone, there will be an increase in the value of intra-African trade by between 15% (or US$50 billion) and 25% (or US$70 billion) in 2040, compared to a situation with no AfCFTA in place. Alternatively, the share of intra-African trade will increase by nearly 40% to over 50% between the start of the implementation of the reform (2020) and 2040.

In promoting the integration of our continent's economies, AUDA-NEPAD expects that industrialisation will significantly promote export diversification to reduce reliance on rents from the extractive industries; and that it will grow SMEs and enable African countries to break into new markets on our continent. AfCFTA will stimulate demand for intra-African food imports, improve export sophistication across the continent by enabling more countries to integrate regional and global value chains and consequently increase the quality of exports.

In order for AfCFTA to fulfil its enormous potential in diversifying and transforming African economies, our countries will need to develop effective policies and strategies for exports, as well as identify new opportunities for diversification, industrialisation and the development of value chains. In order to achieve this, however, AfCFTA will require complementary policies and a strong focus on achieving tangible outcomes from other initiatives such as the Boosting Intra-African Trade (BIAT) Action Plan. BIAT offers a framework for addressing key constraints to intra-Africa trade and diversification under seven clusters: trade policy, trade facilitation, productive capacity, trade-related infrastructure, trade finance, trade information, and factor market integration. Particular attention will be needed on trade facilitation and the building of production capacities. African countries are already strategising on how to benefit from the agreement and are developing plans of action to take advantage of national, regional, and global markets in the AfCFTA context.

In pursuance of the objective of this Plan, AUDA-NEPAD will therefore support industrialisation and a number of initiatives under AfCFTA, BIAT, SAATM in order to foster African economic integration.

4.2 STRATEGIC OBJECTIVE 1.2: Uplift the Welfare of Africans and Strengthen Effectiveness and Capability of Institutions

Investment in human development is the backbone of the health and productivity of an economy's workforce. Such investment advances life expectancy, raises access to high quality education and leads to growth in incomes. These are vitally important for uplifting human welfare. Human development requires capable, effective, efficient and responsive institutions in all sectors of society and the economy – public sector, private sector, academia, non-governmental, inter-governmental, regional and continental institutions. Our continent is investing significantly in human development and building responsive institutions to meet the capacity requirements of Agenda 2063. This investment is producing results, which this Plan will build on. Significant public health improvements have been made in recent decades, leading to a substantial decline in maternal and child mortality, and the incidence of chronic malnutrition among children under five. Our countries are making good progress on preventable childhood illness and communicable diseases. Although, HIV/AIDS and malaria continue to have a detrimental impact on development, treatment options are improving and are today increasingly widely available.

It is also important to note that the share of people living in extreme poverty in our countries is declining, and for a greater number of countries, the outlook for poverty eradication is very positive. For instance, Ethiopia is on the path to eliminating extreme poverty by 2050. However, the concentration of poverty remains high: some 40% of our continent's extremely poor are projected to be in Nigeria and the Democratic Republic of Congo by 2040. This means the challenge of eradicating poverty in all our countries is far from over. Response to this challenge is an area of intervention by this Plan over the next four years.

[7] *See Vera Songwe, Intra-Africa Trade: A Path to Economic Diversification and Inclusion, 11 January 2019*

We are very pleased with the increase in the number of children enrolled in primary school. Adult literacy rates are up by almost 10% from two decades ago, and the gender gap in literacy is shrinking, partially driven by massive improvements in gender parity in school enrolment, except in Science, Technology, Engineering and Mathematics (STEM) education. Africa leads in some areas of gender equality. For example, in 11 African countries, women hold almost one-third of parliament seats, more than in Europe and the United States. Our citizens, women and workers are receiving greater autonomy and power throughout the continent because our leaders have begun to recognise the need for inclusive participation. As a result, welfare and life expectancy are rising. There is today an expanded space and scope for the private sector and our development partners to join governments in the fight against diseases through technological innovations and initiatives to strengthen healthcare systems.

This Plan will build on these achievements and strengthen the effectiveness, efficiency and responsiveness of institutions, and promote efforts to invest in capacity building and skills development. Very importantly, it will lead to the empowerment of our continent's vulnerable populations.

4.3 STRATEGIC OBJECTIVE 1.3: Build Healthy National and Regional Food Systems and Culture and Empower Rural Communities

Africa's population is at present at about 1.2 billion people. Despite the increasing rate of urbanisation, more than 60% of this population lives in the rural areas. The rural economy remains heavily dependent on agriculture as the main source of employment and livelihood. More than 32% of our continent's GDP comes from the agriculture sector. Agriculture is central to our continent's food systems and constitutes the means to transform the rural economy and empower rural communities. Despite its significance, however, agriculture on our continent is still faced with surmountable challenges along virtually all segments of its value chain. Prominent among these are agricultural land ownership; infrastructure, including irrigation facilities; financing; transportation; storage and access to markets.

Sustainable food systems are critical to the health and wellbeing of households and communities. Agenda 2063, as well as regional and national development strategies and plans provide for renewed efforts to enhance food systems through the indigenisation of such systems; waste reduction in the value chain; support for emerging farmers to gain fair and equitable access to markets; and the practice of smart agriculture and more sustainable forms of production, among others. We are fully conscious that the current state of food systems on our continent is challenged by a number of factors. These include:

1. *Ownership of agricultural land is still by privileged elite groups, to the detriment of the majority of people, especially women, who produce the bulk of Africa's food.*
2. *Supermarkets and commercial entities dominate and control the food market and earn much of the value of products, compared to the farmers.*
3. *Peasant farming remains predominant, largely seasonal, and with low productivity. This is improving, however, as farmers have greater access to modern farming technologies and practices.*
4. *There is a need to step up specialised skills devel opment in agriculture considerably, and invigorate interest in agriculture as a career, especially among youth.*

All these call for a significant shift in our continent's food value chain to localise food systems, change market systems that do not give adequate value to poor farmers and producers, and provide additional resources for research and development to step up the application of science, technology and innovation in the food and agriculture sector.

With women making up more than 50% of Africa's population, 80% of whom reside in rural communities and with over 60% of our continent's population employed in the agriculture sector, there is a strong imperative to empower rural communities. Incentivising rural agriculture and providing infrastructure will lead to the transformation of rural communities on our continent. This Plan will contribute to ongoing efforts to address the limited access to quality social services, infrastructure

deficits, affordable and sustainable energy, labour-saving technologies and programmes which cater to the reproductive health of women and reduce the burden of care on our women and girls.

It is worth noting that Africa is responding decisively to the challenges of agricultural transformation and rural empowerment. In 2003 in Maputo, Mozambique, African leaders and governments committed themselves to driving agricultural transformation through the Comprehensive Africa Agriculture Development Programme (CAADP). This commitment was renewed in 2014 in Malabo, Equatorial Guinea. With the support of AUDA-NEPAD, countries and RECs have domesticated the CAADP framework through national agriculture and food security investment plans and strategies and taken forward the Malabo commitments. These frameworks have clarified what needs to be done across Africa, at regional level and within Member States to provide the impetus for Africa's agricultural transformation. This Plan will work with stakeholders to continue to drive agricultural transformation results, improve food systems and empower the rural communities that are in dire need for infrastructural support services.

4.4 STRATEGIC OBJECTIVE 1.4: Facilitate Access to Affordable and Sustainable Energy

Africa, in particular south of the Sahara, has the lowest energy access rates in the world. Electricity reaches only about half of our population and clean cooking energy is accessed by only a one-third. What this means is that some 600 million people lack access to electricity and about 890 million cook with traditional fuels (IEA, 2018). Thirteen countries on our continent have less than 25% access, compared to only one in Asia (World Bank, 2018.). Our economic growth was estimated at 2.8% in 2018, compared to 7.1% in South Asia (IMF, 2018). Lack of access to energy is a major constraint to economic growth and sustainable development (World Bank, 2017). Unfortunately, despite promising technologies and market opportunities, energy policies and patterns of finance and investment do not address our continent's needs adequately. For instance, there is enormous transformative potential in solar off-grid and mini-grid solutions that can deliver clean energy access to our citizens. This also applies to clean energy cooking options ranging, for instance, from improved biomass to liquified petroleum gas (propane or butane).

Yet, to reach the level of implementation needed for universal energy access on our continent, policies and financing needs require major interventions – both in investment resources and domestic capacity. Significantly enhanced policies and financing from the public and the private sectors and new business models can work in tandem with external financing sources to transform the present situation. Political leadership, policy reforms and capacity are needed to lay the foundation for more effective public investment and to facilitate private investments. Better planning and collaboration in-country, within and between regions will also be required to shift available public and private resources into new technologies, new markets and energy pools. AUDA-NEPAD and African policymakers are fully aware of this.

AUDA-NEPAD is cognisant of the reality that access to electricity through national grids will continue to play a major part in energy access solutions. Nonetheless, technological advances in renewable energy, especially solar power, has the potential to dramatically expand options for increasing access for those not served at all or inadequately catered for by national grids, especially in rural communities. Recent advances in solar and wind technologies provide a means to take forward the traditional fossil-fuel-dependent and centralised power system model (World Bank, 2018). The cost-effective development of individual and household solar devices is already providing access to millions on our continent. For instance, decentralised solar options, including mini-grids, are expanding rapidly in East and West Africa – reaching hitherto unconnected and underserved rural and urban populations.

What is worthy of note from the growth in renewable technologies and emerging markets is that an increasing number of new options now exist to improve access and, in many cases, reach people faster and in a more targeted way than grid-expansion

[8]*Reference: Achieving clean energy access in sub-Saharan Africa A case study for the OECD, UN Environment, World Bank project: "Financing Climate Futures: Rethinking Infrastructure" By Jan Corfee-Morlot (3Cs). Paul Parks, James Ogunleye, Famous Ayeni (Carbon Limits Nigeria).*

would alone. While cost per kWh for these options is often higher than with grid connections, they can avoid long-range transmission costs and provide access at lower cost than diesel generators for local use. They also benefit from individual and modular designs that allow for rapid implementation that is independent of the national grid. There are a lot of other important benefits, which include improved supply reliability and reduced local pollution from diesel usage. There is great awareness in Africa that access to electricity solely through the grid is no longer tenable. Different and varied options have a part to play.

The level of investment required to achieve universal access on our continent, especially in SSA is estimated by the IEA (2018) to be US$ 27 billion per year (2018-30). This amounts to a double of the current level of financing, which highlights the need for major increases from domestic and international sources. Appropriate policy frameworks are needed to respond to the need and financing requirements. This will address issues relating to subsidies on fossil fuels and increased investment in off-grid clean energy. AUDA-NEPAD notes that on the whole, African countries with the greatest share of global population without access do not receive a proportionate share of international Official Development Financing (ODF) for electricity (SEforAll, 2017a). Private financing is nonetheless delivering decentralised, renewable options. Consumer finance business models (e.g. pay-as-you-go and mobile money) and private investment are enabling markets to grow rapidly in some countries and, importantly, to reach communities that we seek to empower. Yet, available financing remains a fraction of what is needed to support countries to achieve the 2030 SDGs. This welfare cost is born largely by women and children through premature death and sickness. This plan will encourage policies and financing for clean cooking to be integrated into poverty alleviation and health strategies at the national and regional levels.

We feel strongly that a clean energy revolution on our continent and especially in sub-Saharan Africa is urgently needed to win the fight against grossly inadequate energy access. Clean energy provides a golden thread to deliver on the Aspirations of our continent's Agenda 2063, the UN 2030 Sustainable Development Agenda and Goals (SDGs) and the Paris Agreement on climate change. All these can potentially unlock sustainable economic growth, improve human health and wellbeing and enable women and children to lead more productive lives (UN, 2018. Beyond direct economic and social benefits, clean energy access will raise human security and build resilience in states and communities (Rigaud et al., 2018).

4.5 STRATEGIC OBJECTIVE 1.5: Promote Climate Resilience, Environmental Protection and Sustainable Management of Natural Resources

The fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) showed that global climate is warming faster than earlier estimated. It is also increasingly obvious that climate change will continue, at a pace determined by past, present and future emissions of heat-trapping gases. The effects of climate change are widespread and significant, affecting agriculture, energy, health, terrestrial and marine ecosystems, water resources, and some industries across the world and especially in Africa. Our countries will have to confront risks from rising sea levels, extreme weather, significantly rising temperatures, intense rains, and floods and storms such as those witnessed in Kenya recently. A number of others will continue to face the risks of more challenging conditions in respect of food and agriculture, fresh water, health, fisheries, infrastructure, transportation and other livelihoods.

In order to counteract the numerous risks associated with climate change, environmental degradation and poor natural resources management, this Plan will reinforce ongoing initiatives at national, regional, continental and global levels to develop and/or strengthen implementation strategies and share experiential knowledge to build capacity for resilience, adaptation and mitigation. At the global level, such initiatives include proposals by the IPCC, the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol, the Nairobi Work Programme, the Bali Action Plan and the Paris Accord, among others. At the

regional level, these include initiatives put forward by the African Ministerial Conference on the Environment (AMCEN), the Framework of Southern and Northern Africa Climate Change Programmes, and the East African Community Climate Change Policy. A number of our countries have developed frameworks and strategies to address national climate change challenges and built capacity for climate resilience and environmental protection. We will work with our continent's centres of excellence in climate change, environmental protection and natural resources management. These include the African Centre for Meteorological Applications for Development (ACMAD), the World Meteorological Organization (WMO) Regional Climate Centres (RCCs), and those to be set up by AUDA-NEPAD as part of its centres of excellence.

Africa contributes the least to the emission of greenhouse gases globally, but is the most vulnerable to climate variability and change, a situation that is aggravated by the interaction of 'multiple stresses', including high dependence on rain-fed agriculture, poverty and weak adaptive capacity. We will therefore continue to work with MS and the regions to design and implement robust approaches that will give direction, coherence, focus and collective effort to build climate resilience and sustainable environmental management capacity. This is with a view to minimising their vulnerability, low carbon growth path dictated by principles of the green economy, sustainable development, and poverty eradication; and to orient governance, knowledge management systems, planning, and national regional structures to treat climate change as a development imperative on our continent.

AUDA-NEPAD recognises the urgent need for MS and regions to design robust approaches that will effectively address disaster risks management on the environment. AU MS and regional bodies have endorsed numerous efforts to support the improvement of climate data, information, and services, including the endorsement of the NEPAD climate strategy. Our leading and unifying continental institution, the African Union, continues to play a pivotal role in ensuring that Africa takes a united stand and has a common position in global negotiations and evolving mechanisms. Several efforts have brought considerable coherence to the present AU framework. These include the African Group of Negotiators in the UNFCCC processes, inputs from relevant Specialised Technical Committees (STCs), the work of the CAHOSCC and AMCEN, among others. The framework provides significant guides to climate change migration and adaptation activities, given that about 60% of our continent's population derives its food and livelihood mainly from smallholder farming, livestock production and related activities.

One of the challenges within AU Member States and in the five AU regions is the rapid rate of depletion and degradation of environment and natural resources. A number of factors are associated with this, including population growth and low uptake of climate-smart practices. Poor environmental and natural resources management challenges manifest themselves as degradation of forest trees and rangelands, biodiversity loss, land degradation, overfishing, coastal degradation, desertification, extreme weather conditions, water scarcity and illegal hunting, among numerous others. The challenge, therefore, is not only to halt and reverse the adverse trend, but more importantly to develop climate resilience and sustainable environmental and natural resources management practices to reinforce poverty eradication and sustainable economic growth and development. This Plan will strengthen efforts to ensure that environmental and natural resources are used in a way that sustains and improves capacity for the productive use of renewable and non-renewable resources and avoid degradation and over-exploitation.

4.6 STRATEGIC OBJECTIVE 1.6: Advance African Economies Scientifically and Technologically, Intensify Generation and Application of Knowledge and Innovation

During the period of this Plan, AUDA-NEPAD will support programmes, projects and knowledge-based activities and, very importantly, the establishment of centres of excellence in the generation, collation and sharing of new knowledge. This is to contribute to ongoing efforts to scientifically and technologically advance the economies of African countries, to intensify the use of new knowledge, including traditional knowledge, and to energise innovation across all sectors of our countries' economies. Today, digitalisation is a momentous force in global development with far-reaching changes in the way the world operates. It is impacting different spheres of

human existence, from household and personal devices to precision agriculture and complex manufacturing and industrial processes.

Science, Technology and Innovation (STI) is currently witnessing rapid expansion and adoption. It is transforming the way institutions and businesses operate and re-defining the rules of competitive excellence. The adoption of digital technologies, the speed of innovation as well as the range of digital offerings are expected to remain varied across industries, markets and regions. The extent and impact of digital technologies is also expected to vary, favouring institutions, businesses and industries that seek relevance and increasing contribution to domestic and international value chains. While advanced data analytics and digitalisation are witnessing growing adoption across various institutions and industry sectors, there is significant opportunity for adoption in sectors such as manufacturing, agriculture, health, natural resources management, food and beverages, among numerous others that are significant contributors to Africa's economies. Better use of data, the application of new technologies and the adoption and adaptation of existing innovations will promote transformative development. For the first time in history, African countries are using smart technology to transform their economies at an unprecedented rate.

It is against this backdrop that this Strategic Plan will advance the benefits of digitalisation in the transformation of African economies. Manufacturing, although the most convenient route to economic transformation as well as the adoption of digital technologies and innovation on the continent, remains a marginal contributor to our countries' GDP.

Digitalisation is encouraging the development of new business models, which promote speed, flexibility, quality, efficiency and security in operations, to increased business value and performance across the entire production value chain, while shortening access time to markets. It is equally worth noting that disruptive innovation is currently transforming Africa's economies, creating new markets and unprecedented growth in consumer choices. For instance, in the area of mobile money services, as of 2015, more than 222 million mobile money accounts were registered across Africa, and African countries account for more than half of all mobile money services worldwide. Mobile money services are quietly lifting millions out of poverty and moving women from agriculture into other productive business activities. Numerous African companies are innovating with health, education and agricultural technologies, helping farmers with smart technologies and assisting adolescent girls to access information on sexual and reproductive health.

This Plan will build on these developments and capitalise on their potential opportunities. From the demographic dividend of a young and rapidly growing population to an increasingly wealthy middle class, Africa has the potential to become the new global powerhouse of production and consumption of goods and services in the 21st Century, just as Asia was in the late 20th Century.

Innovation drives development processes, underlies economic growth, and is a crucial element in how countries achieve economic prosperity. For our countries and regions to derive maximum benefit from digitalisation, knowledge and innovation, AUDA-NEPAD will facilitate investment in STEM education and training for pipeline development of science, technology and innovation (STI) skills; work with MS and RECs to meet Science, Technology and Innovation Strategy for Africa (STISA) targets on R&D spending; and support research centres to generate as well as promote the adoption and adaptation of existing innovations. The building of STI capacity is particularly important as ability to take advantage of the digital revolution and returns to the use of new knowledge and innovation is dependent on availability of infrastructure to apply innovation. In our interventions, we will be mindful of the need to encourage countries to adopt strategies that seek out and adapt existing innovations to address development challenges rather than investing limited resources in the development of new technologies. We will also be mindful of the need to promote innovation in sectors in which our countries and regions have comparative advantages, especially natural resources. We will promote partnership development frameworks for international investors to assist countries and regions in the development, adoption and adaptation of innovations.

In agriculture, for example, in Sudan, satellite images are currently being used to gather information on crop performance that is shared with farmers by means of their mobile phones. In Nigeria, drone technology is also currently being used to map out areas for potential future rice cultivation. These innovations integrate new technologies with agriculture. With the increasing role of big data, artificial intelligence, machine learning, robotics and quantum computing, a new era represented by the Fourth Industrial Revolution is rapidly unfolding. The application of the principles of quantum physics in computing will have significant implications for operating systems, cyber security, big data, block chains and numerous other applications. Efforts are in the works to develop the next language and/or operating system that will be used by billions in the new digitalised context. This requires a lot of investment in R&D, which involves systematic long-term planning.

We will support and/or establish centres of excellence that will build capacity to enable our continent's scientists, engineers and researchers to work more intensively on artificial intelligence and quantum computing to accelerate the structural transformation of our countries' economies and create the tomorrow that we need for the continent. The implementation of AfCFTA will foster efforts to develop appropriate long-term innovation policy, remove non-tariff barriers that are impeding regional trade and slowing down the creation of regional value chains. This is an area in which AUDA-NEPAD centres of excellence, supported by KMPED, will seek to accomplish results. We believe that our interventions under this objective of the Strategic Plan will open up considerable opportunities, as innovation is the major source of new jobs and provides space for entrepreneurship development in all sectors of any economy.

4.B STRATEGIC OBJECTIVE 2 - Organisational Excellence

The key results areas of this strategic objective are four-fold:

1. *A continentally- and globally-recognised knowl edge-based and learning Agency in support of Africa's development.*
2. *Africa's premier institution and development agency in the implementation of AU priority programmes and projects, and in assisting MS and RECs in the implementation of their development policies, strategies, programmes and projects.*
3. *An organisation that provides a development man agement platform and critical technical inputs to the AUC in envisioning the transformation of African economies.*
4. *An Agency with heightened operational effectiveness and efficiency, a well-nurtured and conducive work environment and culture, reinforced staff engagement and increased productivity.*

During the period of this Plan, AUDA-NEPAD will deploy resources in pursuit of organisational excellence – effectiveness, efficiency and responsiveness. The business process improvement strategy will be led by the Office of the CEO with all Directorates implementing relevant action plans. The strategy will focus on various levers of action, which build on ongoing efforts and initiatives to promote excellence, knowledge application, innovation and a caring organisation.

There will therefore be a sustained effort to pursue continuous improvements in systems, processes, procedures and practices, as well as in organisational culture and the work environment. This will be done to engage and motivate technical and operational staff to efficiently deliver programmes and services that meet the needs and meet expectations of our stakeholders, especially MS, regional bodies, continental institutions and partners. In order to achieve superior performance, AUDA-NEPAD will enhance the Agency's foundation for total quality management and strengthen continuous performance improvement for sustained transformative growth.

We will grow leadership roles and responsibilities at all staff levels, introduce performance-improvement planning and management to foster innovation, and encourage strong focus on delivering value to Africans through the MS, RECs and partner institutions. We will develop a new organisational culture that is built on the use of knowledge and continuous learning systems for performance improvement. Our human resources development model will place greater emphasis on developing a productive, engaged and motivated workforce, while the work and business process re-engineering initiatives will focus

on sustained improvements in operations systems, processes, procedures and practices. Results-based instruments will provide guides for planning of all activities from projects to services and workshops and a quality assurance system will ensure that set standards are met and surpassed. An enhanced management information system will provide data and information as critical tools for work performance. Within the limit of available resources and AU staff regulations and rules, an enhanced reward and recognition system will be put in place to acknowledge superior performance. We will regularly review the extent to which organisational excellence is being achieved, as part of the performance measurement and monitoring system, using balanced scorecards at each level of the Agency's directorates.

The levers for organisational excellence will therefore be the following, among others:

1. *Defined strategic direction: clearly defined strategic direction along the thrust of this Strategic Plan for shared understanding of the purpose and goals of AUDA-NEPAD interventions over the next four years. To this end, Strategic Objectives Leaders (SOLs) will be assigned to each of the 7 strategic objectives annually to drive a sense of ownership and delivery and to put operations strategy into practice.*
2. *Comprehensive performance measurement and monitoring framework – Management Information Systems (MIS) and performance measurement framework: as information is vital to the success of modern organisations, we will develop a comprehensive performance measurement system with indicators to track all elements of organisational effectiveness, efficiency and responsiveness so as to adequately measure progress in the achievement of our strategic objectives.*
3. *Strategic communication: we will develop a robust communication strategy to ensure that there are clear channels for communicating key messages through the Agency to promote institutional visibility and connect the AU to all our stakeholders.*
4. *Workforce with full complement of knowledge, skills, experiences and competencies: we will fill all vacancies in the approved AUDA-NEPAD structure with the appropriate complement of knowledge, skills, experiences and competencies.*
5. *Living up to AUDA-NEPAD values and culture: we will entrench AUDA-NEPAD organisational value and culture in all staff to ensure that these are reflected in what we do and how we discharge their duties.*
6. *Enhanced trust within the Agency: we will build trust among staff and between management and staff through effective and mutual flow of communication.*
7. *Staff empowerment: empowerment of staff to undertake actions and initiatives, as well as access tools for problem solving will constitute an important area of institutional enhancement. This will include easily-accessible Secretariat-administered funds and other flexible mechanisms, which build a sense of ownership of achievement and pride in the organisation and encourage commitment to the realisation of our mission.*
8. *Optimised work environment: in order to make staff comfortable and motivated to do their best we will improve the quality of furniture and facilities. Senior staff will be enjoined to treat all staff members as colleagues rather than subordinates in order to create a social work environment.*
9. *Staff professional and social development: there will be continuous professional development to provide opportunities for career progression and growth as well as space to build and enhance social skills and responsibility, including community services. In essence, our staff will be well-rounded members of the AUDA-NEPAD community.*
10. *Overall wellbeing of staff: developing a healthy workforce is good for performance. We will build on and introduce new wellbeing initiatives as part of corporate social responsibility. Staff wellbeing is not simply about health, but about the physical, social, community, career, and financial needs of our work force. An appropriate benefits package, total compensation programme, and wellness initiatives will all be part of the staff wellbeing equation.*

5. STRATEGIC PRIORITIES AND EXPECTED RESULTS

In order to be able to deliver on the strategic objectives, we will be guided by clearly-defined areas of intervention – our strategic priorities. Over the period of this plan, AUDA-NEPAD will undertake programmes and projects that focus on seven strategic priorities:

1. *Economic Integration*
2. *Human and Institutional Development*
3. *Food Systems and Empowerment of Rural Communities*
4. *Sustainable Energy*
5. *Climate Resilience, Environment and Natural Resources Management*
6. *Science, Technology and Innovation*
7. *Institutional Enhancement*

Table 1 presents the strategic priorities and the core competency areas in which interventions will occur and the corresponding key deliverables.

Table 1: Strategic Priorities, Core Competencies and Key Performance Areas, 2020-2023

S/N	Strategic Priority	Core Competency/Key Performance Areas
1	**ECONOMIC INTEGRATION**	1. Trade and markets 2. Industrialisation 3. Infrastructure development 4. Centres of excellence in trade and regional integration
2	**HUMAN AND INSTITUTIONAL DEVELOPMENT**	1. Effective and capable institutions (policy, programme implementation, education, training and accountability institutions) 2. Entrepreneurship and employment 3. Occupational health, social security and wellbeing
		4. Centres of excellence in human and institutional capacity development
3	**FOOD SYSTEMS AND EMPOWERMENT OF RURAL COMMUNITIES**	1. National and regional food systems and infrastructure 2. Nutrition, healthy and sustainable food culture 3. Food safety and waste management 4. Smart rural communities and infrastructure 5. Centres of excellence in food and agriculture science
4	**SUSTAINABLE ENERGY**	1. Energy systems and security policies, strategies, regulatory frameworks and governance 2. Energy mix, integrated energy planning, smart networks and super grids 3. Energy efficiency, infrastructure and technologies 4. Energy trade and markets 5. Centres of excellence in energy initiatives and innovation
5	**CLIMATE RESILIENCE, ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT**	1. Climate change 2. Sustainable natural resources and extractive industries management 3. Disaster risk and recovery management 4. Ecotourism 5. Environmental and social impact assessment and governance 6. Centres of excellence in climate change, environment and natural resources management

6	**SCIENCE, TECHNOLOGY AND INNOVATION**	1. Existing and emerging technologies 2. Artificial intelligence, machine learning and big data management 3. Research and breakthrough discoveries 4. STEM education, training and science culture 5. Centres of excellence in science, technology and innovation 6. Science and technology foresight, governance, regulation, ethics
7	**INSTITUTIONAL ENHANCEMENT**	15. Staffing requirement 16. Organisational systems, processes and procedures 17. Work environment and culture

5.1 STRATEGIC PRIORITY 1: Economic Integration

Under this strategic priority area,
AUDA-NEPAD will focus on four key areas of intervention: trade and markets, industrialisation, infrastructure development and the establishment of centres of excellence. In the area of trade and markets, the interventions will facilitate AfCFTA operationalisation and SAATM ratification. Key interventions will include trade facilitation capacity building, implementation of Africa's commodity strategy, reform and strengthening of supply chains and logistics, enhancement of One Stop Border Posts (OSBPs) operational effectiveness, and support for the development of integrated corridors.

On industrialisation, interventions will aid the operationalisation of the Accelerated Industrial Development for Africa (AIDA). The development, enhancement and implementation of norms, standards and quality assurance in manufacturing will be supported. With respect to infrastructure development, our interventions will accelerate implementation of ongoing Programme for Infrastructure Development in Africa (PIDA) projects and FTYIP priority projects and the approval of PIDA Priority Action Plan II by the AU summit in 2021.

Private sector engagement in infrastructure development and
financing will be stepped up considerably. In support of economic integration, AUDA-NEPAD will work to strengthen existing centres of excellence in trade and regional integration and help to establish new centres in MS and regions where necessary. Knowledge-based advisory services will be provided to MS and regional bodies as part of AUDA-NEPAD deliverables under this strategic priority.

Strategic Priority 1: Economic Integration - Expected Results					
	Results Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
Trade and Markets	1. No. of trade facilitation initiatives developed for MS and RECs	0	10	30	AUDA-NEPAD activity and annual reports
	2. No. of MS and RECs implementing AUDA-NEPAD trade facilitation initiatives	0	10	30	
	3. No. of corridor development investment plans developed	0	1	2	
	4. No. of advisory services provided to MS and RECs for AfCFTA implementation	0	20	30	
Industrialisation	5. No. of MS and RECs operationalising AIDA implementation framework	0	10	20	
	6. No. of MS and RECs with AUDA-NEPAD enabled policy and business environment	0	10	30	
Infrastructure	7. PIDA Priority Action Plan II approved and project selection and preparation launched	Launch of preparation	Approved by AU Assembly	Implementation of Priority Action Plan II	

	8. AUDA-NEPAD infrastructure delivery model developed and rolled out	Model developed and endorsed	Model tested and rolled out	Model reviewed and refined	AUDA-NEPAD activity and annual reports
	9. No. of Agenda 2063 FTYIP flagship projects accelerated: a) Continental high-speed railway network b) Grand Inga Dam development c) Trans-African Highway Missing Links d) SAATM e) Cybersecurity	0	2	5	AUDA-NEPAD activity and annual reports
Knowledge and advisory services	10. No of centres of excellence set up / strengthened for economic integration	0	10	30	
	11. No. of economic integration guidelines and toolkits developed	0	5	10	
	12. No. of MS and RECs implementing AUDA-NEPAD economic integration guidelines and tools	0	10	30	
	13. No. of norms and standards developed by AUDA-NEPAD	0	5	10	
	14. No. of MS and RECs adopting and using AUDA-NEPAD norms and standards	0	10	30	AUDA-NEPAD activity and annual reports
	15. No. of knowledge products and services shared and applied by MS and RECs to	0	5	10	

	advance economic integration				
Financial and technical resources	16. Amount of financial resources mobilised for economic integration programmes and projects	2020 Approved budget for economic integration	20% of estimated economic integration budget	80% of estimated economic integration budget	
Strategic Priority	Results Indicator: Outcome	Baseline Q1 2020	Interim Milestone, Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. AfCFTA operationalised	80% of MS; All RECs	90% of MS; All RECs	All 55 countries All RECs	
	2. Expanded intra-Africa trade	17% (15%-18%)	19%	25% Level of intra-African trade in agricultural commodities is increased by at least 100% in real terms. Level of intra-African trade in services is increased by at least 100% in real terms.	ECA ARII; AUC A2063 FTYIP reports
	3. Transnational skills and knowledge transfer	2.8% average growth (2000-2017) Current state of labour mobility	2.8%-3.0% skilled labour mobility	3.4% increase in skilled labour mobility	UNCTAD International Migration in Africa Reports
	4. Expanded consumer markets	42% intra-Africa trade in manufactured goods	45% trade in manufactured goods	53% trade in manufactured goods	AfDB; UNCTAD
	5. Increased local products and services sales	42% intra-Africa trade in manufactured goods	45% trade in manufactured goods	53% trade in manufactured goods	AfDB; UNCTAD
	6. Increased industrial production, productivity and competitiveness at national and regional levels	10% Manufacturing Value Added (MVA)	12% MVA	15% MVA • Real value of manufacturing in GDP is 50% more than the 2013 level.	World Bank; UNCTAD; AUC A2063 FTYIP reports

				• Share of labour-intensive manufacturing output is 50% more than the 2013 level • At least 20% of total output of the extractive industry is through value addition by locally owned firms.	
	7. Increased manufacturing capacity/output	US$500 billion	US$550 billion	US$700 billion	AfDB; UNCTAD; World Bank
	8. Exports diversification and value addition	0.23/1.00 Average export concentration index	0.20 exports concentration	0.15 exports concentration At least 20% improvement in diversification index over 2013 level.	Afreximbank African Trade Reports; UNCTAD STATs; AUC A2063 FTYIP reports
	9. Increased employment and entrepreneurship opportunities in MS and in regions	63% labour force participation rate	64% labour force participation rate	66% labour force participation rate Unemployment reduced by 25% from 2013 baseline (A2063 FTYIP target). Reduce youth and women unemployment by 2% annually. Reduce unemployment among vulnerable population by 25%.	ILO AUC A2030 FTYIP implementation reports
	10. Increased investments in infrastructure	US$100 billion	US$130 billion	US$170 billion	AfDB World Bank

		• MS readiness achieved for implementation of the Trans-African Highway Missing Links • MS readiness for in-country connectivity to the African High-Speed Rail Network achieved by 2019 • All MS skies fully opened to African airlines • At least 50% increase in electricity generation and distribution by 2020 • ICT penetration and contribution to GDP doubled by 2023 • At least 70% increase in broadband accessibility achieved by 2020 • Digital broadcasting is achieved as the norm in all MS • 100% mobile penetration attained by 2020 • Regional Power Pools fully operational by 2020 • INGA Dam is commissioned by 2025 • At least 20% of the construction on the first pilot project on the African High-Speed Train Network is completed • Programme for Infrastructural Development of African Island States developed by 2020 • Pan-African E-Network in place by 2023			
	11. Reduced borders crossing time for trucks	3-6 hours (2017) Trucks from 07:00-00:00 before OSBPs	25% reduction	50% reduction	AfDB Cross-Border Road Corridors reports
	12. Availability, accessibility and affordability of infrastructure services: ICT, energy, clean water, and transport	27.27/100 AIDI 40% access rate for energy	28.5 AIDI 42% access rate for energy	30.0 AIDI 44.1% access rate for energy Reduce proportion of the population without access to safe drinking water by 95%. Reduce proportion of the population with poor access to sanitation facilities by 95%. Allocate at least 5% of the budget to water and sanitation.	AfDB Africa Infrastructure Development Index; AUC A2063 FTYIP reports

				Access to electricity and internet is increased by at least 50% from 2013 levels. At least 70% of the population indicates an increase in access to quality basic infrastructure services (water, sanitation, electricity, transportation and internet connectivity).	
	13. Increased economic growth	4.0%	4.1%	5.0%	AfDB Economic Outlook reports
Strategic Priority	Results Indicator: Outcome	Baseline Q1 2020	Interim Milestone, Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. Integrated economies	0.4 average level of financial and productive integration	0.5 average level of financial and production integration	0.6 average level of financial and production integration	AU; AfDB; ECA ARII; World Bank; UNDP reports on progress in implementation of Agenda 2063 and Agenda 2030; WEF Global Competitiveness Report; AfDB-World Bank Africa Competitiveness Report
	2. Economic growth and emergence of middle-income industrialisation status of African economies	23 countries in middle income level	2 Additional countries with middle-income status	3 Additional countries with middle-income status	World Bank; UNIDO
	3. Competitive economies	+1.26	+2.00 increase in competitiveness	+3.00 increase in competitiveness	WEF Global Competitiveness Report; AfDB

	4. Improved standards of living, welfare and wellbeing for Africa's populations	41% below poverty level	38% below poverty level	36% below poverty level	World Bank; ECA; AfDB AUC A2063 FTYIP reports
		• Poverty reduced by at least 30% from 2013 levels • Poverty among women reduced by at least 50% from 2013 levels • Inequality reduced, with at least 20% improvement in Gini coefficient from 2013 levels • At least 80% reduction vis-à-vis 2013 levels in the proportion of the population which suffers from hunger • Stunting and underweight children reduced to 10% and 5%, respectively • Access to quality basic healthcare and services increased by at least 40% from 2013 levels • Prevalence of malnutrition cut by at least 50% from 2013 base levels • Achieve by 2025 full 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 • Award at least 25% of annual public procurement at national and subnational levels to women • Achieve at least 50-50 gender parity between women and men in decision-making positions at all levels and in MS, Regional and Pan-African organisations • The AU Executive Council Decision on Gender Parity in the African Union is fully implemented by 2020 • Fund for African Women is established and fully operational by 2019			

5.2 STRATEGIC PRIORITY 2: Human and Institutional Development

Under this strategic priority, AUDA-NEPAD will focus on four key areas of intervention:

1. *Building and strengthening for effectiveness and capacity to deliver*
2. *Facilitating entrepreneurship development and employment*
3. *Promoting occupational health, social security and wellbeing*
4. *Establishing and strengthening national, regional and continental centres of excellence in human and institutional capacity development*

To this end, interventions will help to strengthen capacity of MS and RECs for AfCFTA implementation; upgrade education, training, institutions for the development of specialised skills, and help reform curricula in support of skills development for the modern economy. Other interventions will facilitate implementation of entrepreneurship and employment initiatives, including the 'Decent Work for the Transformation of the Informal Economy, 2018-2022' and assist MS and RECs in the implementation of the Strategy for the Harmonisation of Statistics in Africa.

Strategic Priority 2: Human and Institutional Development - Expected Results

Strategic Priority	Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	1. No. of national and regional institutions strengthened for programme and project implementation	0	20	35	AUDA-NEPAD activity and annual reports
	2. No. of education, training and specialised skills development institutions reformed and strengthened in MS and within regions	0	20	30	
	3. No. of educational curricula reformed and aligned to the needs of modern digital economy – 21st Century curricula	0	10	20	AUDA-NEPAD activity and annual reports
	4. No of national, regional and continental centres of excellence established and/or strengthened in education, training and research	0	20	30	
	5. No of entrepreneurship development programmes developed and implemented by MS and RECs	0	20	30	AUDA-NEPAD activity and annual reports
	6. No. of digital skills development labs established/strengthened	0	10	30	

	7. No. of trade facilitation capacity building programmes implemented for AfCFTA	0	5	10	
	8. No. of STI and Fourth Industrial Revolution capacity building programmes development and implemented in support of STISA 2024	0	20	30	AUDA-NEPAD activity and annual reports
	9. No. of MS and RECs in which Continental Education Strategy for Africa (CESA) 2025 implementation framework is domesticated	TBA	20	30	
	10. No. of MS and RECs in which the framework for harmonisation of statistics in Africa is domesticated	0	10	30	AUDA-NEPAD activity and annual reports
	11. No. of MS and RECs in which the framework for Decent Work for the Transformation of the Informal Economy in Africa, 2018-2022 is domesticated	0	10	30	
	12. No. of MS and RECs in which AUDA-NEPAD improved policies and strategies for social protection and welfare	0	10	30	AUDA-NEPAD activity and annual reports
	13. Amount of funding raised for programme and project development and implementation	AUDA-NEPAD approved 2020 budget for human and institutional development (TBA)	20% of estimated human and institutional development budget	80% of estimated human and institutional development budget	

Strategic Priority	Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. Emergence of effective, capable and responsive public institutions at national and regional levels	34.26/100 Global Competitiveness Index for sub-Saharan Africa (29.59 GCI in 2018)	39.39 competitiveness of Africa's economies	44.54 competitiveness of Africa's economies At least 70% of the public acknowledges the public service to be professional, efficient, responsive, accountable, impartial and corruption-free At least 70% of Member	WEF Global Competitiveness Reports; AfDB AUC A2063 FTYIP reports
				States are implementing the African Charter on the Values and Principles of Public Administration	
	2. Strengthened capacity among MS and RECs for implementation of AfCFTA and other AU frameworks	Operationalisation of AfCFTA and other frameworks	More MS operationalise AfCFTA and other frameworks	AfCFTA and other frameworks are operational	AUC reports; ECA
	3. Reduced unemployment	35%-40% unemployment	64% Labour Force Participation Rate	66% Labour Force Participation Rate Youth, in particular female youth unemployment reduced by at least 25% from 2013	UNCTAD

	4. Healthy and productive workforce	US$2.3 trillion annual health-related productivity loss	10% reduction in health-related productivity loss	30% reduction in health-related productivity loss	WHO WHO estimates a reduction to US$1.7 trillion by 2030 with sustained improvements in healthcare
	5. Youth, gender, women empowerment and vulnerable groups mainstreamed in MS and REC development programmes	Assess extent of mainstreaming in MS and REC development plans	Facilitate mainstreaming in all MS and REC development plans	Ensure mainstreaming in all MS and REC development plans	AUDA-NEPAD annual reports UN Women reports
	6. Improved readiness of MS and RECs for the digital economy, 4IR technologies and implementation of industry 4.0	35/100 Digital competitiveness	40/100 Digital competitiveness	45/100 Digital competitiveness	IMD World Digital Competitiveness Ranking (based on knowledge, technology and future readiness)
Strategic Priority	Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. Inclusive and shared growth	4% of growth	4.1% average growth rate	5% growth rate	AUC reports; WHO; World Bank; World Population Review
	2. Improved health and wellbeing of Africans	Average life expectancy: 62.99 years Male: 61 years Female: 65 years	Average life expectancy: 64 years	Average life expectancy: 64 years	
	3. Improved peace and security	Crime rate	20% reduction in crime rates	50% reduction in crime rates	
	4. Sustainable development	A2063 and A2030 performance	Achievement of 30% target in A2030 and A2063 FTYIP	Achievement of 40%-45% target in A2030 and A2063 FTYIP	
	5. Africa's status enhanced globally	Ranking in global development indices	Additional 2 African countries with middle-income status	Sustained middle-income status for 28 African countries	

5.3 STRATEGIC PRIORITY 3: Food Systems and Empowerment of Rural Communities

Under this strategic priority, AUDA-NEPAD will focus on four key areas of intervention:

1. *National and regional food systems and infrastructure*
2. *Nutrition, healthy and sustainable food culture*
3. *Food safety and waste management*
4. *Smart rural communities and infrastructure.*

Within the four rubrics, AUDA-NEPAD will continue its role in Africa's agricultural transformation through facilitation of the development and implementation of National Agriculture and Food Security Investment Plans (NAFSIPs), promote access to technologies and infrastructures in support of healthy food systems, build capacity for developing and applying appropriate regulatory frameworks for national and regional food systems and risk management associated with food systems. Interventions under this strategic priority will assist MS in the application of knowledge, skills, technologies and innovations for smart agriculture. A programme for rural transformation and the development of smart rural communities will be put in place. The programme will facilitate enhanced territorial and spatial planning and management.

Strategic Priority 3: Food Systems and Empowerment of Rural Communities - Expected Results

Strategic Priority	Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	1. No. of new national and regional agriculture and food security investment plans developed and implemented	0	10	30	AUDA-NEPAD activity and annual reports
	2. No. of MS and RECs assisted to access	0	10	30	
	food-systems technologies				AUDA-NEPAD activity and annual reports
	3. No. of regulatory frameworks for national and regional food systems developed/facilitated by AUDA-NEPAD and applied by MS and RECs	0	10	30	
	4. No. of MS and RECs food systems and value-chain infrastructure reformed and enhanced by AUDA-NEPAD	0	10	30	
	5. No. of MS and RECs assisted with improved strategies for food systems risk management	0	10	30	AUDA-NEPAD activity and annual reports
	6. No. of small-holder farmers' platforms set up by AUDA-NEPAD for access to markets	0	10	30	

	7. No. of countries in which AUDA-NEPAD rural transformation and smart village model programmes are implemented	0	10	30	
	8. No. of MS and RECs assisted by AUDA-NEPAD with frameworks and access to technologies for smart agriculture	0	10	30	
	9. No. of MS and RECs assisted by AUDA-NEPAD with territorial and spatial planning	0	10	30	
	10. No. of MS assisted with enhanced access to infrastructural services in rural communities	0	10	30	
	11. Financial resources mobilised for programme and project development and implementation.	% of approved 2020 budget for food systems and empowered rural communities	20% of estimated food systems and empowered rural communities' budget	80% of estimated food systems and empowered rural communities budget	AUDA-NEPAD activity and annual reports
Strategic Priority	Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. Annual agricultural GDP growth	5.1% growth rate	6% growth rate	7% growth rate	FAO; OECD; WEF; AUC A2063 FTYIP reports
		• A minimum of 10% annual public expenditure allocated by MS to agriculture • A minimum of 6% growth per annum achieved by MS • Agricultural total factor productivity doubled over 2013 levels • At least 30% increased youth and women participation in integrated agricultural value chains • Post-harvest losses reduced by 50% over 2013 levels • At least 30% increase in proportion of farm, pastoral and fisher households resilient to climate and weather-related risks • At least 10% of Agricultural GDP is produced by commercial farmers • At least 10% of small-scale farmers graduate into small-scale commercial farming and of those graduating at least 30% should be women. • Intra-African trade in agricultural commodities and services tripled over 2013 levels			

	2. Modernised agriculture and food systems	0.6% Agriculture productivity growth rate Food systems efficiency	1.2% Agriculture productivity growth rate Food systems efficiency	1.7% Agriculture productivity growth rate (doubling of productivity as per Malabo target) Food systems efficiency	FAO; OECD; AUC
	3. Reduced food waste	30% food waste	Decline in food waste to 20%	Decline in food waste to 15% (50% reduction as per Malabo target)	FAO; OECD; AUC
	4. Sustainable food systems	Current food systems practices Innovations in food systems policies, practices and value-chain management	Improvement in food system practices Innovations in food systems policies, practices and value-chain management	Improvement in food system practices Innovations in food systems policies, practices and value-chain management	FAO; OECD; AUC
		Food waste management	Food waste management	50% reduction in post-harvest losses and food waste management (Malabo target 2025)	
	5. Increased adoption and application of improved food systems technologies	Share of investment in development and adoption of food systems technologies	Improved share of investment in development and adoption of food systems technologies	Improved share of investment in development and adoption of food systems technologies	AUC reports on Malabo commitments; FAO
	6. Enabling policy environment for sustainable food systems and value-chain management	Innovations in food systems policies, practices and value-chain management	Innovations in food systems policies, practices and value-chain management as per Malabo commitment	Innovations in food systems policies, practices and value-chain management as per Malabo commitment	AUC reports on Malabo commitments; FAO

	7. Structural changes in agriculture and food sector employment and incomes	59% share of agriculture and food systems employment 15% share of agriculture in GDP	56% share of agriculture and food systems employment 15% share of agriculture in GDP	50% share of agriculture and food systems employment 15% share of agriculture in GDP Jobs for 30% of youth in agricultural value chain (Malabo 2025 target)	ILO; OECD; AUC
Strategic Priority	Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. Improved food and nutrition security	23% of Africans experiencing severe food insecurity	20% of Africans experiencing severe food insecurity	10% of Africans experiencing severe food insecurity 0% by 2025 (Malabo target) Child under-nutrition eliminated	FAO; AUC reports on Malabo Declaration; A2063 FTYIP reports
				Stunting reduced to 10% Underweight children lowered to 5%	
	2. Improved health and wellbeing of consumers	Average life expectancy: 62.99 years Male: 61 years Female: 65 years	Average life expectancy: 64 years	Average life expectancy: 64 years	WHO; World Bank; World Population Review
	3. Improved quality of life in rural communities	25% of rural communities' access to modern infrastructural services (approximated by access to electricity). 34% live within 2km of all-season roads	40% of rural communities' access to modern infrastructural services	50% of rural communities' access to modern infrastructural services At least 20% of rural women have access to and control productive assets, including land and grants, credit, inputs, financial services and information	World Bank; UN; ECA; AfDB AUC A2063 FTYIP reports

5.4 STRATEGIC PRIORITY 4: Sustainable Energy

Under this strategic priority, AUDA-NEPAD will focus on five key areas of intervention:

1. *Energy systems and security policies, strategies, regulatory frameworks and governance*
2. *Energy mix, integrated energy planning, smart networks and super grids*
3. *Energy efficiency, infrastructure and technologies*
4. *Energy trade and markets, and the establishment, strengthening and nurturing of national, regional and continental centres of excellence in energy initiatives and innovation on the continent*

During the period of this plan, we will mobilise technical and financial resources to implement the Africa Bio-energy Policy Framework; facilitate the implementation of MS and regional energy development strategies and systems; support policies, strategies and financing arrangements; and facilitate MS and regional stakeholders' support for the development and access to renewable energy development. Lastly, we will work closely with the private sector to strengthen the capacity of Independent Power Producers (IPPs) and set up or strengthen existing centres of excellence in exploring options for alternative energy sources and regulatory frameworks in MS and in the regions.

Strategic Priority 4: Sustainable Energy - Expected Results					
Strategic Priority	Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	1. No. of MS and RECs domesticating and implementing Africa Bio-energy policy framework	0	10	30	AUDA-NEPAD activity and annual reports
	2. No. of MS and RECs assisted by AUDA-NEPAD to increase energy production capacity	0	10	30	
	3. No of RECs assisted by AUDA-NEPAD to enhance development and implementation regional energy development strategies and systems	0	2	8	AUDA-NEPAD activity and annual reports
	4. No. of MS and RECs assisted to develop policy frameworks and strategies for renewable energy development	0	10	30	
	5. No. of Independent Power Producers in Africa with capacity strengthened by AUDA-NEPAD	0	10	30	
	6. No. of AUDA-NEPAD research projects conducted on alternative energy sources in Africa and shared with MS and RECs	0	2	5	
	7. No. of energy regulatory frameworks whose development was facilitated by AUDA-NEPAD at MS and RECs levels	0	10	30	AUDA-NEPAD activity and annual reports
	8. Amount of financial resources mobilised for programme and project development and implementation	AUDA-NEPAD approved 2020 budget for sustainable energy	20% of estimated sustainable energy budget	80% of estimated sustainable energy budget	
Strategic Priority	Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. No. of MS with improved access to affordable and	44% Africans with access	Improvement in the no. of Africans	Improvement in the no. of Africans with	World Bank World Development

	sustainable energy options	to sustainable energy	with access to sustainable energy (projected to deteriorate to 50%)	access to sustainable energy (projected to deteriorate to 50%) Increased efficiency in energy usage by households by at least 30%	Indicators; International Renewable Energy Agency; UN Statistics; AUC A2063 FTYIP reports
	2. Extent of reduction in energy cost of doing business in MS and the regions	112 days for business to access to electricity – ranking 145	90 days	Attainment of 86 days global average	World Bank Reports on Doing Business in sub-Saharan Africa
Strategic Priority	Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. Improved capacity utilisation in industry	60% average level of capacity utilisation in industry	70% average level of capacity utilisation	80% capacity utilisation in industry	UNCTAD
	2. Growth in investments, production, employment and incomes	4.0% GDP growth rate	4.1% GDP growth rate	5.0% GDP growth rate At least 30% increase in per capita income over 2013 levels	AfDB Economic Outlook Reports; AUC A2063 FTYIP reports
	3. Improved quality of life for all Africans	Average life expectancy: 62.99 years Male: 61 years Female: 65 years	Average life expectancy: 64 years	Average life expectancy: 64 years	WHO; World Bank World Population Review

5.5 STRATEGIC PRIORITY 5: Climate Resilience, Environment and Natural Resources Management

Under this strategic priority, AUDA-NEPAD's interventions will target five core performance areas or core competencies:

1. *Climate change*
2. *Sustainable natural resources and extractive industries management*
3. *Disaster risks and recovery management*
4. *Ecotourism*
5. *Environment and social impact assessment and governance.*

Interventions will facilitate the implementation of AU priority strategies such as the African strategy on Wild Flora and Fauna Conservation and Illegal Trade in Wildlife; the Great Green Wall of the Sahara and the Sahel Initiative; the Sendai Framework for Disaster Risk Reduction 2015-2030; the Sahel Drought Strategy; Programmes of the Committee of African Heads of State and Government on Climate Change (CAHOSCC); and AMCEN initiatives. Support will be provided to MS and RECs in the implementation of Multilateral Environmental Agreements and the Paris Accord on Climate Change.

The interventions will enhance capacity for climate resilient production and consumption, sustainable practices in land, water, forest and biodiversity management; the development and adaptation of appropriate smart technologies; improved governance of natural resources; facilitation of access to climate finance initiatives and development of ecotourism potentials and opportunities.

Strategic Priority 5: Climate Resilience, Environment and Natural Resources Management - Expected Results

Strategic Priority	Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	1. No. of countries and RECs assisted with mitigation strategies and capacities, including technology transfer	0	10	35	AUDA-NEPAD activity and annual reports
	2. No. of countries and RECs applying AUDA-NEPAD-facilitated adaptation practices to reduce climate effects, vulnerabilities and increase productive capacity	0	10	35	
	3. No. of countries and RECs assisted by AUDA-NEPAD to access climate financing (GCF)	0	10	30	AUDA-NEPAD activity and annual reports
	4. No. of countries assisted with improved rural infrastructure resilience	0	10	30	
	5. No. of countries assisted by AUDA-NEPAD to apply sustainable and nature-based practices of land, water, forest and biodiversity management	0	10	30	
	6. No. of countries and RECs assisted to institutionalise enhanced integrated resources planning processes	0	10	30	AUDA-NEPAD activity and annual reports
	7. No. of countries and RECs assisted to develop capacity for monitoring resource use and management	0	10	30	

	8. No. of countries and RECs assisted to develop financing instruments and tools for investment programmes	0	15	30	
	9. No. of countries and RECs assisted to mainstream land governance in their sectoral investment plans	0	10	30	
	10. No. of countries assisted to develop and apply water harvesting smart technologies for productive use	0	10	30	AUDA-NEPAD activity and annual reports
	11. No. of countries and RECs assisted to strengthen governance and management skills for contract negotiation, geological and minerals data survey and legal frameworks	0	10	30	
	12. No. of countries and RECs assisted to enhance entrepreneurial skills for ecotourism development	0	10	30	AUDA-NEPAD activity and annual reports
	13. No. of communities that benefited from AUDA-NEPAD facilitated ecotourism development programmes	0	10	30	
	14. No. of countries and RECs assisted to strengthen capacity for adaptation and resilience	0	10	30	
	15. No. of countries and RECs assisted to set up or enhance their disaster management early warning systems	0	10	30	AUDA-NEPAD activity and annual reports
	16. No. of common African positions facilitated by AUDA-NEPAD during negotiations on UNFCCC, COFI, CBD, desertification, etc.	0	2	5	
	17. No. of countries and RECs assisted to develop databases and provided technical support to report on global commitments	0	10	30	
	18. No. of technical support measures provided to AMCEN	0	5	10	AUDA-NEPAD activity and annual reports
	19. No. of support measures provided for the conduct of independent environmental impact assessment for key transboundary projects	0	5	10	

	20. No. of countries and RECs assisted to develop and implement waste management and pollution control strategies	0	10	30	
	21. Amount of financial resources mobilised for programme and project development and implementation.	AUDA-NEPAD approved 2020 budget for climate resilience, environment and natural resources management	20% of estimated climate resilience, environment and natural resources management budget	80% of estimated climate resilience, environment and natural resources management budget	
Strategic Priority	Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. Proportion of small-scale farmers, pastoralists, fishermen and vulnerable communities in MS and regions adopting AUDA-NEPAD-facilitated climate resilient production systems	0%	20%	30%-50%	AUDA-NEPAD activity and annual reports
	2. No. of MS and RECs adopting AUDA-NEPAD frameworks for sustainable land and water management in agriculture	0	10	30	
	3. No. of MS and RECs assisted by AUDA-NEPAD to improve reforestation and soil quality	0	10	30	AUDA-NEPAD activity and annual reports
	4. No. of MS assisted to improve water access for productive use and citizens' consumption	0	10	30	
	5. No. of MS with increase in eco-friendly tourism, related jobs and economic opportunities	0	10	30	
	6. No. of MS and regions with reduced deaths and property loss from natural disasters and extreme climate events	0	10	35	AUDA-NEPAD activity and annual reports
	7. No. of AUDA-NEPAD-facilitated standards and norms in climate change, environment and natural resources management	0	1	3	
	8. No. of MS assisted to improve standards and quality of human	0	10	30	

	settlements and productivity				
Strategic Priority	Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. No. of MS with sustainable production and consumption practices 2. Progress in achievement of A2063 FTYIP targets in bio-diversity, conservation and sustainable natural resource management 3. Progress in achievement of A2063 FTYIP targets in climate resilience and natural disaster and emergency preparedness	52.7% Average performance for Africa on SDGs achievement SDG 12 performance level (see UN SDG 2019 Performance Report)	30 • At least 30% of agricultural land is placed under sustainable land management practice • At least 17% of terrestrial and inland water and 10% of coastal and marine areas are preserved • All national parks and protected areas are well managed on the basis of master and national plans • Genetic diversity of plants and animals are maintained • Emissions from agriculture, biodiversity loss, land use and deforestation are reduced to 2013 levels. • At least 30% reduction in deaths and property losses from natural and man-made disasters and climate extreme events • At least 20% reduction in proportion of fossil fuel in total energy production • All African cities meet WHO's Ambient Air Quality Standards (AAQS) by 2025 • African Climate Fund is fully operational • Ratification of the African Convention on the Conservation of Nature and Natural Resources (ACCNNR)	40	UN; SDG Center for Africa, SDG Reports – Index and Dashboards Report; UN AUC A2063 FTYIP reports
	4. No. of MS and regions with increased standard of living in communities	27	30	40	
	5. No. of MS and RECs achieving Agenda 2063 Aspirations and FTYIP	27	30	40	

	targets in eco-friendly tourism and empowerment of rural communities		• Increased contribution of tourism to GDP in real terms by at least 100% from 2013 levels. • Eco-friendly coastal tourism increased by 20% by 2020 • At least 10% of public revenues from ecotourism is invested in development programmes for rural communities • Level of intra-African tourism doubled in real terms over 2013 levels	

5.6 STRATEGIC PRIORITY 6: Science, Technology and Innovation

AUDA-NEPAD interventions under this strategic priority will be directed at six key competency areas:

1. *Existing and emerging technologies*
2. *Artificial intelligence, machine learning and big data management*
3. *Research and breakthrough discoveries*
4. *STEM education, training and science culture*
5. *Centres of excellence in science, technology and innovation*
6. *Science and technology foresight, governance, reglation and ethics*

Priority will be given to the implementation of a capacity building programme for enhanced science, technology and innovation skills and knowledge within MS. This will be done in support of national innovation systems, ICT and connectivity, digital skills development, cloud technology, AI and machine learning, big data management, and the Fourth Industrial Revolution technologies (AI, ML, IoT, Robotics, Augmented Reality, etc.). To this end, AUDA-NEPAD will facilitate the establishment of digital skills development and innovation hubs in MS and at regional level; strengthen institutions for STEM education, training and research; establish and enhance effectiveness of existing platforms for domestic and international collaboration in scientific research; and ensure the development of a common African position on intellectual property rights.

Strategic Priority 6: Science, Technology and Innovation – Expected Results

Strategic Priority	Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	1. Rate of harnessing and use of existing and emerging technologies for economic development and wellbeing by MS	30% rate of adoption of new technologies	45% increase in adoption rate	60% increase in adoption rate	WEF Global Competitiveness Report
	2. Competence in data management enhanced at country and regional levels	50% digitalisation rate No. of high-tech data	60%	80%	

		technology companies Investment in 4IR data management technologies			
	3. Data processing, analysis and management capabilities enhanced in MS and RECs	No. of high-level data scientists and analysts trained or reskilled annually by AUDA-NEPAD	500	1000	AUDA-NEPAD activity and annual reports
	4. Strengthened competencies and skills in innovation systems in MS and RECs	0 No. of innovation systems specialist trained	100	200	AUDA-NEPAD activity and annual reports
	5. Innovation hubs and scientific research facilities set up or enhanced for scientific discoveries in MS and regions	0 No. of innovation hubs established / strengthened	10	40	AUDA-NEPAD activity and annual reports
	6. STI entrepreneurship opportunities created in MS and regions	No. of STI employment opportunities created annually	No. of STI employment opportunities created annually	No. of STI employment opportunities created annually	AUDA-NEPAD activity and annual reports
	7. Support provided to MS and RECs in STEM education, training and science development	No. of STEM specialists, researchers and trainers trained per country	20 per country	100 per country	AUDA-NEPAD activity and annual reports
	8. Domestic and international partnerships established or strengthened in science, technology and innovation in MS and RECs	No of collaborative platforms set up / strengthened No of collaborative programmes facilitated	5	10	AUDA-NEPAD activity and annual reports
	9. Enhanced capacity for development, management and negotiation of STI-related issues	1% of GDP investment in STI capacity development	1% of GDP investment in STI capacity development	1% of investment in STI capacity development	STISA 2024 implementation reports
	10. Amount of financial and technical resources mobilised for STI initiatives	% of approved 2020 budget for Science, Technology	20% of estimated budget for Science, Technology	80% of estimated budget for Science, Technology	AUDA-NEPAD activity and annual reports

		and Innovation	and Innovation	and Innovation	
Strategic Priority	Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	OUTCOMES				
	1. Improved innovation systems at national and regional levels due to increasing density of research scientists	198 research scientists per 1 million population Ranking in Global Innovation Index – 8 achievers in 2019	217 research scientists per 1 million population Ranking in Global Innovation Index – 16 achievers in 2021	300 research scientists per 1 million population Ranking in Global Innovation Index – 24 achievers in 2023	UNESCO Institute for Statistics; WIPO; World Bank; STISA 2024 implementation report
	2. Growth in tech start-ups in Africa's innovation ecosystem	71% growth rate of new tech start-ups (2018 data) (≥US$1.2 billion investment) 2019 ranking in Global Innovation Index	100% growth rate of new tech start-ups (US$≥2 billion) Improved ranking in Global Innovation Index	130% growth rate of new tech start-ups (US$2.5 billion) Improved ranking in Global Innovation Index Promotion of at least 15% female youth in start-ups	Partech Africa reports; Disrupt Africa reports; Digest Africa reports
	3. Strong culture of STI developed in MS and regions	≥ 1% of GDP in R&D Expansion of scientific evidence-based institutions and systems	1% of GDP in R&D Expansion of scientific evidence-based institutions and systems	1%-2% of GDP in R&D Expansion of scientific evidence-based institutions and systems	UNESCO Institute for Statistics; WIPO; World Bank; STISA 2024 implementation report
	4. Increased faith and trust in African science, research and innovation	2% Africa's share of global research output 2019 share of African science,	3% Africa's share of global research output % share of African science,	4%-5% Africa's share of global research output % share of African	UNESCO Institute for Statistics; WIPO; World Bank; STISA 2024 implementation report

		research and innovations in national and regional innovation systems	research and innovations in national and regional innovation systems	science, research and innovations in national and regional innovation systems	
	5. Enhanced mobility of engineers and scientists within and outside the continent	2019 intra-Africa mobility rate of engineers and scientists	20% increase in mobility	50% increase in mobility	STISA 2024 implementation report
Strategic Priority	Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
	IMPACTS				
	1. Improved status of African science	Participation and role in global scientific research and experiments - 2% Africa's share of global research output Ranking in Global Innovation Index	Increased participation and role in global scientific research and experiments - 3% Africa's share of global research output Improved ranking in Global Innovation Index	Increased participation and role in global scientific research and experiments - 4%-5% Africa's share of global research output Improved ranking in Global Innovation Index Fully functional National systems / infrastructure for research and development for contribution to the stock of global intellectual property rights	UNESCO Institute for Statistics; WIPO; World Bank STISA 2024 implementation report UNESCO Institute for Statistics; WIPO; World Bank STISA 2024 implementation report
	2. Breakthrough discoveries by African scientists and engineers	No. of breakthrough life-improving	Improved number of break-through life-	No. of breakthrough life-	UNESCO Institute for Statistics; WIPO; World

		discoveries (0.5% of global patents)	improving discoveries (1.5% of global patents)	improving discoveries (3% of global patents)	Bank; STISA 2024 implementation report
	3. Africa's technological advancement	No. of sectors applying STI STI-driven improvement in quality of policies, plans and projects Ranking in Global Innovation Index 1% of global investment in R&D in Africa	No. of sectors applying STI STI-driven improvement in quality of policies, plans and projects Ranking in Global Innovation Index 2% of global investment in R&D in Africa	No. of sectors applying STI STI-driven improvement in quality of policies, plans and projects Ranking in Global Innovation Index 3%-4% of global investment in R&D in Africa	UNESCO Institute for Statistics; WIPO; World Bank; STISA 2024 implementation report
	4. Africans' improved wellbeing	Average life expectancy: 62.99 years Male: 61 years Female: 65 years	Average life expectancy: 64 years	Average life expectancy: 64 years	WHO; World Bank; World Population Review

5.7 STRATEGIC PRIORITY 7: Institutional Enhancement

Details of this strategic priority are presented in Part II of this Strategic Plan, which deals with AUDA-NEPAD as an organisation and our drive to achieve excellence.

Our strategic priorities respond to all 7 Aspirations of the Continent's Agenda 2063 and 14 of the 20 Goals of the First Ten-Year Implementation Plan (FTYIP) as indicated in Table 2:

Table 2: AUDA-NEPAD Strategic Priorities: Intersections with Agenda 2063 Aspirations and FTYIP Targets

SPS	AUDA-NEPAD STRATEGIC PRIORITIES	AGENDA 2063 ASPIRATIONS	FTYIP GOALS AND KEY PERFORMANCE AREAS
1	Economic Integration	Aspiration 1. A prosperous Africa based on inclusive growth and sustainable development	Goal 1: A high standard of living, quality of life and wellbeing for all Goal 2: Well-educated citizens and skills revolution underpinned by Science, Technology and Innovation Goal 3: Healthy and well-nourished citizens Goal 4: Transformed economies Goal 5: Modern agriculture for increased productivity and production Goal 6: Blue-ocean economy for accelerated economic growth Goal 7: Environmentally sustainable climate and resilient economies and communities **Key Performance Areas:** AUDA-NEPAD programmes will contribute to results in the following areas: • Incomes, jobs and decent work • Elimination of poverty, inequality and hunger • Sustainable and inclusive growth • Manufacturing and industrialisation • Economic diversification • Eco-friendly tourism • Agricultural productivity and production • Education and science, technology and innovation (STI)-driven skills revolution • Modern liveable habitats, basic and quality services • Health and nutrition • Energy • Bio-diversity, conservation and sustainable natural resource management • Climate resilience and natural disasters and preparedness
2	Human and Institutional Development		
3	Food Systems, Environment and Natural Resources Management		
4	Sustainable Energy		
5	Climate Resilience, Environment and Natural Resources Management		
6	Science, Technology and Innovation		

1	Economic Integration	Aspiration 2. An integrated continent, politically united and based on the ideals of Pan-Africanism and vision of Africa's renaissance	Goal 10: World-class infrastructure crisscrossing Africa AUDA-NEPAD key performance area: communications and infrastructure connectivity: • MS readiness achieved for implementation of the Trans-African Highway Missing Links • MS readiness for in-country connectivity to the African High-Speed Rail Network achieved by 2019 • All MS skies fully opened to African airlines • At least 50% increase in electricity generation and distribution by 2020
			• ICT penetration and contribution to GDP doubled by 2023 • At least 70% increase in broadband accessibility achieved by 2020 • Digital broadcasting is achieved as the norm in all MS • 100% mobile penetration attained by 2020 • Regional Power Pools fully operational by 2020 • INGA Dam is commissioned by 2025 • At least 20% of the construction on the first pilot project on the African High-Speed Train Network is completed • Programme for Infrastructural Development of African Island States developed by 2020 • Pan African E-Network in Place by 2023
2	Human and Institutional Development	Aspiration 3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law	Goal 12: Capable institutions and transformed leadership in place at all levels. AUDA-NEPAD key performance area: institutions and leadership
1	Economic Integration	Aspiration 4. A peaceful and secure Africa	Goal 14: Stable and Peaceful Africa AUDA-NEPAD key performance area: contributing to access to infrastructural services, inclusive and shared growth, and improved quality of life as instruments for building and maintaining stable and peaceful society

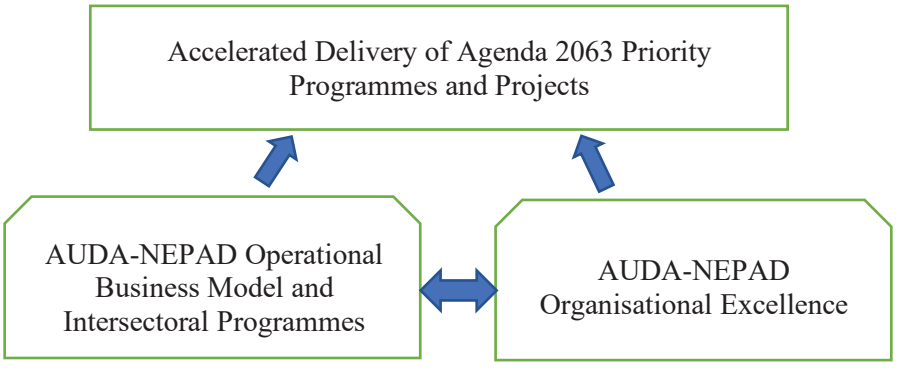
1 2	Economic Integration Human and Institutional Development	Aspiration 5. Africa with a strong cultural identity, common heritage, values and ethics	Goal 16: African cultural renaissance is pre-eminent AUDA-NEPAD key performance area: strengthening values and ideals of Pan-Africanism through AUDA-NEPAD economic integration and human and institutional development programmes
1	Economic Integration	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.	Goal 17: Full gender equality in all spheres of life Goal 18: Engaged and empowered youth AUDA-NEPAD key performance areas: • Women Empowerment • Youth Empowerment (AUDA-NEPAD will, in particular, develop digital skills and promote start-ups for women and youth)
2	Human and Institutional Development		
3	Science, Technology and Innovation		
1	Economic Integration	Aspiration 7. Africa as a strong and influential global partner	Goal 19: Africa as a major partner in global affairs and peaceful co-existence AUDA-NEPAD key performance area: Africa's place in global affairs
2	Human and Institutional Development		
7	Science, Technology and Innovation		
			(AUDA-NEPAD will contribute to improve Africa's rankings in global development indices – competitiveness, innovation, etc.)

[9]*The six goals that are not directly addressed by the plan are Goals 8, 9, 11, 13, 15 and 20, for which the AUC is more competent:*
Goal 8: United Africa (Federal or Confederate)
Goal 9: Continental financial and monetary institutions are established and functional
Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched
Goal 13: Peace, security and stability is preserved
Goal 15: A fully functional and operational African Peace and Security Architecture (APSA)
Goal 20: Africa takes full responsibility for financing her development

6. OPERATIONAL MODALITY AND RESULTS

The AUDA-NEPAD business model will be a combination of systems, processes, procedures, knowledge-based practices, instruments, partnerships and financing that effectively and efficiently support the delivery of the programmes, projects and advisory services of this plan. The intersectoral programming of interventions will be fundamental to this model. The model will continue to evolve and improve, building on the experience gained in the implementation of this Strategic Plan and also as contexts and demands change, in order to enable the Agency respond more effectively to requests from MS and RECs vis-à-vis Agenda 2063 and their respective development programmes. It is our expectation that the business model will enhance effective delivery and allow for innovative approaches to how AUDA-NEPAD works in the years ahead. Innovation is about new ways of doing things, new tools and instruments, new staffing capacities and the use of new knowledge to make AUDA-NEPAD more agile and responsive to needs. Organisational efficiency requires innovation which can, in turn, enhance operational efficiency.

Fig.1 Accelerated Delivery of Agenda 2063 Priority Programmes and Projects



AUDA-NEPAD interventions will consist of the following:

1. *Developing guidelines, application tools and toolkits for policy, strategy and implementation frameworks of programmes and projects.*
2. *Building and strengthening of capacity for programme and project development and implementation.*
3. *Conducting needs assessments and undertaking identification, development and implementation of programmes and projects.*
4. *Developing norms and standards, governance, regulatory, monitoring, evaluation and reporting frameworks and requirements for programmes and projects.*
5. *Creating an enabling environment for policy, strategy, framework, programme and project development and implementation.*
6. *Mobilising financial and technical resources for the implementation of programmes and projects.*
7. *Generating, collating and sharing replicable best practices and avoidable pitfalls gained from programme and project development and implementation.*

6.1 EXPECTED OUTPUTS

Given the outputs expected from each of the strategic priorities, AUDA-NEPAD will produce 11 types of outputs through the activities carried out under this Plan.

1. *MS and RECs will be assisted to put in place Development policies, strategies and implementation frameworks, including domesticating AU frameworks at national and regional levels.*
2. *Guidelines and tools will be applied by MS and RECs.*
3. *Institutions will be strengthened for programme and project implementation.*
4. *FTYIP flagship programmes and projects will be implemented at continental level.*
5. *The implementation of programmes and projects will be facilitated at MS and regional levels.*
6. *AUDA-NEPAD norms and standards will be devel oped and adopted by MS and regional bodies.*
7. *Governance and regulatory frameworks will be developed and adopted by MS and regional bodies.*
8. *Monitoring, evaluation and reporting frameworks will be developed and applied by MS and regional bodies.*
9. *Enabling policy and business environment will be enhanced in MS and the regions.*
10. *Resources will be mobilised for programme and project development and implementation.*
11. *Best practices will be collated, shared and applied by MS and regional bodies.*

6.2 EXPECTED OUTCOMES AND IMPACTS

In summary, based on the expected outcomes and impacts of seven strategic priorities, this Plan will generate the following outcomes and impacts based on the interventions that will be undertaken.

(a) Expected Outcomes

Overall, AUDA-NEPAD will make visible contributions towards the following outcomes, among others:

1. *Integrating African countries and moving more economies to middle-income level industrialisation status. AU policies, strategies and frameworks will be vigorously implemented.*
2. *Raising the effectiveness of public sector institutions in development policy and programme management, delivery of public services and provision of a propitious environment for the private sector to invest, create employment and wealth. The Plan will strengthen accountability of public institutions for the efficient use of resources. It will reform and resource education systems across the continent for responsiveness to the kinds of knowledge and skills required for the digital era and the Fourth Industrial Revolution. Its interventions will drive entrepreneurship development and boost employment.*
3. *Guiding African countries and regions in the devel opment of a suitable energy mix that meets the continent's energy security needs in terms of affordability, accessibility, efficient utilisation and the development of regional energy strategies that help to integrate the continent further.*
4. *Reforming the continent's food systems and supporting value-chain infrastructure to promote health and wellbeing of consumers, manage food waste efficiently and promote a sustainable food culture. It will foster the emergence of empowered rural communities with access to infrastructural services that improve quality of lives.*
5. *Putting the continent one step ahead in climate resilient production and consumption of goods and services, and a sustainable use of natural resources that entrenches inter-generational responsibility and equity.*
6. *Advancing science, technology and innovation ca pacity that promotes African science, scientific research and breakthrough discoveries and which will enable every African country to access and contribute to emerging technologies that drive the modern knowledge economy and the Fourth Indus trial Revolution.*
7. *Fostering the emergence of AUDA-NEPAD within the Plan period as a well-established continental development agency with the capacity to lead Africa's development efforts and ensure the full implementation of Agenda 2063.*

Box 2: Summary of Expected Outcomes

1. Growth in intra-African trade and investment
2. Improved competitiveness of African economies
3. Food and nutrition security
4. Enhanced access to energy
5. Sustainable production and consumption
6. Technological advancement
7. Reduction of inequality
8. Organisational excellence and accountability

(b) Expected Impacts

By the end of the Plan, Africa would have moved a vital step forward in the development and implementation of programmes and projects; the reform of institutional systems, processes, procedures and practices; and the strengthening of capacity required for the realisation of the 7 Aspirations of Agenda 2063 (Table 1). The impact of the Plan will therefore be measured by the extent to which AUDA-NEPAD has contributed to the achievement of the Aspirations in respect of The Africa We Want.

Box 3: Summary of Expected Impacts

The impacts will be reflected in:

1. Inclusive and shared growth
2. Improved wellbeing of Africans
3. Engendered peace and security due to improved quality of life
4. Sustainable development
5. Africa's enhanced global status

7. PLAN FINANCING REQUIREMENT AND STRATEGY

7.1 Financing Requirements

The financing requirements of this Plan are presented in three scenarios. They are guided by AUDA-NEPAD's present financial outlook, the extent to which co-financing and counterpart funding could be secured and the likelihood of launching a vigorous resource mobilisation strategy.

Scenario 1, with a resource envelope of US$148.92 million is the minimum requirement to launch the implementation of this four-year plan. Under this scenario, AUDA-NEPAD will simply maintain the current level of interventions – programmes and operations. Scenario 2 has a resource commitment of US$399.49 million and balances the current resource situation with the need for AUDA-NEPAD to be able to effectively provide vital interventions in the seven strategic priorities. Scenario 3 presents a resource plan of US$542.95 million, which provides for enhanced interventions based on the assumption that each US$1 provided through the AU budget will generate co-financing and counterpart funding of three times that amount.

Although it will lay the foundation for the launch of AUDA-NEPAD's enhanced mandate, Scenario 1 is grossly inadequate to meet the development needs of the continent based on the flagship projects and regional development programmes outlined in this Strategic Plan. It will not achieve the objectives of this Plan. Scenario 3 is relatively more robust and would be the ideal financing scenario. Given resource challenges, the projected financing requirement may not materialise.

Given resource constraints at national and regional levels vis-à-vis the continent's enormous development needs, Scenario 2 is the desired entry level of intervention. Consequently, AUDA-NEPAD will need a financing envelope of US$399.49 million for the four-year period of this Plan: 2020-2023. This amount is, nevertheless, relatively inadequate for the effective implementation of the functions of a continental development agency.

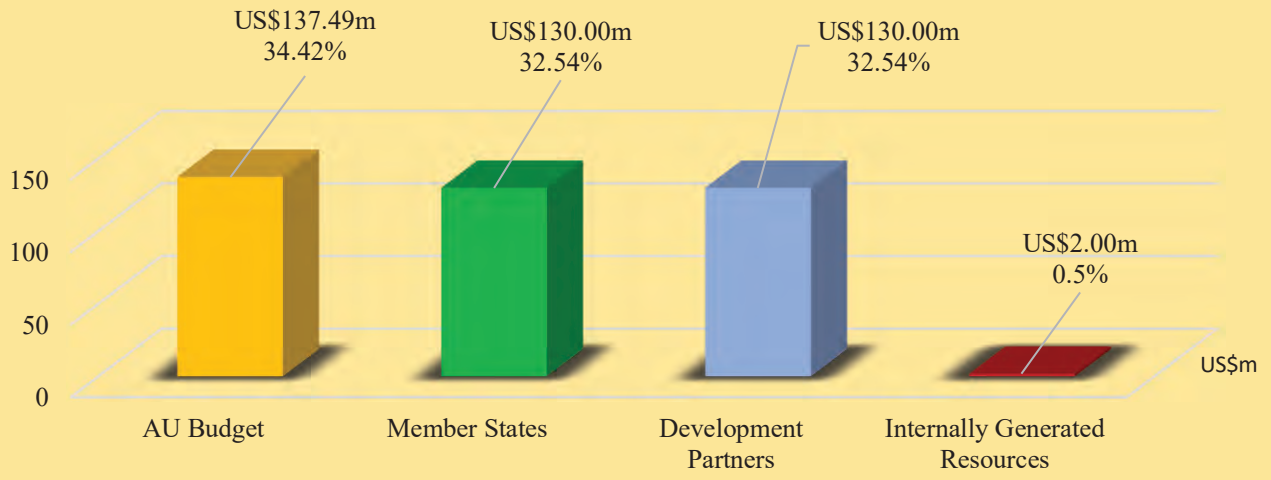
7.2 Financing Strategy

During the period of this Plan, AUDA-NEPAD will rely heavily on the AU budgetary allocation, which is projected to grow by at least 5% annually. This amount will, however, only cover one third of the financial resources required. To augment AU funding, AUDA-NEPAD will launch a vigorous resource mobilisation and partnerships development drive that will be led by its Technical Cooperation and Programme Funding Directorate (TCPFD).

Both traditional and non-traditional donors will be approached during the period. These will include the private sector, foundations and high net-worth individuals and philanthropists. Specialised or targeted trust funds will be created with appropriate recognition of contributors. It is expected that over the course of the four years, AUDA-NEPAD will be able to raise modest revenues from its advisory services.

Based on the foregoing, it is expected that beneficiary Member States will be able to match the 34.42% budgetary allocation by the AU through counterpart funding of 32.54%; development partners will be expected to bring in an equivalent share of 32.54%; and AUDA-NEPAD advisory services will contribute 0.50%. Fig. 2 presents the expected sources of financing for the estimated cost of this plan.

Fig.2: Expected Sources of Funding for Plan Implementation: 2020-2023
US$million 399.49



PART II
INSTITUTIONAL ENHANCEMENT FOR ORGANISATIONAL EXCELLENCE

8. FOCUS OF INSTITUTIONAL ENHANCEMENT

Institutional enhancement for the achievement of organisational excellence constitutes the seventh strategic priority of this plan. In our drive towards organisational excellence, we will be guided by three areas of activity, namely: 1) Staffing complement, 2) Organisational systems, processes and procedures, and 3) Work environment and culture. These will be led by our Directorate of Operations and Knowledge Management Programme Evaluation Directorate.

During the period of this Plan, we will implement the AUDA-NEPAD approved organisational structure in full. The staffing requirements of the structure will however be revised to ensure that workload is appropriately aligned to delivery capacity. Staffing and composition of management and governance organs will be encouraged to promote gender balance in line with AU policy of 50/50 gender parity. There will be defined statements of primary responsibility, terms of references for all organs and an overall AUDA-NEPAD statement of good corporate governance practice. We will conduct a skills audit to identify the knowledge, skills and competencies which the organisation currently has, and how these can be optimised. Vacancies in the new organisational structure will be filled with a healthy mix of staff who possess complementary skills, knowledge, competencies and experiences in the core competency areas of the strategic priorities; and workload analyses will be undertaken to determine optimal staffing capacity for the functions of the Directorates.

Biennial institutional effectiveness reviews will be undertaken to identify improvement opportunities in organisational systems, processes, procedures and practices. All programmes Directorates (PIPD, PDCD, KMPED and TCPFD) will develop standard operating procedures to guide the delivery of their functions. These will be reviewed every three years to integrate best practices from lessons learned. An AUDA-NEPAD theory of change and balanced scorecard will also be developed to provide the basis for organisation-wide results measurements and a performance monitoring and evaluation system.

Within the framework of AU guidelines, rules and regulations, we will refine our human resources delivery model, reform procurement processes to enhance effectiveness, efficiency and responsiveness; and deploy additional instruments, where necessary, to further strengthen excellence in the management of financial resources as well as operational and strategic risks. A digital transformation will be built around our management information system to enhance e-documentation and digital access to data and information required for work by staff. A robust communication and stakeholders' engagement strategy will be in place by Q1 2020. As an institution transitioning to a knowledge-based organisation, we will finalise and launch the implementation of knowledge management and learning strategy, during Q1 2020 as well.

During the period of this Plan, we will enhance the conduciveness of the work environment at AUDA-NEPAD, to prioritise staff health and wellbeing, effective communication and teamwork. We will endear all to a work culture that celebrates our efforts and achievements, and commensurately rewards excellence. A number of initiatives will be put in place to further improve the present work environment and work culture. Strategic Objective Leaders (SOLs) will be appointed annually for each of the strategic objectives to engender ownership of this Plan. Management will actively facilitate the implementation of the AUDA-NEPAD staff 'Magaliesburg Pact' in support of team spirit and mutual respect. The present reward and recognition system will be reviewed to promote a culture of excellence.

Strategic Priority VII: Institutional Enhancement - Expected Results				
Result Indicator: Output	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
1. Staff skills audit conducted, report approved, and recommendations implemented	Skills audit conducted	Skills audit report used to review staff deployment	All skills audit recommendations implemented	Operations Directorate annual performance report; AUDA-NEPAD activity and annual reports
2. HR development plan produced, approved and implemented	HR plan developed and approved	HR plan implemented	HR plan evaluated and reviewed	
3. Adequacy of staff complement met	40% of existing vacancies filled	80% of vacancies filled	All vacancies filled	
4. Workload analysis integrated into works plans	Directorates prepare workload analysis	Workload analysis institutionalised	Workload analysis maintained	
5. Development of the Enterprise Risk Management	Risk Management Framework is developed	Implementing Risk Management Framework	Communicating and reporting, reviewing and learning	
6. Procurement process reviewed and reformed	Procurement process reviewed; recommendations approved	Recommendations implemented	Implementation of procurement reforms reviewed	
7. Digitalisation plan developed, approved and implemented	Digitalisation needs assessment done, implementation plan developed and approved	Digitalisation plan implemented	AUDA-NEPAD fully digitalised	
8. Balanced scorecard developed, approved and used as a guide in planning and management	Balanced scorecard developed and approved	Balanced scorecard used for planning and monitoring of performance	Balanced scorecard used for planning and monitoring of performance	
9. Organisation-wide performance measurement system and indicators in place	Performance indicators developed and approved	Indicators applied	Efficacy of indicators reviewed	
10. Staff health and overall wellbeing enhanced	Institutional effectiveness and staff engagement survey launched, and AUDA-NEPAD institutional effectiveness and staff engagement index developed	Staff development programme launched; survey recommendations implemented	Survey recommendations fully implemented	

11. Work environment improved	AUDA-NEPAD staff 'Magaliesburg Pact' implemented	Staff retention initiatives enhanced; improved staff engagement index; institutional effectiveness index	100% staff retention rate	
12. Work culture strengthened	Enhanced Teamwork; shared success strengthened		AUDA-NEPAD reward and recognition system reviewed to enhance culture of excellence	
Strategic Priority Result Indicator: Outcome	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
OUTCOMES				
An effective, efficient and agile AUDA-NEPAD	70% budget execution rate	80% budget execution rate	95% budget execution rate	Operations Directorate annual performance report; AUDA-NEPAD activity and annual reports
High level of institutional and staff engagement effectiveness index	60% effectiveness	80% effectiveness	90% effectiveness	
A class-leading organisation among AU organs and agencies	Preferred organisation in AU system	Reference organisation in AU system	Most-admired AU organisation in AU system	
An admired institution on the continent and globally	Preferred African organisation	Highly referenced African organisation	Most-admired African organisation	
An efficient and effective investment portfolio in place	5% return on investment	7% return on investment	10% return on investment	
A strong grant & sub-delegation management system	80% compliance	90% compliance	100% compliance	
Further enhanced accountability that facilitates effective and efficient decision-making process	Monthly reporting to management and stakeholders	Digital, live reporting daily	Digital, live reporting daily	
Strategic Priority Result Indicator: Impact	Baseline Q1 2020	Interim Milestone Q4 2021	Target Q4 2023	Source of Data
IMPACTS				
AUDA-NEPAD as a well-established continental development agency with capacity to lead Africa's development efforts and ensure full implementation of Agenda 2063	60% level of consultation by AU, MS, RECs and DPs	70% level of consultation by AU, MS, RECs and DPs	80% level of consultation by AU, MS, RECs and DPs	Operations Directorate annual performance report; AUDA-NEPAD activity and annual reports; performance reports by
				AUC, RECs and on MS national and sector plans

9. IMPLEMENTATION STRATEGY AND KEY PERFORMANCE AREAS

9.1 Human Resources Management

We believe effective staff engagement benefits both staff and the organisation. Engaged staff find a high level of satisfaction in their work which, in turn, results in a strong sense of belonging and wellbeing. Engaged staff are also more productive and generate greater organisational effectiveness. A key element of effective human resources management strategy is a competent and engaged workforce, including effective and gender-balanced management, as well as a healthy and supportive work environment and conditions. During the period of this Plan, we will focus our efforts on improving the following five vital areas.

1. *Staff health and wellbeing: we will improve infra structure and equipment, working space, safety at work, working atmosphere and methods, healthy living and balanced life, and ensure that staff feel respected, valued and are treated fairly.*
2. *Relation between performance and career progression: we will ensure a fair link between performance and promotion, provide for career advancement, apply the AU Performance Management Policy approved in October 2019 effectively and transparently, ensure transparent application of the staff appraisal system, support performance improvement plans for staff and promote a fair reward and recognition system within the remit of AU staff regulations and rules.*
3. *Encouragement of professional development and access to opportunities: we will ensure that all staff benefit appropriately from professional development programmes and are encouraged to compete for vacant positions within AUDA-NEPAD to reflect the value which the organisation attaches to complementarity of knowledge, skills, experiences and competencies.*
4. *Balanced workload and work-life: a fair and efficient workload at individual and team levels, distribution among teams and work streams will be promoted. We will foster intra- and inter-Directorate teamwork in order to encourage the emergence of a cohesive community within AUDA-NEPAD, ensure that set targets and delivery deadlines are realistic, while encouraging flexitime.*
5. *Effective communication and respectful workplace: we will continue to improve quality and utility of communication, raise staff motivation, provide mechanisms for feedback, and deal with inadequate performance. A culture of collaboration, cooperation, continuous improvement and innovation will be valuable features of the AUDA-NEPAD work environment, just as much as the promotion of a fair, flexible and respectful workplace.*

To assist in taking forward the above areas of focus among others, we will establish a staff engagement task force, through the AUDA-NEPAD staff advisory council, to coordinate inputs from staff through a comprehensive listening campaign that will be launched in 2020. It will consist of representatives of staff based at AUDA-NEPAD headquarters and in the regional offices. The Senior Management Team will consider the reports of the task force and translate recommendations into concrete actions. The main objective of the task force will be to identify issues that could potentially cause dissatisfaction among staff and to propose an anticipatory plan of action aimed at improving working environment and promoting increased staff engagement. In order to achieve its objective, the task force will use a participatory, bottom-up approach involving all AUDA-NEPAD staff in working groups organised around the five priority areas listed above. It is our expectation that the activities of the task force and other initiatives that are currently being implemented by the Operations Directorate will significantly improve overall staff wellbeing, enhance the quality of the AUDA-NEPAD work environment, and promote work enjoyment – joy at work at AUDA-NEPAD, or joy@work.

Key Performance Area: AUDA-NEPAD deploys its human resources effectively for the delivery of the 7 strategic priorities and core business; has a competent and engaged workforce that is driven by an effective and gender-balanced management team; and operates within a conducive, supportive and healthy work environment.		
KPI 1: Proportion (%) of female staff in senior and middle management Sources of data: AUDA-NEPAD HR reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
20%	40%	50%
KPI 2: Proportion (%) of AUDA-NEPAD staff who feel that the Agency cares about their welfare and wellbeing Sources of data: AUDA-NEPAD institutional effective survey reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
60%	80% increase	100%
KPI 3: Staff engagement index (quality of communication, mutual respect and involvement of staff at all levels) Sources of data: AUDA-NEPAD institutional effective survey reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
60%	80% increase	90%

9.2 Financial Management: Internal Control Systems

There are two levels of control - ex-ante and ex-post - aimed at ensuring compliance with AU financial rules and regulations, international best practices and generally-accepted principles of governance. To these, we will add assessment of residual error rate (RER) for each reporting year. This will measure AUDA-NEPAD's error rate after all controls and checks have been performed. The international standard on acceptable threshold is set at 2% - a residual error rate above that threshold should trigger a reservation, accompanied by an action plan aimed at a reduction of the error rate in the future.

Another aspect of sound financial management is the relationship between the costs of controls and the benefits, that is deciding which controls must be undertaken and if it will be cost-effective for AUDA-NEPAD to implement additional controls outside AU financial rules and regulations. To this end, costs of controls will be considered every year with a view to putting in place a framework for the possible estimation of costs of controls in the near future. Sound financial management always recommends the distinction between error, irregularity and fraud. An error occurs if all the supporting documentation for a transaction cannot be provided during an audit or check. An irregularity is any infringement of a provision of AU financial rules and regulations. Fraud, on the other hand, is defined as an intentional illegal deceit damaging to AUDA-NEPAD's interests. As part of the overall AU approach, the AU has developed an anti-fraud strategy that is being implemented by its organs and agencies. Thus far, our Agency has had more than a decade clean audits, without any incident of fraud.

During the period of this Plan we will main our clean audit record, eliminate errors and irregularities and cut residual errors to below 2%.

Key Performance Area 1: AUDA-NEPAD internal controls give necessary guarantees that resources will be used in accordance with the principles of sound financial management as contained in AU financial rules and ensure compliance, legality and regularity of all transactions.		
KPI 1: Percentage of residual errors Sources of data: AUDA-NEPAD financial audit and evaluation reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
5% residual errors	3%	Below the 2% materiality criterion
KPI 2: Percentage of estimated overall financial resources at risk during the Plan period Sources of data: AUDA-NEPAD financial reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
50% (Projected MS and development partners' contribution, 25% each)	25%	0%
KPI 3: Estimated future corrections (ineligible amounts identified by ex-ante controls and by audits) Sources of data: AUDA-NEPAD financial audit reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
1% of ineligible amounts identified by ex-ante controls	0.5%	0%
KPI 4: Audit conclusion reached on cost effectiveness of internal controls Source of data: staff cost data, other control cost data, data on ineligible expenditure (prevented by ex-ante controls and identified by external auditors)		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
Yes, AUDA-NEPAD internal controls are effective (unqualified audit)	Yes, AUDA-NEPAD internal controls are effective (unqualified audit)	Yes, AUDA-NEPAD internal controls are effective (unqualified audit)
KPI 5: Overall cost of controls in relation to benefits and/or with the amount of managed funds		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
Overall control costs represented % of total expenditure	Overall control costs represented % of total expenditure	Overall control costs represented % of total expenditure
Key Performance Area 2: Minimisation/avoidance of the risk of fraud through the application of effective anti-fraud measures, integrated in all AUDA-NEPAD activities, based on AU financial guidelines anti-fraud strategy aimed at the prevention, detection and reparation of fraud.		
KPI 6: AU anti-fraud guidelines rigorously applied and AUDA-NEPAD whistle-blower policy in place		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
Updated anti-fraud guidelines in place	None	Guidelines and policy updated every 3-4 years
Whistle-blower policy in place		Policy updated every 3-4 years
Key Performance Area 3: Strong accountability & safeguarding of institutional assets		

KPI 7: Efficient treasury and investment management		
Return on investment 5%	Return on investment 7%	Return on investment 10%
KPI 8: Reporting to all stakeholders and open publication of integrated financial reports		
Quarterly report to Management	Monthly report to Management and other stakeholders	Live, online reports, daily

9.3 Enterprise Risk Management

In this context, risk management will be an ongoing process, involving Management, all Directorates, Divisions and Units and other personnel. It will be a systematic approach to setting the best course of action to manage uncertainty by identifying, analysing, assessing, responding to, monitoring and communicating risk issues/events that may have an impact on the ability of AUDA-NEPAD to successfully achieve its strategic objectives.

AUDA-NEPAD's Enterprise Risk Management (ERM) will involve a proactive holistic enterprise-wide view of all risks and their associated risk appetite and tolerance that they are fully aligned with the Agency's objectives and strategies, and reflect the quality, competencies and capacity of people, technology and capital. The ERM will also help identify the interdependency and interaction of risks across the organisation and provide the tools to rationalise risk management activities.

The Operations Directorate, in collaboration with the other Directorates, will develop a risk register, assign risk owners and monitor the risks, to make sure that the objectives of AUDA-NEPAD are continuously attained.

Key Performance Area: Enterprise Risk Management		
KPI 9: Risk Management Framework is Developed		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
No Enterprise Risk Register	Risk Management Framework developed and approved for implementation Risk Management Governance Structure developed and approved for implementation Risk Management Information Systems developed and approved for implementation Risk Identification, Assessment, Management and Communication reported	Risk Management Framework reviewed Risk Management Policy reviewed and revised
	Monitoring and recording risk information	

9.4 Data and Information Management

Digital transformation will form a significant part of our efforts to achieve organisational excellence under this plan. The process requires effective data and information management. For successful transition to a knowledge-based organisation, the Directorates will need to capture more structured and unstructured data and analyse these to generate and virtualise information in the planning, development, implementation and evaluation of the performance of activities. AUDA-NEPAD staff will increasingly become knowledge workers and will need timely access to the right data and information to do their jobs. This is where a functional management information system (MIS) becomes vital. It will enable us to use data and information more effectively in programmes and operations.

In addition to generating appropriate information as and when needed, the MIS will automate and ensure more efficient processing, archiving and storage of data capturing to ensure accessibility and proper governance in a secure and accessible environment. AUDA-NEPAD already has an MIS in place. The systematic filing of programme and project information (for knowledge base, future reference and streamlined operations), documents and records is a prerequisite for building an effective MIS and knowledge-based organisation. Filing, sharing and accessing of documents securely from anywhere in digital format will constitute a key element of the MIS, and this will be governed by organisation-wide policy and guidelines that will be developed for data protection, where applicable.

Our present MIS will be adequately resourced as part of a digital transformation strategy for enhanced effectiveness and responsiveness to AUDA-NEPAD's programmes and operations needs during the period of the Plan.

Key Performance Area: Data and information in AUDA-NEPAD are shared and accessible through the MIS. Important documents are registered, filed and retrievable through the MIS in digital format.		
KPI 1: Percentage of registered or official documents that are not filed and not in digital formats. Source of data: AUDA-NEPAD MIS statistics		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
40%	15%	Less than 2-3%
KPI 2: Percentage of programme documents accessible to all Directorates, Divisions and Units in electronic format. Source of data: AUDA-NEPAD MIS statistics		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
60% (TBC)	95%	100%

9.5 Knowledge Management and Organisational Learning Strategy

As part of its institutional transformation, AUDA-NEPAD has an established Directorate of Knowledge Management and Programme Evaluation (KMPED). Through KMPED, we will develop a robust knowledge management and organisational learning strategy (KMOLS). The strategy will have two main components. First, it will aim to provide knowledge-based products and services to the AU, MS and regional bodies in the development and implementation of major policies, strategies, frameworks, programmes and projects. Second, it will transform AUDA-NEPAD into a knowledge-driven and learning organisation through processes and practices that will allow staff to contribute, acquire, develop, retain, share and apply knowledge in all aspects of AUDA-NEPAD programme interventions and operations.

The KMOLS will strengthen aspects of organisational management that facilitate continuous learning by staff and innovations in programme and operations planning and implementation. Continuous transformation is key to the emergence of a learning organisation. We will achieve this through knowledge actions – which support knowledge development and organisational learning to enhance ability to gain insights and understanding from experience through experimentation, observation, analysis – and a willingness to learn from both successes and failures. The overall aim is to create, retain and transfer knowledge within AUDA-NEPAD for continuous improvement and adaptation. The KMOLS will also support management and human resources development, targeting actions in areas, which include staff and organisational culture; organisation and business processes and practices; and facilitation of corporate systems. To this end, the strategy will deliver enhanced learning tools and delivery methods.

The development and review of the KMOLS will be guided by regular needs assessments and knowledge application processes at AU, MS and RECs level as well as at the level of AUDA-NEPAD internal structures.

The following will enable us to assess the extent to which AUDA-NEPAD is emerging as a knowledge-based and learning organisation: continuous improvements and sustained innovations in programme and project planning, development and implementation; operational effectiveness, efficiency and responsiveness; transformations in organisational culture, working methods and business processes; as well as innovative practices in human resource management and talents development.

The KMOLS will provide appropriate incentives for staff to contribute to organisational learning, share their skills, experiential knowledge, processes and tools in support of AUDA-NEPAD activities.

Key Performance Area: AUDA-NEPAD generates, collates and shares knowledge for programme planning, development, implementation and management within the Agency and by AU, MS and the RECs services.

KPI 1: AUDA-NEPAD Knowledge Management and Organisational Learning Strategy is developed and implemented in line with the strategic priorities and needs of the AU, MS and the RECs.

Sources of data: KMPED strategy implementation reports; knowledge and learning needs survey reports; KMOLS evaluation reports; MS and RECs feedback reports on the utility of AUDA-NEPAD knowledge products and services.

Indicators	Baseline (2019)	Interim Milestone (Q4 2021)	Target (2023)
1. Knowledge needs assessment conducted to determine the kinds of knowledge products and services required by AU, MS, RECs and AUDA-NEPAD internal processes to guide the development of AUDA-NEPAD Knowledge Management and Organisational Learning Strategy 2. AUDA-NEPAD Knowledge Management Strategy and Organisational Learning Strategy developed 3. AUDA-NEPAD Knowledge Management and Organisational Learning Strategy and implementation plan approved and adopted across AUDA-NEPAD	1. Knowledge needs assessment report produced. 2. AUDA-NEPAD KMOLS in place 3. AUDA-NEPAD KMOLS approved	1. KMOLS implementation plan regularly updated, and implementation monitored 2. Evaluation of implementation of KMOLS undertaken to inform mid-term review 3. Mid-term review report on KMOLS adopted 4. Updated KMOLS approved and adapted.	1. AUDA-NEPAD progresses as a knowledge management and learning organisation, applying knowledge in all aspects of its activities 2. Objectives and activities of KMOLS are fully implemented 3. Positive feedback from AU, MS and RECs on the utility of AUDA-NEPAD knowledge products and services

KPI 2: AUDA-NEPAD Knowledge Management and Organisational Learning Strategy is achieving its core objective of delivering knowledge-based products and services to the AU, MS and RECs for development and implementation of policies, strategies, frameworks, programmes and projects for Agenda 2063 and for national and regional development.

Sources of data: AUDA-NEPAD activity and annual reports; KMPED implementation reports; KMPED, KMOLS evaluation reports; MS and RECs feedback reports on utility of AUDA-NEPAD knowledge products and services.

Indicators	Baseline (2019)	Interim Milestone (Q4 2021)	Target (2023)
1. No. of requests by AU, MS and RECs for AUDA-NEPAD professional advice	0	12	36
2. Feedback by AU, MS and RECs on the utility of AUDA-NEPAD knowledge products and services	0	12	36
3. No. of annual references to AUDA-NEPAD knowledge products by other organisations	0	22	50

4. No. of participants in AUDA-NEPAD knowledge networks – communities of practice, etc.	0	10	≥50
5. No. of instances when technical and professional advice is provided by AUDA-NEPAD's centres of excellence to AU, MS and RECs annually	0	10	50
6. No. of innovations in policies, strategies, processes, and technologies generated by AUDA-NEPAD's centres of excellence	0	7	21

KPI 3: AUDA-NEPAD Knowledge Management and Organisational Learning Strategy is transforming AUDA-NEPAD into a knowledge-based organisation through improvements in systems, processes, procedures, practices as well as in programme and project planning, development and implementation.

Sources of data: KMPED implementation reports; KMPED KMOLS evaluation reports; MS and RECs feedback reports on utility of AUDA-NEPAD knowledge products and services.

Indicators	Baseline (2019)	Interim Milestone (Q4 2021)	Target (2023)
1. Proportion of AUDA-NEPAD staff contributing knowledge products and services to KM system	5%	50%	80%
2. Proportion of AUDA-NEPAD staff active on KMPED knowledge networks – communities of practice, etc.	0%	50%	80%
3. No. of knowledge products and services delivered to Directorates annually	0	7	21
4. No. of knowledge products and services used by Directorates annually for work improvement	0	7	21
5. No. of innovations and improvements resulting from knowledge products and services	0	7	21
6. No. of national, regional, continental and international media references to AUDA-NEPAD knowledge products and services, and professional opinions	0	7	21
7. No. of references and citations of AUDA-NEPAD knowledge products and services by major national, regional and international institutions annually	0	55	110

9.6 Communication and Stakeholders' Engagement Strategy

As part of the implementation arrangement and drive towards organisational excellence, we will develop a robust communication and stakeholders' engagement strategy (ComSES). This will inform and engage with its primary target audience – Africans, MS, RECs, institutions across the continent, private sector, academia, non-state actors including civil society organisations, international organisations and development partners – about the AUDA-NEPAD mandate, vision, mission, functions, programmes and projects. It will disseminate key messages on key programmes and projects being implemented to achieve the goals and aspirations of Agenda 2063. Beyond the development community, it will engage with new stakeholders, especially African youth. By addressing young people, AUDA-NEPAD will endeavour to raise the awareness and appreciation of the younger generation to African values and development aspirations and enhance perception of the vital role of the AU in Africa's development.

ComSES will promote interactive communication and participatory approaches wherever possible to inform and engage stakeholders. A rebranding exercise will be followed through to aid the communication of AUDA-NEPAD's repositioning, promote its visibility and strengthen the new brand identity. ComSES will apply the full range of communications tools at AUDA-NEPAD's disposal.

These will include:

1. *Active media outreach through press releases, information packages, fact sheets, interviews, press seminars, press events, media relations and other interactive means of engagement with print, broad cast and online media outlets*
2. *Social media (Facebook, Twitter, Instagram, LinkedIn and others) including the use of audio-visual productions, with particular attention on young audiences*
3. *Educational outreach through educational toolkits, people-to-people contacts, educational networks and institutions*
4. *AUDA-NEPAD signature events*
5. *AUDA-NEPAD website*
6. *AUDA-NEPAD publications – reports, surveys, studies, evaluations, brochures, fact sheets, working papers, occasional papers, lesson notes, AUDA-NEPAD achievements by country and region (ABCs and ABRs) reports, among others*

Where desirable, AUDA-NEPAD will communicate through campaigns and media appearances around specific issues, themes, programmes and projects. In all, our efforts will be to reach and engage with target audiences through means that are information multipliers.

Key Performance Area: Africans perceive that AUDA-NEPAD is working to improve their lives and engage with the AU system and the RECs. MS and RECs feel that their development strategies and programmes are taken into consideration by the AU.		
KPI 1: Percentage of African citizens with a positive image of AUDA-NEPAD Source of data: AUDA-NEPAD communication reports; visibility survey reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
% Positive about AUDA-NEPAD	At least 20% improvement in positive image	At least 60% positive response
KPI 2: Percentage of African citizens who are aware of what AUDA-NEPAD does – mandate, functions and programmes Source of data: AUDA-NEPAD communication reports; visibility survey reports		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
% population that knows about AUDA-NEPAD % population with little knowledge of AUDA-NEPAD % that does not know about AUDA-NEPAD	At least 45% with improved knowledge of AUDA-NEPAD	At least 60% who know a lot or have some positive knowledge of AUDA-NEPAD

9.7 Administration Services

Lastly and very importantly, we will step up considerably the responsiveness, effectiveness and efficiency of AUDA-NEPAD administrative services to achieve the objective of organisational excellence. In this regard, we will build and enhance self-service platforms and reduce turnaround times for administrative services offerings. We will ensure the following, among others:

- *An enabling work environment that caters for staff security and safety. Security measures will be improved by installing a spiked boom gate at the main entrance; a Public Address System (PAS) to be used in emergencies, such as to evacuate the building; scanners and metal detectors to prevent offers value for money.*
- *Measures will be taken to encourage a paperless office, which will reduce the use of paper hence protecting and our carbon footprint so as to contribute to environmental protection. E-filing will unwanted persons and objects from entering the building.*
- *A Community Active Protection (CAP) facility will be introduced that will enable any staff member in distress to notify a security company with a panic button and secure immediate response and assistance.*
- *With regard to health and safety, the work environ ment will be improved beyond the minimum Oc cupational Health and Safety (OHS) standards required by national legislation.*
- *Travel management processes will be improved through digitalisation, so as to save time, reduce waste and provide service that is driven and that be adopted at all levels of the Agency.*
- *Improved store management processes will cut waste and inconvenience and ensure quick delivery of services.*

Key Performance Area: Enhance a positive culture through a safe and secure working environment that is ergonomically compliant and adheres to occupation health and safety standards		
KPI 1: Additional security measures implemented for staff safety and wellbeing		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
20 % of the security measures	80% of the security measures implemented	100% secure work environment
KPI 2: Additional health and ergonomically-complaint measures implemented		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
50 %	80%	100%
KPI 3: Improved travel and transport services that reduce waste and cut costs		
Baseline (2019)	Interim Milestone (Q4 2021s)	Target (2023)
Reduce waste and cut costs	Reduce waste and cut costs by 30%	Reduce and cut costs by up to 60%

10. MONITORING AND EVALUATION OF PLAN

The implementation, monitoring and evaluation of this Plan will be regular, effective and rigorous. The processes involved will be guided by AUDA-NEPAD's wealth of experience in coordinating and facilitating implementation of AU development policies, strategies, frameworks and programmes, working with the Regional Economic Communities and mobilising stakeholders and resources for the implementation of Africa's development programmes. With a number of operational guidelines, including a balanced scorecard being developed, this Plan will therefore be implemented in an institutional context that is considerably enhanced by the gains of an effective and efficient organisation; continuing improvements in systems, processes, procedures and practices; and a reasonable growth in staff strength and skills mix.

Staff will be optimally deployed across all the strategic priorities of this Plan. Emphasis will remain on multi-Directorate teamwork, participatory management and results-oriented individual and team performance. There will also be selective use of African and non-African experts to complement the in-house skills mix in a cost-effective manner, but with considerable care to avoid over out-sourcing of professional functions that are the primary responsibilities of staff.

Monitoring and evaluation under this Plan will be conducted at regular intervals to ensure that performance matches expected outputs, outcomes and impacts. The monitoring and evaluation of performance will be undertaken at the level of the strategic priorities. Regular field supervision will be carried out. To facilitate the monitoring and evaluation process, AUDA-NEPAD will, for the rest of 2019 and Q1 2020, finalise the development of a suitable performance monitoring and evaluation framework led by our Directorate of Knowledge Management and Programme Evaluation. The framework, which will draw heavily on AUDA-NEPAD theory of change and balanced scorecards, will provide appropriate indicators to be measured at the level of projects, programmes and operations and thus refine the indicators in this plan.

During the period of this plan, we will conduct two independent external evaluations of the performance of AUDA-NEPAD. They will focus on projects, programmes and operations in order to learn lessons and enhance institutional effectiveness and efficiency. The first evaluation will be conducted at the end of 2021, while the second will be carried out at the end of 2023. These external evaluations will obviate the need for an individual donor or group of donors to undertake parallel evaluation exercises.

Plan performance will be tracked on regular basis – monthly, quarterly, semi-annually and annually. Performance evaluation reports will provide inputs for the AUDA-NEPAD knowledge management system under KMPED, to document and share replicable practices and avoidable pitfalls. To this end, appropriate knowledge products will be produced and shared with staff and stakeholders. Knowledge application guides will also be produced to guide programmes Directorates in the application of lessons from evaluation findings.

In monitoring and evaluating performance against expected results, AUDA-NEPAD will face the challenge of attributing the results of its interventions. Whenever this becomes extremely difficult, contributions made will provide the basis for assessment of results achieved.

11. RISKS AND RISKS MANAGEMENT STRATEGIES

11.1 Potential Strategic and Operational Risks

The implementation of the interventions proposed in this Plan poses a number of potential risks. These are presented in Table 3. AUDA-NEPAD will put in place an Enterprise Risk Management system to monitor these risks closely and explore responsive strategies and mitigating measures. The ERM system will include a risk register that will be maintained and regularly reviewed to ensure effective management of the risks.

11.2 Risk Management Strategies

In response to the identified risks, AUDA-NEPAD has a number of response options. Table 3 rates the potency of each risk and summarises some of the mitigating measures and planned management strategies.

Table 3: Potential Risks and Risk Management Strategies

RISK	RATING	MANAGEMENT STRATEGY
• Possible inadequate financial and technical resources due to competing resource needs at national regional levels	High	• TCPFD will develop a comprehensive strategy to mobilise resources
• Prospect of inadequate staffing capacity at AUDA-NEPAD in both absolute staff complement and skills mix, competencies and experiential knowledge	Medium	• Operations Directorate will accelerate the filling of vacancies • Staffing capacity will be augmented with technical assistance support • External consultants will be used prudently
• Development partners changing priorities	Medium	• NEPAD programmes enjoy significant goodwill, so AUDA-NEPAD will gain visibility rapidly
• Competition from other institutions undertaking similar interventions	Medium	• AUDA-NEPAD programmes and projects are in areas in which it has comparative advantages • AUDA-NEPAD will partner with other organisations as may be necessary
• MS and RECs may not respond positively to AUDA-NEPAD due to budgetary constraints for counterpart funding	High	• Identifying projects with potential to attract priority funding will be priority interventions for MS and RECs

• Potential difficulty of mobilising private sector financing due to high risks assessment, low credit rating of African economies and the absence of credit guarantee facilities	Medium	• The business environment in Africa is improving significantly • Costs of doing business on the continent are falling • Private investors will respond positively to the AU 5% Agenda for infrastructure investment

12. LOOKING FORWARD

This Plan establishes the first steps in the implementation of the AUDA-NEPAD mandate, following the transition from the NEPAD Agency into the African Union Development Agency. It will lay the foundation for the Agency to bring innovations to development policies, strategies, programmes and projects for the transformation of the continent and its economies in this 21st Century.

The AUDA-NEPAD Strategic Plan is an operational guide for its Directorates in the planning of their programmes, projects and operational activities over the next four years; and to its major stakeholders, the AUC, MS and the RECs, and the continent's development partners in what they can expect from the Agency. This Strategic Plan is by no means an exhaustive document and is not intended to be prescriptive as a result of the rapidly changing development dynamic and environment within which individual African countries, the regions, as well as the Continent at large will need to operate vis-à-vis a challenging global context. It outlines our future trajectory, working with all our stakeholders to respond to development needs in the context of Agenda 2063, national and regional development strategies and plans. It maps out an institutional enhancement path for AUDA-NEPAD in the implementation of its mandate, in an effort to deliver effective and efficient services to MS and the regions for the achievement of development objectives.

This is our Strategic Plan and also an invitation to all stakeholders to work with us in a concerted effort to achieve the goals and aspirations contained in Agenda 2063, as well as as in the development strategies and programmes of MS and RECs. Achieving development results is our mission, and we pursue it with passion.

ANNEX I: STRATEGIC PLAN IMPLEMENTATION SCHEDULE

S/N	Plan Activities	2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Development and approval of AUDA-NEPAD mandate, statute, structure and functions																				
2	Launch of implementation of new organisational structure																				
3	Implementation of activities to launch Strategic Plan: 1. Conduct an inventory of AU priority strategies and frameworks that fall within the strategic priorities and extent of integration in MS national and regional development frameworks																				
	2. Develop a programme of action to assist MS and RECs to integrate these policies and strategies in national development plans and results frameworks																				
	3. Conduct a review of FTYIP flagship projects within the strategic priorities, determine implementation issues and plan the next phase																				
	4. Convene a high-level stakeholder meeting jointly with the AUC to move concretely to the next stage																				
	5. Field multidisciplinary/directorate team missions to present AUDA-NEPAD strategic priorities to MS and identify areas of countries' needs within the strategic priorities. The country meeting should be chaired by the Head of Government/PM/Senior Minister.																				
	6. Alternatively, request countries to conduct country needs assessments along the 6 programmatic strategic priorities and produce Country Assessment Reports (CAR) from which an AUDA-NEPAD country programme should be developed, resources mobilised and implemented (e.g. AUDA-NEPAD AfCFTA country or regional implementation programme)																				

S/N	Plan Activities	2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	7. Depending on the CARs, develop a generic programme, country-specific and region-specific programmes for implementation																				
	8. Request each country and REC to designate an AUDA- NEPAD focal point, department, unit or country office depending on the size of the programme, to oversee engagement and implementation. Country multisectoral programmes should have a focal point in the Office of the Prime Minister or Vice-President, or in a coordinating ministry or agency.																				
	9. PIPD to develop a full database of all programmes and projects and classify them into the 6 programmatic strategic priorities																				
	10. KMPED to conduct a light touch evaluation of existing portfolio of programmes and projects to recommend: a) Those to be redesigned and appraised for phase 2 or 3 implementation b) Those to be put on hold pending satisfaction of set conditions c) Those to be closed																				
	11. PIPD to lead the development of an AUDA-NEPAD Theory of Change (ToC)																				
	12. Develop operations guidelines (operating manuals or standard operating procedures) for all Directorates																				
4	Development of programmes and projects																				
5	Implementation of programmes and projects																				
6	Mobilisation of resources																				
7	Monitoring and evaluation of programmes and projects																				
8	Mid-term review of Strategic Plan																				
9	Final review of implementation of Strategic Plan																				
10	Launch of development of new Strategic Plan																				

ANNEX II: AGENDA 2063 ASPIRATIONS, AU STRATEGIC PRIORITIES, FTYIP FLAGSHIP PROJECTS AND ONGOING AU FRAMEWORKS

AU PRIORITIES	FTYIP FLAGSHIP PROJECTS	ONGOING CONTINENTAL FRAMEWORKS

7 Aspirations:
 	
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, democracy, 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 where development is people driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner
 	
7 Strategic Priorities of the AU:
 	
1. Regional integration: in particular the African Continental Free Trade Area (AfCFTA), the Single African Air Transport Market (SAATM), and Free Movement of Persons, Goods and Services
2. Peace and security: silencing the guns by 2020
3. Climate change
4. Gender, women and youth
5. Capacity building
6. Clear division of labour (institutional enhancement)
7. Au theme of the year
	• Integrated High-Speed Train Network
	• African Commodity Strategy
	• Continental Free Trade Area (AfCFTA)
	• African Passport and freedom of movement
	• Silencing the guns by 2020
	• Grand Inga Dam Project
	• Single African Aviation Market (SAATM)
	• Annual African Economic Dialogue Platform
	• Establishment of African Financial Institutions:
	  • African Central Bank (ACB)
	  • African Investment Bank (AIB)
	  • African Monetary Fund (AMF)
	  • Pan-African Stock Exchange
	• Pan-African E-Network
	• Africa Outer Space Strategy
	• African Virtual and E-University
	• Great African Museum
		• Industrialisation: Implementation of the Accelerated Industrial Development for Africa (AIDA) action plan, Africa Mining Vision (AMV); African SMEs master plan; formulation of the African common position on intellectual property rights (IPR); developing specific economic zones
		
		• Agriculture: National Agriculture Investment Plans (NAIPs)
		
		• Sahel Strategy
		
		• The African Charter on Statistics and the Strategy for the Harmonisation of Statistics in Africa (SHaSA) are fully implemented
		
		• Operationalisation of the Investment Promotion Network platform with member states, the private sector and RECs
		
		• Organisation of the annual African Economic Platform (AEP)
		
		• SAATM
		
		• AfCFTA
		
		• CESA 2016-2025
		
		• STISA 2024
		
		• Implementation of the first five-year priority programme on employment, poverty eradication and inclusive development (2016-2020)

		• Implementation of the project ‘Decent work for the transformation of the informal economy’ (2018-2022)
		• Implementation of the revised Migration Policy Framework for Africa (MPFA). Establishment of the Migration Research Centre in Bamako, Mali
		• Implementation of the protocol on free movement, rights of residence and right of establishment
		• Operationalisation of the AU-Horn of Africa Initiative on Human Trafficking and Migrant Smuggling
		• Endorsement and popularisation of the AU Gender Equality Strategy 2018-2027
		• AU youth development strategy and programmes
		• Enhancement of early warning systems and capacity for early action and effective response in the context of the Africa Programme of Action and Sendai Framework
		• Implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030 in Africa
		• Natural Resource Management:
		  • Implementation of African Strategy on Combating Illegal Exploitation and Illegal in Wild Flora and Fauna in Africa
		  • Finalisation of the African Regional Strategy on Sustainable Forest Management
		• Climate change:
		  • Implementation of the Paris Agreement through the alignment of Nationally Determined Contributions (NDCs)

		• Implementation of the Great Green Wall of the Sahara and the Sahel Initiative • Implementation of the Africa drought strategy • Implementation of Multilateral Environmental Agreements (MEAs) • Strengthened implementation of the CAHOSCC high level work programme on women and youth

ANNEX III: AUDA-NEPAD INTEGRATED VALUE-CHAIN: PROGRAMME DEVELOPMENT AND IMPLEMENTATION RESPONSIBILITIES OF DIRECTORATES

Programme Innovation and Planning Directorate (PIPD)	Programme Delivery and Coordination Directorate (PDCD)	Knowledge Management and Programme Evaluation Directorate (KMPED)	Technical Cooperation and Programme Funding Directorate (TCPFD)
Implementation Planning	Activity implementation	Implementation knowledge sharing	Implementation resources
1. Identifies MS/Regional entry point (e.g. lead agency) 2. Plans the project – presents the concept note 3. Leads the engagement of stakeholders and partners in its development (leading a multi-directorate team) 4. Conducts feasibility studies (multi-disciplinary & directorate team) 5. Develops the project – presents project design to the Programme Planning and Review Committee 6. Appraises the project and presents the appraisal report for review and approval 7. Tests the prototype or proof of concept 8. Redesigns and/or reappraises existing projects approved for second or	1. Undertakes implementation planning – compacts development, MOUs, grant agreement negotiation 2. Signs, on behalf of the CEO, MOUs, grant agreements and other implementation instruments, as may be directed 3. Ensures implementation effectiveness conditions are met 4. Launches (multi-stakeholder) implementation 5. Conducts (multi-stakeholder) field and desk monitoring of implementation 6. Produces supervision and monitoring reports	1. Conducts mid-term performance review of the project and produces medium-term review reports to guide further implementation – drawing attention to areas that need adjustments (can recommend redesign, suspension or even cancellation of a project) 2. Collates and shares lessons of experience in project implementation 3. Produces lesson notes and application guides for PIPD and PDCD 4. Documents AUDA-NEPAD emerging best practices and avoidable pitfalls 5. Sets up learning platforms to share experience 6. Conducts internal brown-bag seminars for sharing of experience 7. Incentivises project teams to document learning experiences in the form of knowledge products	1. Leads the mobilisation of resources for project implementation – counterpart funding, support from development partners, private sector engagement, etc. 2. Participates in negotiation of financing resource instruments 3. Markets the project in development financing forums

subsequent phases after evaluation by KMPED			

Implications:

1. Programmes and projects will be required to follow the AUDA-NEPAD value chain, with each Directorate playing its role and carrying out its functional responsibility.
2. All identified projects – some of which can originate from any Directorate – will have to go through the project development, implementation, monitoring and evaluation cycle as dictated by the value chain.

Notes

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