



African Union



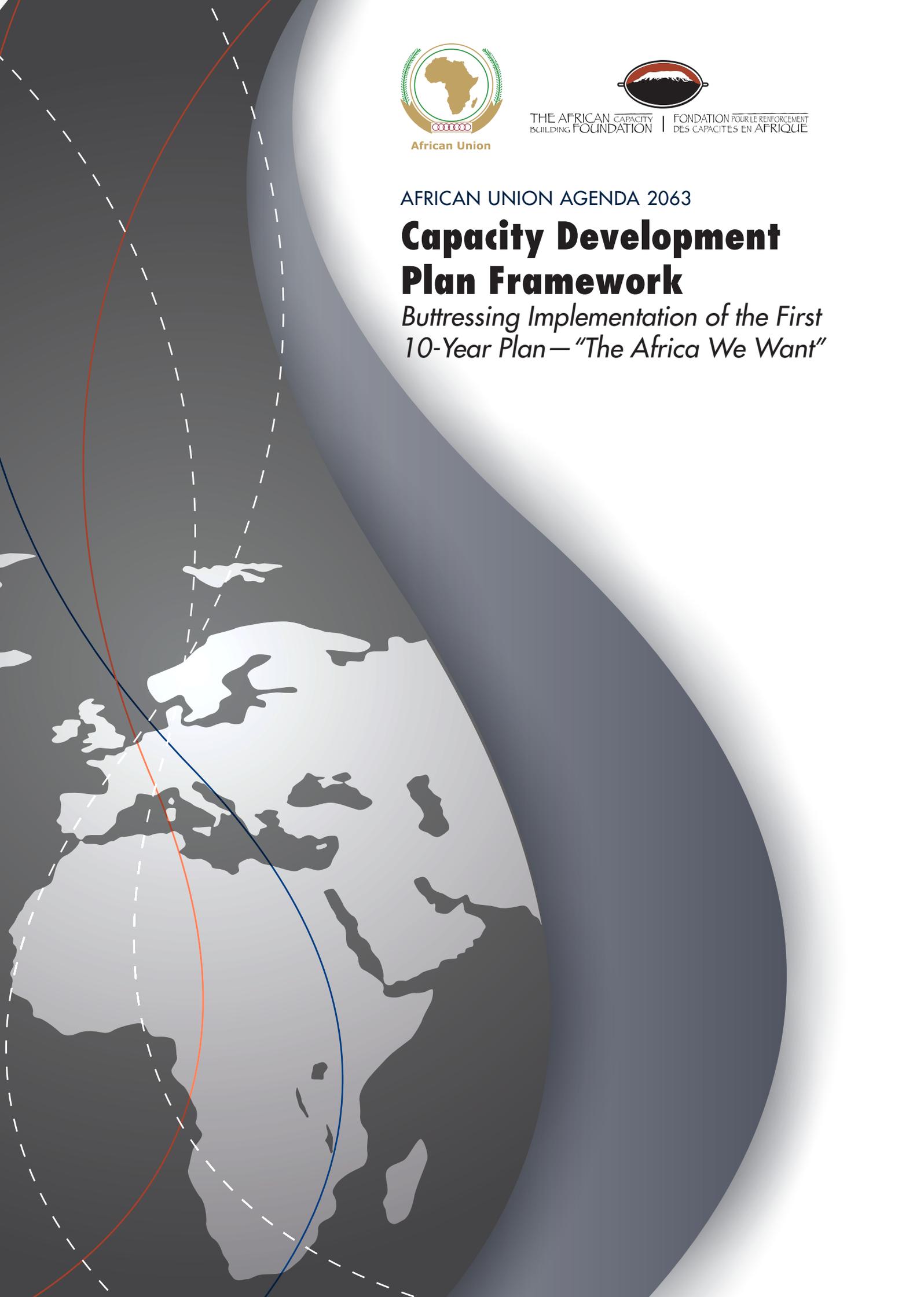
THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITÉS EN AFRIQUE

AFRICAN UNION AGENDA 2063

Capacity Development Plan Framework

*Buttressing Implementation of the First
10-Year Plan — “The Africa We Want”*



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Agenda 2063 Technical Team, representatives from various stakeholder groups, and other development institutions working closely with the AU, such as the African Development Bank and the United Nations Economic Commission for Africa.

The ACBF and the AUC also extend their appreciation to the team from Capacity and Development Services, which prepared the plan on the basis of the Capacity Needs Assessment and the Africa's Critical Technical Skills reports.

LIST OF ABBREVIATIONS AND ACRONYMS

ACBF	African Capacity Building Foundation	HSGOC	Heads of State and Government Orientation Committee
AfDB	African Development Bank	M&E	Monitoring and evaluation
AMDC	African Mineral Development Center	NEPAD	New Partnership for Africa's Development
APRM	African Peer Review Mechanism	PAP	Pan-African Parliament
AU	African Union	REC	Regional economic community
AUC	African Union Commission	STEM	Science, technology, engineering, and mathematics
CD	Capacity development	TOR	Terms of reference
CDP	Capacity development plan	TVET	Technical and vocational education and training
CDSF	Capacity Development Strategic Framework	UNDP	United Nations Development Program
CSO	Civil society organization		
CTS	Critical Technical Skills		
DRM	Domestic resource mobilization		
ECA	United Nations Economic Commission for Africa		

Unless otherwise indicated, all dollar amounts are U.S. dollars.

OVERVIEW

Background

Pursuing the vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena,” the Heads of State and Government at the June 2012 African Union (AU) Summit mandated that the Chairperson of the African Union Commission (AUC), in collaboration with several key institutions, develop an indigenous strategic framework for the continent’s transformation over the next 50 years. This framework was to be anchored in inclusive growth and sustainable development.

During the AU Golden Jubilee Summit, Member States pledged to commit themselves to the continent’s development and technological transformation through a continental strategic framework, Agenda 2063, and to national development plans through a people-driven process. Furthering decisions of the AU Executive Council, the AUC formulated goals, targets, and strategies to realize Agenda 2063.

The AUC decided to assess the capacities required for implementing Agenda 2063 at the continental and regional levels (and subsequently at the national level) and worked closely with the African Capacity Building Foundation (ACBF), which led the exercise conducted by the Capacity Team in 2015. Three documents from this review were this capacity development plan (CDP) framework document; *Capacity Requirements for the New African Vision: Agenda 2063—“The Africa We Want;”* and *African Critical Technical*

Skills: Key Capacity Dimensions Needed for the First 10 Years of Agenda 2063. The preliminary findings and recommendations from the capacity needs assessment were presented to the June 2015 Heads of State and Government Summit. The Summit emphasized the capacity dimensions for Agenda 2063, including:

- Critical, technical, and sector-specific skills and training.
- The importance of developing mechanisms to enhance the role of youth and women as central capacity pillars.
- Mind-set transformation, including setting up multistakeholder groups.

This CDP document proposes multilevel and multistakeholder CDPs that identify an initial set of foundational capacity-strengthening activities for the First 10-Year Implementation Plan (first 10-year plan) of Agenda 2063.

Key recommendations and observations

General points of emphasis

Capacity development (CD) is crucial for the first 10-year plan and for Agenda 2063 overall. It needs large financial resources beyond the capacity of any single organization (or groups of them) if interventions are managed centrally at the continental and regional levels. Thus the CD approach embodied in this document is based on subsidiarity and

decentralization—hence the need for the multilevel, multistakeholder approaches.

CD is essentially about pursuing three key goals: enhance skills of individuals and groups; enhance or improve enabling environments to get things done; and design or improve systems, processes, institutional structures, and modes of operation to achieve better outcomes and effectiveness.

Key stakeholder groups (Box 1) and individuals are encouraged to mobilize and seek funding for CD at their levels. It is estimated that 80 percent of the needed CD interventions could be carried out by these groups and individuals, while 20 percent may be placed under the responsibility of continental and regional institutions.

In light of this split, the AU’s biggest role now is to go out forcefully to expand awareness, build commitment, negotiate buy-in, promote an African sense of confidence toward the future, and spin the wheels of a positive movement toward a greater Africa. This involves creating a sense of excitement for Africans at all levels (from the grassroots upwards) about owning and pursuing their aspirations in different but complementary ways.

Considering other strategic dimensions of the larger “capacity picture” for Africa, the following needs are also important:

- Build capacity inventories at various levels.
- Design and gather new data on various capacity categories.
- Emphasize capacity retention and utilization.
- Map out intra-African mobility and migration of critical technically skilled professionals (including issues of demand and supply and opportunities and challenges).

- Potentially consider policy protocols on the brain-drain circulation of Africans within Africa.

Refine and pursue the critical technical skill agenda for “The Africa We Want”

A bold critical technical skill (CTS) agenda must be launched within this first year of implementation of the first 10-year plan. Such an agenda should prioritize:

- Dramatic increases in African CTS professionals and specialists in key areas such as engineering, mining, physics, geology, irrigation, dams, and geographic information systems. From the sample analysis in Chapter 8, as well as more elaborate projections that are being established, the numbers required will generally be seven to ten times that of present levels. These required numbers ideally will be achieved by the end of the first 10-year plan (2023).
- Unprecedented emphasis on producing large numbers of technicians who have been trained in technical and vocational education and training (TVET).
- A huge emphasis and orientation toward boosting science, technology, engineering, and mathematics (STEM) education and training.
- A significant expansion of African research and the generation of contextualized knowledge and data to underpin Africa’s new narrative.

The CD imperatives related to the above require attention to:

- New policy packages at the national level to orient and incentivize.
- Capacity-retention policies.

Box 1 Some urgent recommendations, particularly for enabling capacity

AUC/AU and institutions	Lead responsibility
Set up a central implementation entity at the AUC and focal teams within continental and regional institutions	AUC (Chairperson’s Office)
Lead and drive the mind-set transformation agenda	AUC, with support from the New Partnership for Africa’s Development (NEPAD) and the regional economic communities (RECs)
Sustain the Agenda 2063 vision through urgent identification and promotion of “champion roles” involving current and former Heads of State and top private sector leadership	AU/AUC/NEPAD
Rationalize the institutional architecture and roles of institutions to make them Agenda 2063-compliant	AU/AUC/institutions and RECs
Create and train small and focused domestic resource mobilization (DRM) “brigade units” in key institutions	All concerned continental, regional, and national institutions
<i>Member States</i>	
Set up Agenda 2063 focal points	Key ministries concerned
Domesticate, national-contextualize, and build awareness of the first 10-year plan’s activities	
<i>Key stakeholder groups and individuals^a</i>	
Take responsibility for identifying, proposing, and putting in place their respective interface mechanisms/representatives/structures engaging in the activities and dialogue for Agenda 2063	Stakeholder groups, working with AU institutions and RECs

a. Includes youth, women, the diaspora, African celebrities, traditional leaders, faith-based organizations, the private sector, civil society organizations (CSOs), and academia and think tanks.

Source: ACBF Capacity Team.

- Strategic negotiations with academia and the private sector.
- Data on existing pools of CTS specialists and TVET and STEM workers.
- Dialogue with CTS professional associations in Africa and the diaspora.
- Targets set and monitored for the production of CTS.

Fund the capacity development investments required in the first 10-year plan

To raise the considerable investment capital required, it is proposed that vision-driven negotiations be initiated at once, involving national governments, the private sector, and academia. Leaders of CTS professional associations should also be brought in. The private

sector should be encouraged and empowered to design and implement win-win solutions for African CTS education.

The start-up seed funding for the CD priorities identified for the multilevel and multistakeholder CDPs in this document amounts to \$28,610,000. It is proposed that almost all these activities be undertaken within the next two years. To calculate the complete cost, one would add the large amount of funds required to finance education and training imperatives, including those focusing on CTS, TVET, and STEM.

Capacity development for Agenda 2063: A long-term, special focus

It is vital that the AU system be supported in a sustained way by specialized entities working on capacity issues. In this spirit, it would be useful to consider and institutionalize the

support of entities such as the African Capacity Building Foundation (ACBF). The ACBF will work closely with the NEPAD Agency and institutional entities in the United Nations Economic Commission for Africa (ECA), as well as with the African Development Bank (AfDB). It may also be helpful to integrate expertise on capacity issues within the implementation entity and focal teams under the AUC.

Structure of this document

The rest of this document is divided into eight chapters. Chapter 1 shows how this document builds on the findings and recommendations of *Capacity Requirements for the New*

African Vision: Agenda 2063—“The Africa We Want.” The particularly important Chapter 2 presents key proposals from the Capacity Team to guide priorities and planning.

Chapters 3, 4, and 5 outline three multilevel CDPs, at the continental, regional, and national levels, and Chapter 6, in a similar vein, presents three sample CDPs for academia, youth, and women.

Chapter 7 gives indicative capacities required for the flagship programs of the first 10-year plan. Chapter 8 finishes with a sample analysis of projections in a few CTS areas (a topic more fully explored in *African Critical Technical Skills*).

1

BUILDING ON CAPACITY REQUIREMENTS FOR THE NEW AFRICAN VISION

In formulating the foundational areas for capacity building expressed in this document, the Capacity Team drew on the findings and recommendations that emerged from the capacity needs assessment. This assessment is documented in *Capacity Requirements for the New African Vision: Agenda 2063—“The Africa We Want,”* which this chapter briefly summarizes.

In assessing the capacities required for achieving Agenda 2063, the Team “unpacked” Africa’s transformative vision and analyzed the question: “Capacity for what?” It found that the fundamental broad capacities fall into three key strategic dimensions, which capture the essence of Africa’s Agenda 2063 vision:

- Dimension 1: recasting the African mindset to a concept of African ownership.
- Dimension 2: identifying initial continental “flagship projects,” key development goals of member states, and special development activities and initiatives.
- Dimension 3: scenario building/risk management and anticipating exigencies of the future.

The capacity review exercise produced major findings in broad capacity categories and made recommendations, all reflecting the multifaceted nature of capacity-enhancing priorities for succeeding in Agenda 2063.

Summary of major points of emphasis from the capacity needs assessment

Box 1.1 highlights the key messages taken from *Capacity Requirements for the New African Vision*. They were used as building blocks for the key proposals (chapter 2) and the CDPs (chapters 3–6).

Conceptual approach and methodology in preparing the CDP framework

Given the multidimensional nature and long-term vision of Agenda 2063, it is important that an equally innovative “CD” approach be developed that goes beyond the classic approach to CDPs. Hence the Capacity Team here proposes CDP templates that go beyond the production of one “umbrella” CDP. Instead, the templates develop multilevel and multistakeholder CDPs to enhance the planning of initial CD efforts.

The conceptual and methodological approach is based on the following:

A multilevel approach. The Team developed initial CDPs at the continental, regional, and national levels.

A multistakeholder approach. This recognizes the need for CDPs that address the CD needs of key stakeholder groups (see box 1).

Box 1.1 Points of emphasis from *Capacity Requirements for the New African Vision*

Africa has diverse capacities at various levels that will help it firmly engage in implementing the First 10-Year Implementation Plan (the first 10-year plan) and Agenda 2063, but for it to be more effective some key capacities need urgent attention:

- Transformative and change abilities (including transformative leadership and change readiness).
 - Improved capacities of institutions and organizations—continental, regional, and national—involving the restructuring and refocusing of work systems and a review of mandates.
 - Investments in massive training and education for critical, technical, and sector-specific skills, including in STEM.
 - An urgent revamping of the content of African education at all levels, so that educated Africans (including children and youth) are imbued with African values and visionary optimism and can find or create substantive employment.
 - A move toward a Pan-African “New African” agenda through an African ideological grounding for those on the continent and in the diaspora,
 - The start of a progressive transfer to youth and women of key responsibilities for leading parts of Agenda 2063 within the first two years of the first 10-year plan.
 - The ability of the continent to commit and mobilize its own funding for the first 10-year plan and Agenda 2063. This will be the litmus test of “capacity.”
 - An increase in soft skills, which are indispensable for each person to make things happen.
 - Crucially and urgently, dimension 1 (recasting the African mind-set to a concept of African ownership) would then guide Africa’s development paradigm based on African values.
-

Rolling, planning, updating, and expanding. During the first 10-year plan, the first CDP could aim for a timeframe of three years, with an adjusted set of CDPs for the last four of the first 10 years (until 2023).

Sources of funding—human, financial, and technological. One of the advantages of a multistakeholder approach is the potential for increasing the sources of funding on the basis of a decentralized, multilevel approach. Moreover, this approach seeks to

“responsibilize” various levels of organizations (continental, regional, and national) and stakeholder groups to commit themselves to continuously re-identifying funding sources. It also enables a closer linking of CD requirements with actual Agenda 2063 activities.

Foundational and critical-path analysis. The Team first identified fundamental items—soft skills, composite capacities, and mind-set transformation. All these key issues

are critical game-changers and drivers of transformation, acting together as in a complex ecosystem. They are key elements of transformative capacity and need to be in place from the outset, at the core of implementation. Transformative development is framed in the long term as an essential outcome of Agenda 2063.

2

KEY PROPOSALS FOR CAPACITY DEVELOPMENT PRIORITIES

Based on substantive and conceptual analysis, this chapter presents 16 key proposals for prioritizing and developing interventions for the first 10-year plan and subsequently laying the foundations for the later implementation phases of Agenda 2063.

Proposal 1: Progressively build a capacity development ecosystem

The starting point in implementing Agenda 2063 is with several critical game-changers and drivers of transformation, acting together in an ecosystem as foundational elements of transformative capacity.

The ecosystem has four layers (figure 2.1): the individual level (red), the change agents (white), the context environment (dark blue), and the enabling environment (light blue). The CD ecosystem works from the inner circle outwards.

At the center (the red circle) is the “new African.” In the broad context of Agenda 2063, she or he, whether an elected leader or an individual citizen, should be deeply “conscientized,” Pan-Africanist, and results-driven. He or she must be fully self-aware, with a strong African identity, and must have gone through training, learning by doing, and formal and informal/indigenous education as adapted to the practical exigencies of Africa in the 21st century—the new Africa. Some form of ideology that guides and directs effort, knowledge, skills, and institutions is necessary to bring about transformation in Africa at the individual level.

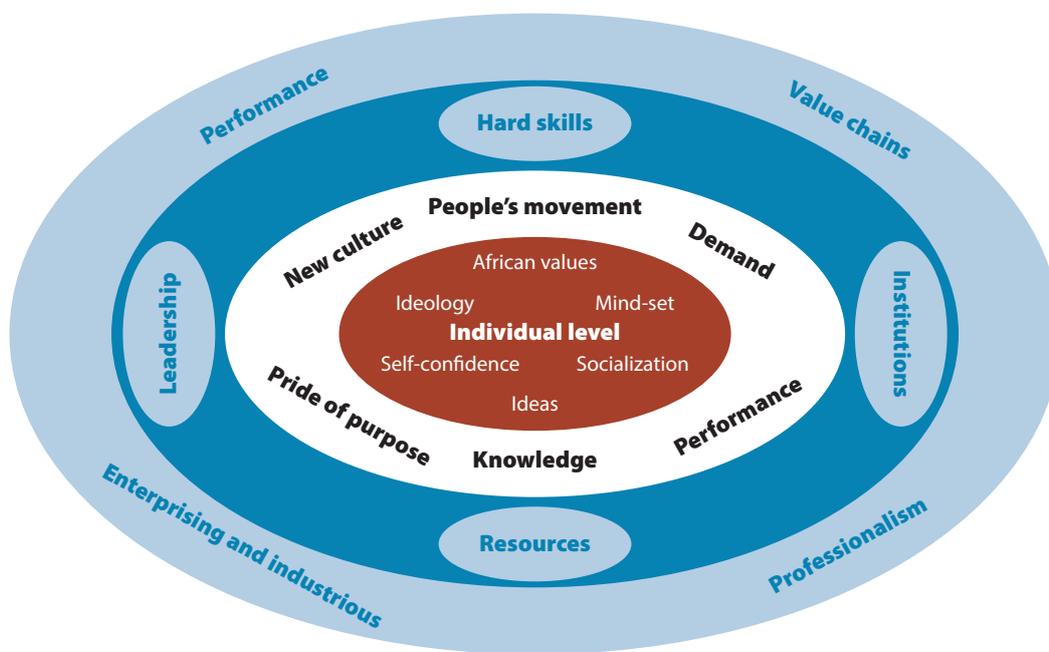
“Ideology” in this context refers to a visionary theory of self-confidence, with bold belief in and pursuit of a great destiny, anchored in the African body system and the drive to own and manage African resources and progress.

The individual connects closely with the change agents (white). They are knowledgeable stakeholder groups and individuals—skilled, committed, highly motivated, and high-performing—and can start now. These change agents should be totally transformed into new kinds of Africans who can inspire and mobilize others for action.

Following this process of reframing the *New African*, the next tier of the ecosystem (dark blue) is the context within which stakeholder groups and individuals apply themselves, via institutions, resources, transformative leadership, and hard and soft skills. Individuals function more effectively within institutions that provide a strong foundation. Access to resources—or the lack of it—affects individuals’ ability to function and hence their productivity. Without a well-structured and functioning institutional setting, therefore, individuals are only individuals. Effective institutions serve as the crucible within which individuals and other resources interact to generate desired outcomes, and it is in these institutions that individuals, their skills, and their collective knowledge come together.

The final layer (light blue) is the enabling environment that promotes productivity, value-chain thinking, results orientation, and a transformative agenda. The first 10-year plan

Figure 2.1 Capacity development ecosystem for Agenda 2063



Source: Adapted by ACBF Capacity Team from UNDG Primer (UNDP 2009).

should be solidly anchored in an African set of values that motivate and guide stakeholder groups and individuals. It should also be anchored in a political economy and a social system that is founded on a clear, motivating, and single-purpose ideological paradigm within which people and institutions will function.

CD is not a one-time event. The ecosystem concept underscores this, going beyond traditional capacity “building.” The essential outcome is transformation generated and sustained over time and from within. Transformation of this kind goes beyond performing tasks.

Proposal 2: Promote an African mind-set change and African ownership transformation capacity¹

The results of the capacity needs assessment showed that the continent has to make a

fundamental mind-set shift. A deeper paradigm, ideology, and existential identity are needed for Agenda 2063 to materialize. This will not happen just because it is desired. It will require the purposeful construction, nurturing, and harnessing of key change drivers. These areas, especially the often-neglected “soft” and transformative capacities, have to be developed, after which they will constitute a new foundation for Africa to believe in its capacity to be a great continent, bringing and managing prosperity and peace to its people.

In particular, the “average” African’s self-confidence and positive mind-set that urgent change is necessary and possible are perhaps the most critical success factors for realizing the vision. These two areas present a challenge to Africans to take charge of their destiny and to believe and pursue the quest for development and prosperity. For this to happen, and for Africa to really “rise,” there

needs to be a collective mind-set shift leading to a focus on a new and positive narrative, a capacity to dream of a different and better reality, and a capability to turn the dream into reality, starting today. Without these critical ingredients, detractors and negativity will sap essential energies. Creating the highly effective “New African” requires that urgent action be taken to promote new belief, confidence, mind-set transformation, and commitment to build a new Africa.

In prioritizing the foundational CD needs for the first 10-year plan it is crucial to stress, on the one hand, CD for African mind-set and ownership transformation, including change readiness, and, on the other, human capacity (hard and soft skills), as well as other fundamental and systemic capacities that need to be tackled starting now.

The existential imperative for change and transformation to ensure buy-in, broad-based acceptance, and a movement for transformation in turn requires radical and visionary leadership. Another critical success factor is an engaged and committed citizenry with confidence in that leadership.

In addition, there must be a support mechanism for the transformation, while change agents must be encouraged to innovate, take risks, and explore nontraditional ideas. Another prerequisite is robust transformative institutional architecture, with values-oriented institutions.

Proposal 3: Develop and promote transformative leadership capacity at all levels of leadership

The new Agenda 2063 *individual* stakeholder groups need leadership at all levels that is visionary, recognizes and nurtures talent, creates space for individual expression, and

motivates and brings out the best in people. Engaging and participatory leadership are critical for high-performing individuals who thrive in environments that engender recognition and reward excellence and achievement. Without such leadership, the continent will continue to lose its best- educated and skilled professionals to competing, more motivating environments.

Proposal 4: Undertake institutional transformation, including reforming and retrofitting, to make institutions more Agenda 2063 compliant

Agenda 2063 needs institutions that are fit-for-purpose—institutions with mandates aligned to the seven aspirations:

- A prosperous Africa based on inclusive growth and sustainable development.
- An integrated continent, politically united and based on the ideals of Pan-Africanism.
- An Africa of good governance, respect for human rights, justice, and the rule of law.
- A peaceful and secure Africa.
- An Africa with values, ethics, and a strong cultural identity.
- An Africa whose development is people-driven, relying especially on the potential offered by its youth and women.
- An Africa as a strong and influential global player and partner.

Delivering on Agenda 2063, starting with the first 10-year plan, requires fit-for-purpose institutions that provide the operational environment that encompasses

a coherent set of policies, structures, and organizations. These institutions also provide physical infrastructure and systems (including technology, procedures, and work processes) conducive to motivated and high-performing individuals. Effective institutions also create opportunities and build up the potential of individuals to expand their capabilities. Well-developed institutions—supported by skilled individuals, structures, and systems for applying knowledge, alongside clear accountability mechanisms—enhance performance, allowing arrangements for implementation to be stronger and more efficient, adaptable, and resilient.

Some CD elements will be centered on the institutions and organizations with mandates to lead the Agenda 2063 processes by reengineering systems and work processes; harmonizing mandates and functions; structurally configuring existing institutional architecture; and enhancing institutional capacities at the continental, regional, and national levels and among stakeholder groups.

Africa needs an existential ideology to galvanize Africans into action and to sustain the transformation. This ideology is equivalent to the “total liberation of Africa,” a war cry of the 1960s that galvanized Africans and sympathizers everywhere into a unity of purpose: the eradication of all forms of colonialism. The Organization of African Unity was itself established with this mandate. The policies and actions of governments of independent states were aligned with it, and institutions and structures—including laws, power relations, and social norms governing civic engagement—were enacted in pursuit of the liberation struggles. A similar enabling environment to stimulate collective capacity will be essential to create the urgency, impetus, policies, and broad-based citizen action for implementing Agenda 2063.

Proposal 5: Prioritize the capacity development requirements for the first 10-year plan

Starting with the first 10 years, the Capacity Team addressed the question: What are the kinds of capacities necessary to achieve Agenda 2063? In addressing it, the Team undertook a substantive analysis of the purpose, content, and activities of the Agenda, which led the Team to “unpack” it into three strategic dimensions (figure 2.2).

This approach enables us to understand the elements of work that need be accomplished to achieve the outputs and outcomes in this bold vision. This unpacking therefore provides a first strategic response to the question: Capacity for what?

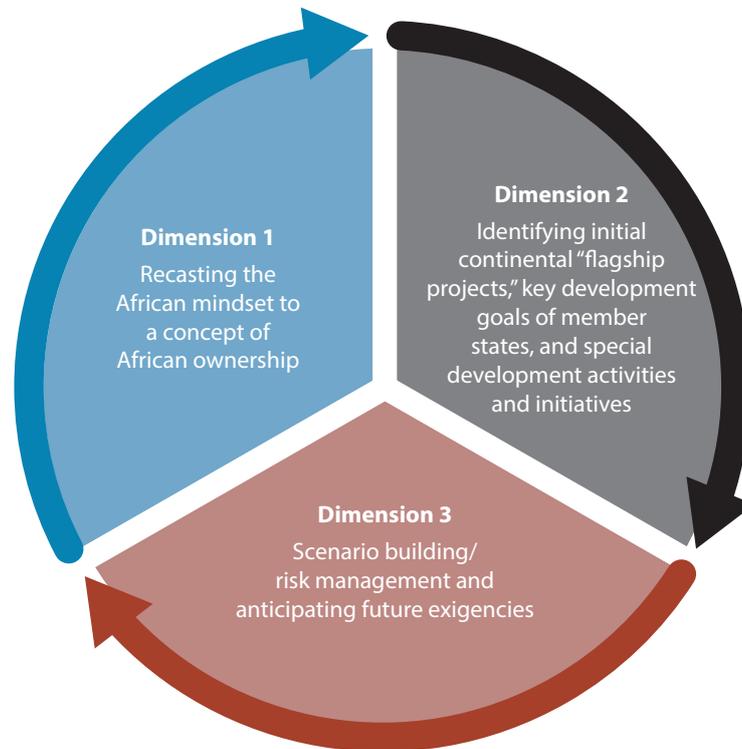
Dimension 1: Recasting the African mindset to a concept of African ownership

A very important dimension of Agenda 2063, and a departure from previous development frameworks, is the emphasis on the need for Africa to master its own destiny through efforts and processes driven and managed by its own citizens. Achieving this dimension will be essential in paving the way for the two other dimensions to succeed, in a way that portrays Africa’s own development paradigm. Thus, accompanying the CD dimension is a call for social, economic, and political rejuvenation—a call for action to reenergize the African citizenry and rekindle the spirit of working together toward collective prosperity and a common destiny in a united and strong Africa.

Dimension 2: Identifying initial continental “flagship projects,” key development goals of member states, and special development activities and initiatives

This dimension requires skills in the areas of programming as well as activity planning and

Figure 2.2 The three strategic dimensions to be achieved under Agenda 2063



Source: ACBF Capacity Team.

execution. It also requires “hard” technical or specialist subject knowledge and skill sets that are critical for implementing flagship projects and other programs of the 10-year plan. This dimension is not new, as it has been included in other continental frameworks such as the Lagos Action Plan, the African Economic Treaty, and, most importantly, the 1963 Organization of African Unity Summit Resolution (which laid the foundation for the continent’s development). Fulfilling Agenda 2063 will require capacity enhancement and revamping of resources, institutional capacity, and systems and work processes. Critical skills are also required in engineering, energy, mining, financial management, science and technology, and information and communications technology (ICT).

Dimension 3: Scenario building/risk management and anticipating exigencies of the future

This dimension raises the need for adaptable knowledge systems and structures to manage risks and to build resilience. Member States should be able to anticipate society’s growing needs and future challenges and develop appropriate interventions to deal with them. This dimension requires strategic, forward-planning and scenario-building capacities for the 21st century and beyond. It also requires Africa to show the willingness and ability to explore new opportunities, set its own agenda, and experiment with viable alternative approaches to addressing emerging issues and challenges.

Capacities for the three dimensions must act together in symbiotic equilibrium for mutual coexistence and reinforcement. Further, all the actors and actions (entities or subsystems) in the ecosystem (see figure 2.1) have to work in a synchronized fashion, operate toward a common purpose, and be governed by common rules and processes. This will create the necessary momentum for transforming the continent and fulfilling Agenda 2063's aspirations.

Proposal 6: Transfer shared responsibility to youth and women as central capacity pillars for Agenda 2063

Agenda 2063 is about the future. Those who will live in that future must be given ample opportunity to shape the Africa they want. One of the seven aspirations (an Africa whose development is people-driven, relying especially on the potential offered by its youth and women) specifically focuses on the two groups. Their role must therefore be center stage, and the implementation of the first 10-year plan must begin from the premise that it will integrate and mainstream programs led by, and focusing on, them. Deliberate and urgent steps should be taken to transfer responsibility for driving and planning aspects of Agenda 2063 to the many capable and committed young men and women, and to women of all ages.

Proposal 7: Use a targeted multistakeholder approach

CD's effectiveness will be a core measure in assessing the formulation, benchmarking, implementation, and evaluation of programs and projects in the first 10-year plan. Assessment also covers investments, including institutional arrangements, systems and processes, knowledge and skills access/transfer

and augmentation, and the measurement of CD outcomes in the transformation. Therefore, CD targets should be set for each goal and priority area.

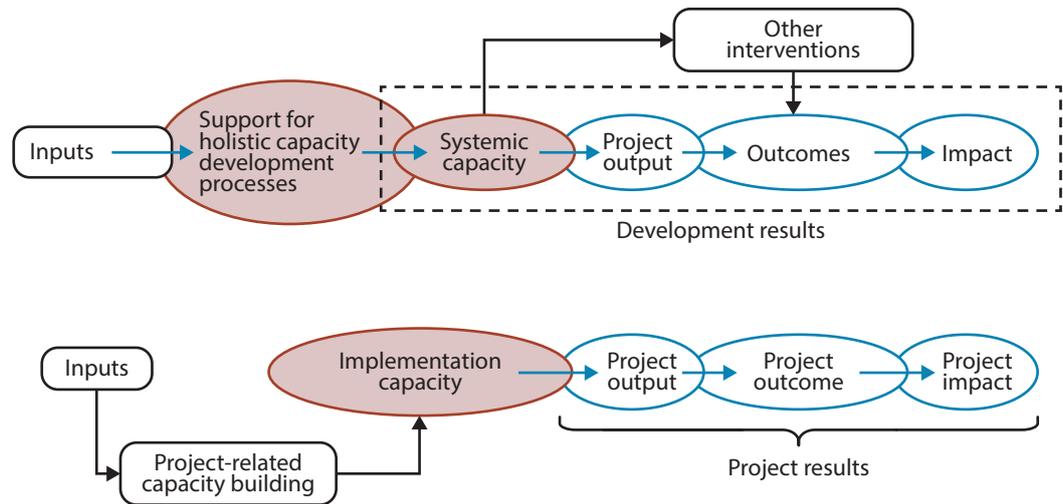
A central CD principle would be that all Agenda 2063 investments and activities must aim to achieve two sets of capacity outcomes (figure 2.3), with activities and indicators designed to achieve the following:

- Systemic, composite capacities that contribute to the broad goals by ensuring that systems thinking and critical-path approaches are adopted, and by generating knowledge, innovation, and learning for other development interventions.
- Critical technical and functional capacities specific to the priority areas of the first 10-year plan and essential for program/project implementation (in necessary skills, systems, processes, and institutional structures).

The approach provides a basis for a decentralized, disaggregated, multilevel, multistakeholder process, increasing the diversity of funding sources for targeted CD interventions by stakeholder groups and individuals. Their involvement eliminates the challenge of having to identify and manage funds for one umbrella CD plan. Rather, stakeholders will identify their needs and mobilize and commit resources to address them within a common framework.

Further, this approach also enables a closer linking of CD requirements to the Agenda 2063 activities pursued (by organizations at various levels and stakeholders). Stakeholders will thus take responsibility for developing specific capacity for their projects and areas of operation, while helping improve system-level capacity outcomes—creating stability and building resilience through investments for innovation and continuous improvement.

Figure 2.3 Two sets of capacity outcomes



Source: ACBF Capacity Team.

Proposal 8: Prioritize capacity for communicating and creating awareness of Agenda 2063

A prerequisite for effective implementation of Agenda 2063 is awareness across sectors and an essential understanding of its essence at various levels. Within the first few years, concrete steps must be taken to adopt and adapt the agenda to national contexts and to ensure collective commitment. Sharing information, creating awareness of goals, communicating the need for Africa’s transformation, and effectively communicating processes and outcomes in an ongoing and structured manner is critical. The capacity for these has to be strengthened across the continent.

Proposal 9: Expand capacity by mobilizing and engaging with stakeholders

Agenda 2063 calls on all Africans—businesses, religious communities, ordinary citizens,

women’s and youth leaders, and policymakers at all levels—to act in concert to overcome the challenges facing Africa. It is therefore necessary to mobilize stakeholders (public, nonpublic, and nonstate) as integral parts of mechanisms for delivering development services and the results chain at the continental, regional, and national levels. Capacity for the coordination and supporting activities of stakeholders, in particular the private sector and CSOs, is critical and must be strengthened. Mechanisms will be put in place to facilitate continual engagement among stakeholders to make Agenda 2063 a truly participatory transformative agenda.

Proposal 10: Strengthen partnership development and management

A primary mechanism for implementing Agenda 2063 will comprise crosscutting and multilevel (particularly African) partnerships, collaboration, and networking, requiring a broad range of

actors to participate in, amplify efforts toward, and add value to the continental development effort. A robust African partnership framework is necessary at the continental, regional, and national levels to promote ownership, facilitate ongoing learning, ensure engagement in implementing actions, and document and provide case evidence. Formalized partnership arrangements will be useful with organizations expected to play key roles.

Partners should be identified on the basis of their potential value addition to implementation, that is, bringing intellectual capital (including institutional knowledge, expertise, and know-how); human, material, institutional, and technical assets; and financial resources that can be leveraged to advance progress toward targets. Such partnerships and collaborative efforts will be key in pooling resources and knowledge assets into collective action and taking advantage of opportunities in the region to advance the continental transformation. These include assets from nonstate actors in particular. Efforts should be made to mobilize CSOs, the private sector, and policy think tanks for mutual benefit.

Intraregional cooperation and partnerships will also be important for discovering innovations, promoting continental learning, and finding practical solutions. Particular emphasis will be placed on exploring ways to unlock and put to use existing African expertise. In addition, capacities should be strengthened to facilitate South-South Cooperation to build social and economic capital. Its modalities present new opportunities and development solutions, including financing, knowledge-sharing, capacity substitution or augmentation, access to markets, transfer of technology and innovation, and engagement with the domestic private sector.

Proposal 11: Engender ownership by countries and a broad spectrum of Africans

One of the major challenges for Agenda 2063 is that implementation will depend on Member States; they have the ultimate responsibility for making it happen. A critical factor for success is therefore the urgency and extent to which Member States take ownership of the Agenda through national policies, integrating projects and other interventions consistently into plans, and mainstreaming priorities in fiscal budgets. Member States also need to build human, institutional, and operational capacity as part of domesticating Agenda 2063.

To support domestication and strengthen capacities, the AU will assist Member States in preparing “National Agenda 2063” documents. These will internalize the aspirations and integrate the key elements of programs and projects into national plans. Their preparation will engender greater ownership and commitment by Member States. Such documents will capture the spirit and provisions of Agenda 2063 documents, including parts of the first 10-year plan and a summary reflection of the countries’ own priorities (based on their development plans or vision documents). In a pilot, a few countries will be assisted in preparing these documents. As part of the pilot, domestication tool kits also will be prepared and training sessions organized for other countries. The Agenda 2063 CDP will also be domesticated.

Proposal 12: Unconditionally emphasize self-financing: “Solving the solvable—Africa financing itself”

Africa cannot and should not expect donors to fund Agenda 2063. External funding of any kind always comes with subtle conditions that

can be intrusive and disruptive and has created a dependency syndrome that is now hard to escape. Continued reliance on external funding will undermine ownership and lead to a loss of control of the Agenda. Another critical success factor is therefore how much the continent's leaders can commit to and mobilize Africa's own funding for Agenda 2063. The AU and Member States must urgently use its own resources, internally generated or otherwise, to find new ways of financing. Several options are under discussion and once selected must be introduced without delay. Mechanisms will also be developed for tapping into resources from the global South.

Proposal 13: Enhance capacity for implementation and for monitoring and evaluation

Agenda 2063 emphasizes investment in capacities for monitoring and evaluation (M&E) to promote an evaluative culture that goes beyond compliance with processes and funding requirements. Concrete implementation modalities and M&E capacity requirements should be factored into all Agenda 2063 project interventions, with plans for upgrading skills, managing information, strengthening collection of socioeconomic data, and developing systems for reporting results. Interventions should aim to improve procedures, set up accountability mechanisms, and create functional mechanisms that facilitate access to and use of information for decisions.

An evaluative culture suggests use of M&E as a basis for learning to promote better performance, integrally linking M&E with knowledge management. For this purpose, Agenda 2063's M&E framework will serve as a foundation for strengthening the capacity of Member States' governments and their institutions to help them learn from their implementation experience and

improve their performance, drawing on evidence on the ground.

Proposal 14: Strengthen the implementation capacity of key institutions

CD priorities should include institutional development and mechanisms for delivering development services across the continent, as well as making the continent's institutions—AUC, RECs, NEPAD Agency, African Peer Review Mechanism (APRM), Pan-African Parliament (PAP), and so on—operationally more effective and efficient.² Continental and regional programs need to be linked to national actions, each providing feedback to the other, which is why mechanisms to facilitate interaction will be important.

Proposal 15: Anchor to the Capacity Development Strategic Framework

The AU/NEPAD Capacity Development Strategic Framework (CDSF), endorsed by the AU Assembly in 2010, provides a good foundation for prioritizing CD in Africa. The CDSF represents a crucial paradigm shift in the approach to CD, emphasizing the imperative to capitalize on African resourcefulness and seeking to address capacity challenges through innovative and transformative processes. The CDSF is a common approach to CD, ensuring continuity and synergy between regional and national initiatives. Based on priorities defined by African stakeholders, the CDSF is founded on six “cornerstones:” transformative leadership; citizen empowerment; utilizing African potential, skills, and resources; pursuing knowledge and evidence-based innovation; developing the capacity of capacity developers; and integrating planning and implementation for results.³

The cornerstones address capacities among systems and individuals, and this Capacity Development Plan Framework builds on and operationalizes them. The aim is both to develop the capacity of actors (organizations and individuals) who can bring about transformation and to meet Agenda 2063's aspirations.

Proposal 16: Recognize and accept what constitutes the multifaceted importance of a CDP

When one reads the initial CD interventions suggested in the following chapters, one should bear in mind that CD includes:

- Training people and developing skills.

- Improving enablers, optimizers, and capacity enhancers.
- Implementing enabling processes, institutional structures, and managerial systems, including decentralization and responsabilization.
- Mobilizing and building commitment at all levels to succeed in a strategic and visionary agenda.
- Identifying and promoting soft skills.

With the above 16 proposals in mind, the Capacity Team presents some initial CD interventions, using a broad range of entry points.

3

PROPOSED CONTINENTAL CAPACITY DEVELOPMENT PLAN

This first CDP matrix (table 3.1) proposes continental start-up capacity interventions. The areas of intervention will not remain static and will need to be periodically updated within the first 10 years when new priorities emerge. Further, these areas are only indicative of some of the foundational interventions required. The outcomes of the interventions

will be the basis for identifying, updating, or expanding further interventions.

The table has six key issue areas (first row), plus the timeline, indicative costs, and proposed key supporting organizations. The areas of broad capacity gaps and needs derive from the capacity needs assessment.

Table 3.1 Continental start-up capacity interventions

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
1	Core implementation arrangement/mechanism	Need to establish robust implementation entity/focal teams	Urgently create and provide expert capacity training to the Agenda 2063 implementation entity/focal teams set up under the AUC and other levels/institutions as appropriate	Urgent	Develop and implement a known and publicized focal entity with Agenda 2063 email and communication systems Clarity in responsibility for moving the Agenda forward Resources and systems preceding and following the implementation	Cost of equipment, IT, administrative, and communication services (\$100,000) Costs related to development/formulation of the TOR, including the entity's mandate and roles (\$50,000) Cost of results-based implementation training workshops (travel and logistics) (\$150,000)	\$300,000	AUC	ACBF ECA AIDB
2	Agenda to transform African mind-set	Urgently put in place new initiatives to design, promote, and achieve a mind-set transformation well ideologized and promoted at all levels	Quickly develop and agree on an African existential ideology, a strategic value system, and a concept of Pan-Africanism that transcends cultures, traditions, and physical boundaries Organize a series of mind-set transformation pilot seminars across the continent involving key stakeholders Use popular culture to consensitize citizens	Urgent	Ideological grounding on Pan-African solidarity, confidence, and self-awareness and ownership of its own African development agenda Africa to master its own destiny through the efforts and processes driven and managed by its own citizens Create a movement for communicating and publicizing Agenda 2063	Mind-set transformation expert-team orientations (\$200,000) Consultative process across the continent on developing African existential ideology and strategic value systems (\$900,000) Costs related to organizing the mind-set seminars (Africa mind-set propaganda packages —transport, logistics, and financial resources) (\$400,000)	\$1,500,000	AUC with support of NEPAD	ACBF ECA AIDB UNDP/Africa Bureau
3	Sustaining the Agenda 2063 vision	Put in place mechanisms that can help ensure the sustainability of “The Africa We Want” vision, particularly among Africa’s political leadership and the leaders of key institutions	Identify and build a small team of champion current and former Heads of State for “The Africa We Want” vision Consider revising/expanding the role of the NEPAD HGSO to serve as a formal Heads of State Assembly for stimulating and guiding the vision	Urgent	High-level Agenda 2063 champions A civil society and youth-led movement of people that promotes and safeguards the vision A strong and sustained Agenda 2063 team	Team composition, sensitizing missions, roundtable/high-level meetings, travel and logistical costs, and some honorarium costs for former Heads of State (\$1,000,000)	\$1,000,000	AUC with support of NEPAD	ECA

(continued)

Table 3.1 Continental start-up capacity interventions (continued)

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
4	Institutional capacity	Rationalization of the current continental institutional architecture	Reform institutions to make them Agenda 2063 compliant Build capacity through the establishment of an AU inter-institutional task force, with one or two key persons from each organization (AUC, NEPAD, APRM, PAP, RECs and some organs) to make recommendations for rationalizing Formulate a guided work program Train experts in the rationalization	Urgent (first year)	Train key individuals from each institution on rationalization for Agenda 2063 Establish a realistic institutional reform agenda to make the continental institution more fit for purpose for Agenda 2063	Procurement of a consultant (development of TOR for this task force) (\$200,000) Expert-supported work sessions (\$100,000)	\$300,000	AUC with support of NEPAD	ECA ACBF AfDB
			Set up an institutional reform policy group to build an implementation framework for Agenda 2063	First 6 months	Distinguish roles and responsibilities of each organization at the continental level	Expenses for the institutional reform policy group (\$200,000)	\$200,000	AUC with support of NEPAD	TBD
		Implementation processes and results-driven approaches	Create and train special implementation brigade units as part of continental institutions	First 6 months	Produce an implementation manual tailored to each institution Place renewed focus on implementation for results	Development of the TOR of brigade units (roles and functions) (\$70,000) Operational guideline production, a coordinated tracking system, and training workshops on implementation processes (\$50,000)	\$120,000	NEPAD Agency and PAP	TBD
	Governance and enforcement capacities		Institute and organize a running system of governance of AU process workshops that precede every statutory planned meeting. Identify bottlenecks and enhance results-driven governance approaches	First year	Better focus and drive for results and the implementation of decisions Reduce costs from focusing on the processes of meetings	High-level expert consultants to undertake the change in the governance systems (\$50,000) Conduct training workshops for staff to carry out the new system (travel and logistical costs) (\$200,000)	\$250,000	AU (with support from PAP and APRM)	TBD
	Need to strengthen the AU and retrofit the AU Organs for Agenda 2063		Strengthen the consultative capacity and revamp the strategic focus of the role and work of the key organs, built around their leadership pathway toward "The Africa We Want"	First year	Visionary and transformative leadership through the work of the organs toward "The Africa We Want"	Content design, consultative processes, preparation of proposals, and facilitation of implementation (\$400,000)	\$400,000	AU (with support from PAP and APRM)	

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
5	Human capacity (hard and soft skills)	Insufficient staff with the right skills in the institutions	Analyze current skill sets and important skills required for Agenda 2063 Undertake a capacity-enabling redesign of functions Embark on a recruitment drive, hiring people with skills at multiple levels	First year	Qualified Pan-Africanists who have undergone rigorous induction and conscientization training programs	Analysis of new skill set (\$50,000) Training package and training programs (\$150,000)	\$200,000	AUC	TBD
		Skills retention and utilization system	Work on approaches for engaging and using the services of the African diaspora with relevant technical skills	First 2 years	Create short-term skills transfer for the African diaspora to work temporarily in Africa Skills-based network of the diaspora transferring skills to Africa	Expert consultant to undertake the design and training workshops on implementing new approaches (\$100,000) Costs related to setting up the network (150,000)	\$250,000	AUC	Continental institutions
		Greater application of the soft skills in the continental institutions	Formulate and implement a soft skills new training agenda. This could involve workshops and seminars for leaders and managers at the continental level	First 2 years	Comprehensive indicative lists of soft skills A focus on soft skills during review, assessment, evaluation, and human resource training	Training on the application of soft skills (\$150,000)	\$150,000	AUC	All continental institutions
6	Systems and work processes	Focus on results-based management	Set up an expert team to overhaul and streamline, with greater decentralization of responsibilities, the working systems and processes of continental institutions	First year	A system of clearly defined measures of performance and success Purpose-driven continental institutions	Process and establish performance management systems (\$100,000) Workshops on relevance, efficiency, organizational effectiveness, and fit for purpose (\$100,000)	\$200,000	AUC	TBD
		M&E, with a focus on effective and efficient institutional procedures, capabilities, and internal systems	Create a task force in each continental institution to assess existing data resources and identify data gaps with respect to the indicators for tracking Agenda 2063 progress (baseline, impact, and implementation outcomes)	First 2 years	A process of implementation of results-based M&E tools in continental institutions	Institutionalize M&E system with performance-report mechanisms in place, including the training of individuals in results-based M&E (\$100,000)	\$100,000	AUC	TBD
		Effective and efficient procedures, capabilities, and internal systems	Undertake a capacity-enhancing reengineering of systems and procedures	First year	Upgrade systems and work processes	Expert review of the current system with a view to upgrading it (\$150,000)	\$150,000	AUC	ACBF ECA

(continued)

Table 3.1 Continental start-up capacity interventions (continued)

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
7	Knowledge and access to information	Exchange and share information, internally and externally Mechanisms in place for organizations to be "learning organizations" for Agenda 2063	Identify and provide learning resources and carry out targeted training for key continental institutions to change the culture of working in silos Rationalize all the database and knowledge systems in continental institutions with the aim of instituting a culture of learning at individual and organizational levels	First year	Build knowledge and information management systems in each organization that will become its organizational culture Database, structured documentation, and knowledge system	Initial outsourcing and management costs (\$50,000) Training costs (\$200,000) Expert consultant to undertake rationalization (\$200,000)	\$250,000 \$200,000	AUC AUC	ACBF ECA ACBF ECA
8	Change and transformative capacities	Transformational culture Top leadership and management optimism, and top ownership of decision-making Spirit of Pan-Africanism	Undertake a continent-wide series of training, experts' advice, and recommendations on transformative culture and game-changing leadership Produce a yearly publication ranking the higher-level transformative and accountable leadership on the continent Fast-track people-to-people integration processes (countries do not produce integration; people do) Pan-Africanist experts to produce and develop an induction strategy for the staff in continental organizations and carry out training to inculcate a Pan-African spirit Develop a platform to encourage and reward creativity, innovation, and entrepreneurship	First year	A renewed Africa with an internalized and determined spirit of transformational culture An African leadership that embraces African value systems of unity, sacrifice, and the interest of the common good An African leadership that is competitive at all levels and at all times People motivated toward a shared inspirational vision Production of an induction strategy on Pan-Africanism	Experts' remuneration (\$500,000) Research and publication costs (\$500,000) Organize and conduct a series of workshops on Pan-Africanism (\$450,000) Pan-Africanist experts' remuneration (\$50,000)	\$100,000 \$500,000	AUC AUC	AU agencies All stakeholders TBD
		Change readiness attitudes		First year	A culture of self-driven change Renewed and transformed approach to work, programs, and projects	Set up the platform with a reward fund (\$450,000)	\$450,000	AUC	TBD

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
9	Composite capacities	Strategic planning Facilitation and coordination Program development Management and financing knowledge Risk management	Design and institute a Composite Capacities Refresher Training Scheme that tackles the key areas of operationalization; program management; and facilitation, coordination, and strategic/visionary planning	First year	Relevant African institutions providing continuous reliable, efficient, and effective services to its own citizen and to the world A crop of leaders in African institutions with forward-looking vision/thinking and planning to deliver on Agenda 2063 and beyond	Experts to develop clear TOR on coordination and facilitation (\$50,000) Experts to develop capacities to match the TOR, to get the right people with the right mind-sets, and to frame an agenda for composite-skills mastery and application of the task (\$50,000)	\$100,000	AUC	Targeted individuals and institutions across all sectors
10	Finance and resources	DRM	Create and train a small and focused DRM brigade unit as part of the partnership and resource-mobilization section of each continental institution Build capacities that help Africa transition from the paradox of being a resource-rich continent with a high number of poor individuals	First year	Develop a continental DRM framework The continent enjoying its resources Joint DRM secretariat with AfDB for Agenda 2063	Capacity building through training workshops (\$250,000)	\$250,000	AUC	AfDB ACBF
11	Anticipative reading of the future and scenario building	Conduct future analysis and scenario planning Involve nonstate actors to contribute to processes of scenario planning Include youth and women	Build capacity through training and workshops on future analysis and scenario planning	First 6 months	African forward-looking leaders/individuals envisioning, analyzing, and planning the future of the continent	Develop and deliver the content of group-training sessions (\$200,000)	\$200,000	NEPAD Agency	TBD

(continued)

Table 3.1 Continental start-up capacity interventions (continued)

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
<i>Proposed CDP approaches to address other capacity needs</i>									
12	Need to enhance some critical umbrella capacities for Africa as a continent	Capacity for ensuring and protecting continental security	Create and operationalize an AU Continental Security Watchdog Institution to identify and act on existing and future security threats	First 2 years	A Continental Intelligence Agency (CIA) to identify current and future security threats	Costs related to setting up the agency (\$600,000)	\$600,000	AU Peace and Security Council	ACBF ECA
13		Improve capacity for achieving and ensuring true ownership of African natural resources and funds	Develop a time-bound strategy for Africa's management of its resources and funds Quickly set up and operationalize an African Mineral Development Center (AMDC) Identify and consolidate enforcement mechanisms, including training, communication, and continuous familiarizing.	First year	Ownership of our agenda Greater availability and the more timely use of Africa's resources for our priorities	Develop strategy (\$50,000) Costs related to setting up an operating AMDC (\$250,000) Resources for experts to conduct a study and to design enforcement mechanisms and training (\$150,000)	\$450,000	AUC	TBD
14		Capacity for achieving monitoring of Africa's resources via outer space satellite technology	Constitute, orient, and train an African high-level team to negotiate urgently needed space for positioning Africa's own monitoring satellite Identify and orient a team of African experts on satellite technology to ensure sustained attention, and substantive information	First year	Africa using its own space satellite technology to collect and analyze information on its resources	Expenses for constituting and training the high-level team (\$100,000) Identification and orientation of the expert team (\$200,000)	\$300,000	AOSTI	TBD

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
15		Capacity for safeguarding and using its own resources for initiatives, development activities, and its intergovernmental institutions	Develop an internal African protocol that identifies and limits the kinds of funding that African countries and institutions should solicit from outside the continent Identify and responsibilize an institution that will lead the work on illicit financial flows from the continent Develop and negotiate a protocol with Africa's private sector leaders for greater support from private sector resources to help the continent escape aid overdependency	First year	Alternate funding models for the continent Self-sustaining continent	Develop an internal protocol (\$50,000) Identify and responsibilize Institutions (\$250,000) Develop and negotiate a private sector protocol (\$100,000)	\$400,000	NEPAD with support of AUC	RECs
16		Capacity for full ownership and management of its currency arrangements to serve Africa's interests	Design a strategic process for Member States to enhance ownership of their own currency. Could be linked to the work of the African Central Bank Leadership of the African Monetary Fund to prepare the proposal and the process for an overall African continental strategic approach to currency ownership and management	First year	Member States' sovereignty and use of their own currency for and according to their own agenda and the continent's	Development and negotiation of a strategic plan that seeks to ascertain Africa's ownership of its own currency (\$120,000)	\$120,000	AUC with the support of NEPAD Agency	RECs
17		Capacity to ensure and continuously undertake, with one voice, strategic and tactical negotiations vis-à-vis global actors	Mainstream a Common Africa Position in all partnership engagements within continental institutions	First 2 years	Africa negotiating on equal footing (win-win) with international partners	TBD	TBD	AUC with support of the NEPAD Agency and PAP	RECs

(continued)

Table 3.1 Continental start-up capacity interventions (continued)

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (\$)	Lead responsibility	Proposed key supporting organizations
18		Capacity of Africa to generate, preserve, and utilize its own data	Designate one of two institutions in Africa to manage and promote strategic approaches for Africa's data revolution and ownership Build capacity in African data use, production, and maintenance and build capacity in a knowledge management system	First 6 months	Create an online knowledge portal to be a storehouse for publications, discussions, knowledge sharing, and best-practice information	Identification of institutions to manage and promote approaches for data revolution (\$200,000) Training on African data production, use and maintenance, and knowledge management system (\$300,000)	\$500,000	AUC with the support of ECA and AfDB	TBD
19		Strategy to engage the African diaspora	Ascertain number of Africans in the diaspora, their skills and expertise, and resources at their disposal and determine how these can be used for Agenda 2063 Develop and implement mechanisms to tap into the African diaspora as a potential asset to transfer best practices from the developed world, including short-term skills transfer through temporary work on projects	First year	A strategy to engage the diaspora in implementation, not just advocacy. Includes having a database of their skills	Mapping the number of people in the African diaspora and their resources (\$150,000) Costs related to developing the strategy and database (\$100,000)	\$250,000	AUC	RECs Member States Private sector Civil society Academic institutions
Indicative seed amount required for start-up CD interventions in this CDP							\$9,790,000		

Note: TBD = to be determined.

4

PROPOSED REGIONAL CAPACITY DEVELOPMENT PLAN

The second CDP matrix (table 4.1) has indicative examples of regional interventions. Like the continental interventions, they are not static and will need to be periodically updated within the first 10 years as new priorities emerge. The interventions should be promoted by RECs and other regional institutions. The outcomes of the interventions will be the

basis for identifying, updating, or expanding further interventions.

The table has six key issue areas (first row), plus the timeline, indicative costs, and proposed key supporting organizations. The areas of broad capacity gaps and needs derive from the capacity needs assessment.

Table 4.1 Regional start-up capacity interventions

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
1	Mind-set transformation	Need to put in place new initiatives to design, promote, and achieve mind-set transformation in the early years of Agenda 2063	Organize and develop an agenda Constitute brainstorming teams, including youth, academia, and thought leaders Organize pilot seminars across regions	Urgent	Increase ownership of African Agenda 2063 Self-awareness ideology and change and transformation readiness	Regional consultative processes on fine-tuning across the regions (\$300,000) Development of publications and IT-enabled communications (\$150,000)	\$450,000	RECs	AUC Member States ACBF Other regional organizations
2	Unsyncronized geographic coverage of the RECs	Consider having five RECs instead of eight, each representing an AU region	Rename RECs to reflect the regional focus of their roles and responsibilities in overall organic AU institutional architecture	Urgent	RECs as responsive institutions, with the aim of cutting the number of RECs	Costs related to restructuring/renaming the RECs (\$255,000)	\$255,000	RECs	Member States NEPAD ACBF ECA AUC
3	RECs not truly an integrated part of the AU structure	Integrating RECs into the AU Structure	Create an expert-supported task team to consult and design the inclusion of the RECs as an organic part of the AU Reinforce exchange among RECs and AU officials to provide a useful basis for building commonality and for enhancing coordination on the decisions taken	First year	RECs as an organic part of the AU, serving as commissions of the AU at the regional level	Task team-related costs (\$70,000)	\$70,000	RECs	TBD

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
4	Organizational capacity	Streamlining/rearrangement of RECs for Agenda 2063	Establish an Agenda 2063 task force to align the institutional reforms for Agenda 2063. This review should consider streamlining each REC toward the aspirations of Agenda 2063	First year	Train key individuals from each REC in rationalization for Agenda 2063 Develop and delineate a realistic institutional reform agenda to make the regional institutions more fit for purpose	Support for the work of the task force (\$100,000)	\$100,000	RECs	TBD
5	Staffing strength	Management and Operation capacities	Strengthen internal management and accountability arrangements Assign functional roles and institutional responsibilities for the design and coordination of M&E, continental programs, results management, quality assurance, and related issues Develop and implement rules, values, norms, and standards to govern work systems	First year	Better functioning/better coordination of RECs Develop self-regulatory manual	Learning and knowledge seminars to train on implementation processes (\$150,000) Expert consultant on project management (\$50,000)	\$200,000	RECs	NEPAD ACBF ECA Other continental organizations
		Limited varied skilled personnel in the regional institutions	Mobilize African financial resources to recruit and train new personnel Develop profiles for staffing functions, positions, and levels aligned directly with Agenda 2063	First 2 years	Develop an improved recruitment strategy	Analysis and proposals on the new skill set (\$150,000) Development of a strategy and training for it (\$100,000)	\$250,000	RECs	TBD
		Effect the soft skills in the regional institutions	Develop training workshops and seminars on soft skills at the regional level	First year	Comprehensive indicative lists of soft skills Focus on soft skills during human resource training, review, assessment, and evaluation	Expert consultant to undertake the review (\$150,000) Application of soft skills through training workshops (\$350,000)	\$500,000	RECs	NEPAD ACBF ECA

(continued)

Table 4.1 Regional start-up capacity interventions (continued)

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
6	Systems and work processes	Focus on results-based management	Undertake a capacity reengineering of work systems and processes	First year	Better implementation and achievement of programs More effective work systems	Knowledge and learning roundtable training costs (\$150,000)	\$150,000	RECs	TBD
	Effective and efficient institutional internal systems, procedures, and capabilities Need for M&E system		Undertake a capacity enhancing reengineering of systems and procedures Repeat M&E training focused on tracking Agenda 2063 implementation	First year	Upgrade systems and work processes toward Agenda 2063 at the regional level	Expert's review of the current system with a view of upgrading it (\$250,000)	\$250,000	RECs	NEPAD ACBF ECA
				First 2 years	A process of implementation of result-based M&E tools at regional institutions Institutionalize the M&E system with the performance reports mechanisms in place	Training of individuals in result-based M&E (\$200,000)	\$200,000	RECs	NEPAD ACBF ECA
7	Capacity gaps in knowledge and information sharing systems	Increase/sustain information exchange between RECs and AU	Knowledge and information systems with new training systems focused on "The Africa We Want"	Urgent	Build knowledge and information management systems in each organization that will become its organizational culture	Outsourcing and management related costs (\$150,000)	\$150,000	RECs	NEPAD ACBF ECA AfDB UNDP Regional Bureau
8	Transformative and game changing leadership	Ensure transformative and accountable leadership	Train 4–5 experts at each REC on transformative and game-changing leadership Orient personnel of regional institutions to be first and foremost Pan-Africanists at heart through rigorous induction, conscientization, and training programs on values, norms, and integrity	Urgent	Transform regional communities, leading to more integrated regions	Knowledge and learning roundtable training sessions (\$400,000)	\$400,000	RECs	NEPAD ACBF ECA ACBF

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
9	Ineffective facilitation and coordination of programs and projects	Need for an enhanced facilitation and coordination of programs to deliver on mandates	Undertake a capacity building activity through rationalizing coordination systems to deliver projects and programs	First year	Well-functioning institutions delivering good services on projects and programs	Seminar training (\$200,000)	\$200,000	RECs	NEPAD ACBF ECA
10	Resources and financial management systems	Regional finance sourcing and DRM mechanisms	At the level of each regional institution, create and train a DRM brigade unit (4–5 people) as part of the partnerships and resources mobilization section	First year	Regional financial autonomy	Internal institutional training workshops on DRM (\$200,000)	\$200,000	REC	NEPAD ACBF ECA
11	Anticipative reading of the future and scenario building	Conduct future analysis and scenario planning	Undertake capacity building through training and workshops on development, future analysis, and scenario planning	First year	Develop mechanisms for future analysis and scenario planning	Expert teams to develop the content and support rollout (\$200,000)	\$200,000	REC	NEPAD ACBF ECA
<i>Proposed CD interventions to address other capacity needs</i>									
12	Approach to harness the capacities of the African diaspora	Approaches for engaging and using the services of the African diaspora with relevant technical skills	Design approaches and train on schemes and mechanisms to mobilize the African diaspora as a potential asset, including short-term skills transfer through temporary work on projects	First 6 months	Availability of a larger capacity platform for use in Africa	Development and implementation of the strategy (\$255,000)	\$255,000	RECs	NEPAD ACBF ECA AfDB Africa UNDP Regional Bureau
13	Youth and women	Inclusion of youth and women in employment at the regional level	Create, expand, and institutionalize volunteer and internship schemes targeted at youth and women to increase their involvement in regional institutions	Urgent	Youth and women becoming the truly central pillars A key institutionalized process of a recruitment strategy that focuses on youth and women	Development and institutionalization (\$200,000)	\$200,000	RECs	NEPAD ACBF ECA

(continued)

Table 4.1 Regional start-up capacity interventions (continued)

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
14	Technology and innovation capacity	Enhanced innovation and change-driven abilities	Streamline and establish centers of excellence and innovation hubs at the regional level. This will involve the installation and enhancement of IT networks at the regional level	First 2 years	Create enabling environments and space for technology and innovation toward Agenda 2063	Costs related to the establishment of centers and the installation and enhancement of IT networks (\$400,000)	\$400,000	RECs	Private sector Civil Society Academia
15	Linkage loops from the continental to the regional and the national levels	Strengthening feedback and reporting mechanisms at all levels. This will involve monitoring and regularizing the linkage process.	Develop implementation-reporting mechanisms that ensure that Member States are accountable to themselves as a collective in implementing Assembly decisions. This will create bottom-up and top-down linkages.	First 6 months	Establish a functioning feedback system that transcends all existing levels. This will involve monitoring and regularizing the linkage process.	Costs related to the development of information and knowledge management systems (\$350,000)	\$350,000	RECs	Member States AUC
Indicative seed amount required for start-up CD interventions in this CDP							\$4,780,000		

Note: TBD = to be determined.

5

PROPOSED NATIONAL CAPACITY DEVELOPMENT PLAN

The national CDP matrix (table 5.1) presents a template that can be contextualized to individual countries. Although the formal capacity needs assessment for Agenda 2063 is yet to be undertaken at the national level, some generic and start-up capacity needs must be addressed, for which the table gives some indicative, foundational, and capacity-enhancing interventions (subject

to revision when the national needs assessments are completed). These interventions are to be carried out by Member States, stakeholder groups, and institutions at the national level.

The table has six key issue areas (first row), plus the timeline, indicative costs, and proposed key supporting organizations.

Table 5.1 National start-up capacity interventions

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches and interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (average estimate per country)	Lead responsibility	Proposed key supporting organizations
1	Mind-set transformation	Need to put in place new initiatives to design, promote, and achieve a well ideologized and promoted mind-set transformation agenda	Inculcate African value systems throughout the population, including in schools, families, and workplaces Develop an outreach program (country-specific) for Agenda 2063, to reach all segments of society	First year	A common ideological grounding and a collective movement for "The Africa We Want" Self-confidence, self-awareness, ownership of resources, and rewriting our narratives	Develop publication and IT communication at the national level (\$100,000) Consultative processes to inculcate the common ideological grounding and collective movement (\$100,000)	\$200,000	Member States	Academia CSOs Private sector
2	Implementation focal point	Need for an establishment of an Agenda 2063 focal point at the Member State level	Create and train special implementation brigade units as part of national institutions	Urgent	More efficient national institutions delivering programs and projects faster	Knowledge and learning roundtable training on implementation processes (\$300,000)	\$300,000	Member States	RECs
3	Institutional strength	Restructuring national institutions	Quickly engage in the restructuring/redesigning of the set-up of national institutions aiming toward Agenda 2063, with the aim to establish institutions that are fit for purpose for Agenda 2063	Urgent	Reform national institutions that are more fit for purpose	Procure a consultant (\$250,000)	\$250,000	Member States	ACBF
4	Human capacity	CTS	Develop, with experts' training support, systems for tracking and mapping of the current numbers of CTS specialists and produce numbers in various CTS education areas and in STEM Elaborate and implement, with expert support, the soft skills training agenda	First year	A pool of CTS specialists that can be called upon to undertake and deliver on national (as well as regional and continental) projects and programs Focus on soft skills during human resource training, review, assessment, and evaluation	Experts' service fees, including training fees (\$250,000)	\$250,000	Member States	RECs Private sector Academia
	Greater application of the soft skills in national institutions			First year		Study on the new skill set (\$200,000) Training and the development of a strategy (\$350,000)	\$550,000	Member States	Civil society

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches and interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (average estimate per country)	Lead responsibility	Proposed key supporting organizations
5	Systems and work processes	Effective and efficient institutional internal systems, procedures, and capabilities	Establish and document guidelines on bureaucratic/non-bureaucratic work processes, procedures, and related supporting functions such as M&E, reporting, budgeting, procurement, recruitment, work planning, client management, policy development, performance/quality management, results management, decision-making, financial and human resource management, and coordination and relationships with other entities	First year	A system of clearly defined measures of performance and success	Process and establish performance management systems (\$250,000) Training and logistical costs (\$250,000)	\$500,000	Member States	RECs
6	Information and access to knowledge	Mechanisms in place for organizations to be knowledge driven for Agenda 2063	Build a strong skills and knowledge base for the implementation of Agenda 2063	First year	Strengthen systems and structures for the generation of the knowledge and expertise	Establish knowledge and information management systems in each organization, which will become its organizational culture (\$300,000)	\$300,000	Member States	RECs Private sector Academia
7	Change and transformative capacities	Transformational culture Top leadership and management optimism, and top management ownership of decision-making Change readiness attitudes at the national level Transformational culture at the national level	Undertake national training courses, with experts' advice and recommendations, on transformative culture and game-changing leadership Develop a platform to encourage and reward creativity and innovation Identify institutional cultures that have to be transformed at the national level and conduct managers' training	First year Urgent Urgent	National citizens with internalized and determined spirit of transformational culture Renew and transform the approach to work, programs, and projects Train a cohort of managers at the national level in transformational culture	Workshops on transformative and accountable leadership (\$355,000) Training/workshop-related costs (\$250,000) Production of training materials (\$70,000) Training costs (\$350,000)	\$355,000 \$320,000 \$350,000	Member States Member States Member States	RECs Civil society Civil society Academia Civil society Academia

(continued)

Table 5.1 National start-up capacity interventions (continued)

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches and interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (average estimate per country)	Lead responsibility	Proposed key supporting organizations
8	Composite capacities	Strategic planning, facilitation, and coordination, and program management	Design and institute a composite capacities refresher training scheme tackling the key areas of strategic/visionary planning, facilitation, and coordination Program management and operationalization	First 2 years	Relevant national institutions providing continuous reliable, efficient, and effective services to its own citizens	Develop strategic thinking programs (\$60,000) Give training to individuals in Member States (\$300,000)	\$360,000	Member States	Civil society Academia
9	Lack of data on African diaspora	Approaches for engaging and using the services of the national diaspora with relevant and technical skills	Develop a skills database for the nationals in the diaspora and use it for relevant projects.	First year	Provide and maintain a database of nationals out of the country	Costs related to the development of the strategy (\$65,000) Implementation costs (\$250,000)	\$315,000	Member States	Civil society Academia
10	Education system not appropriate	Transform education for Africans in the context of Agenda 2063	Make education relevant to the national and continental context, including African values, focusing on the skill area of training based on the needs and employment opportunities in the country Develop a mechanism to formulate and articulate the content of Pan-African curricula in universities Create a mechanism to capture knowledge of the older generation on Pan-Africanism Strengthen vocational, graduate, postgraduate, and on-the-job training Establish and strengthen platforms for tripartite social dialogue between labor unions, employer bodies, and youth organizations	First year	Education system more appropriate to Africa Develop new curricula and harmonize it with the needs of Agenda 2063 Develop a generational mapping to capture the older generation's knowledge of Pan-Africanism and transmit it to the new generation	Costs related to development of curricula (\$100,000) Development of a generational mapping (\$65,000)	\$165,000	Member States	Civil society Academia RECs

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches and interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (average estimate per country)	Lead responsibility	Proposed key supporting organizations
11	Implement Agenda 2063 at the national level	Role of the private sector Government and management of Agenda 2063 implementation at national levels	Build capacity via a working pact involving academia, the private sector (industry), and the public sector. This engagement of stakeholders enables actors to contribute to and influence decisions Strengthen results-tracking and reporting systems and mechanisms, including the development and adoption of a common format for reporting on Agenda 2063 across the continent	First year	A strong public-private partnership for Agenda 2063 Follow up on implementation of Agenda 2063 programs at the national level Establish mechanisms for promoting the implementation of Agenda 2063	Costs related to setting up mechanisms (\$75,000) Follow-up costs (\$50,000)	\$125,000	Member States	Civil society Academia Public institutions Private sector
12	Capacity retention and capacity utilization	Absence of skills retention and utilization policy	Design and implement (with training) a consultative process that can end in the preparation or strengthening of a policy package addressing the issue Enhance capacity retention through international agreements Develop mechanisms to integrate and incorporate skills within a country	First year	Develop skills retention and a utilization mechanism in each country	Costs related to the development of mechanisms and agreements (\$250,000)	\$250,000	Member States	Civil Society Academia Private sector Public sector
13	Spirit of Pan-Africanism	Capacity building through training on African values, unity, and spirit	Build capacity through training on Pan-Africanism Develop unity and spirit induction strategy for key national program managers and directors to sensitize further on Pan-Africanism	Urgent	Ideologize Africans on an African Value System and a conception of Pan-Africanism that transcends cultures, traditions, and physical boundaries	Pan-Africanist experts to conduct training workshops (\$200,000)	\$200,000	Member States	RECs AUC Civil society Private sector

(continued)

Table 5.1 National start-up capacity interventions (continued)

No	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches and interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs (average estimate per country)	Lead responsibility	Proposed key supporting organizations	
14	Noninclusion of youth and women	Inclusion of youth and women in development processes and leadership position	Establish, through training, national processes to increase the role of youth and women as central pillars for Agenda 2063	Urgent	Youth and women championing their countries' development agendas in line with the continent development vision, "The Africa We Want"	Costs related to the establishment processes and adoption of national policies (\$300,000)	\$300,000	Member States	RECs AUC Public sector Civil society Private sector	
15	DRM	DRM	Develop an integrated DRM plan that tackles illicit financial flows and covers the Obasanjo initiative and private sector/individual initiatives Match certain resource streams with key Agenda 2063 projects	Urgent	Develop a National DRM and a national strategy to fight capital outflows	Develop the strategy and the plan (\$150,000) Training workshops (\$200,000)	\$350,000	Member States	AUC RECs AIDB	
Indicative seed amount required for start-up CD interventions in this CDP							\$5,440,000			

6

PROPOSED CAPACITY DEVELOPMENT PLAN FOR THREE STAKEHOLDER GROUPS

Developing the multistakeholder CDP templates

This chapter presents three templates of stakeholder CDPs for youth, women, and academia, with indicative interventions. As with the earlier tables, the areas of intervention are not static and will need to be periodically updated, expanded, and contextualized in line with the work of each stakeholder group

(private sector, CSOs, and so on). The outcomes of the interventions will be the basis for identifying, updating, or expanding further interventions.

The tables have six key issue areas (first row), plus the timeline, indicative costs, and proposed key supporting organizations. The areas of broad capacity gaps and needs derive from the capacity needs assessment.

Table 6.1 Start-up capacity interventions for youth

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs ¹	Lead responsibility	Proposed key supporting organizations
1	Mind-set transformation	Formulate and design new initiatives to promote and achieve mind-set transformation in the early years of Agenda 2063	Advocate and lobby for mind-set transformation and an African ownership agenda among youth	Urgent	A continent-wide movement that changes the mind-sets of youth, directing them toward transforming the continent	Design and formulate programs (\$150,000) Advocacy and awareness (\$500,000)	\$650,000	Youth networks/groups at all levels	Member States CSOs RECs
2	Create an Agenda 2063 movement	Increase knowledge and awareness of Agenda 2063	Sensitize youth across the continent by developing creative and innovative materials to publicize and promote youth ownership/participation in Agenda 2063	First year	African youth's own Agenda 2063	Costs related to holding seminars on Agenda 2063 (packages—transport, logistics, and financial resources,)	\$250,000	Youth networks/groups at all levels	Member States CSOs Media houses/groups
3	Intergenerational dialogue/network	Promote dialogue among age groups	Lead the process of fostering intergenerational dialogue as a major capacity undertaking to increase informed ownership and committed collaboration across age groups and generations	First year	A unique framework for engaging the commitment and energy of Africans of different ages	Consultative process across all age groups on fostering dialogue (\$400,000)	\$400,000	Youth networks/groups at all levels	TBD
4	Youth empowerment and participation in decision-making	Enforce deliberate arrangements for the transfer of responsibility and promote youth participation in aspects of Agenda 2063	Lead the design of youth development and empowerment strategies and tools (including training) aimed at increasing and strengthening young people's involvement in the social, economic, and political life of their countries in support of Africa's development	Urgent	Active participation of youth in development at all levels. This could also include setting up systems and mechanisms for ensuring the supply and demand of youths for various continental, regional, and national institutions.	Organize seminars and roundtable to facilitate the empowerment and participation of youth (\$100,000)	\$100,000	Youth networks/groups at all levels	CSOs Media houses/groups

No.	Areas of broad capacity gaps and needs identified/prioritized	Areas for improvement	Proposed initial CD start-up approaches/interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs ¹	Lead responsibility	Proposed key supporting organizations
5	Bridge the skills gap	Transform the education system with a view to aligning it with Agenda 2063	Commission the establishment of platforms for tripartite social dialogue between labor unions, employer bodies, and youth organizations. This will take into account advocacy and policy change aimed at revitalizing vocational, graduate, postgraduate, and on-the-job training to ensure that educational qualifications are best suited to the needs of the market.	First year	A reduction in youth employment in Africa as well as increased development and growth in gross national product Vocational, graduate, postgraduate, and on-the-job training to ensure that their educational qualifications are the best fit for the job market	Consultative process at national levels to review policies (\$250,000)	\$250,000	Youth networks at all levels with the support of Ministries/Departments of basic and higher education at the national level	Academia Universities CSOs RECs
6	Economic actors (employment and entrepreneurship)	Youth as critical economic actors	Design pilot and expand youth CD schemes that focus on the training of youth to be employment creators rather than employment seekers, partnering the private and public sectors in critical areas	First year	Youth economic participation, including increasing youth opportunities for self-employment and other forms of employment	Develop and implement policy (\$350,000)	\$350,000	Youth networks/groups at all levels	Private sector CSOs AU RECs Member States
7	Inventors and innovators	Enabling environments for youth to be creators	Facilitate the urgent creation of science parks and innovation hubs/centers at the national and regional levels to promote access to and exchange of information, knowledge, experiences, and strategies, and new technologies	First year	Knowledge centers that will drive innovation for development across the continent	Set up and run costs of national and regional networks (\$400,000)	\$400,000	Youth groups, working with CSOs and labor unions	Private sector Member States

\$2,400,000

Indicative seed amount required for start-up CD interventions in this CDP

1. Average estimate for major youth stakeholder groups for start-up CD and strengthening arrangements.

Table 6.2 Start-up capacity interventions for women

No.	Broad capacity gaps and needs	Areas for improvement	Proposed CD interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs ¹	Lead responsibility	Proposed key supporting organizations
1	Empowerment and participation	Mainstream Agenda 2063 programs/projects for women	Set up systems and mechanisms for ensuring that visionary women are included in key decision-making processes for "The "Africa We Want" Design follow-up mechanisms that monitor the training and development of women on Agenda 2063	Urgent	Agenda 2063 implementation is heavily driven by women	Promote participation through dialogue, education, and training/workshops (\$350,000)	\$350,000	Women's networks at all levels	Member States CSOs Academia AUC RECs
2	Mind-set transformation	Need to design new initiatives to promote and achieve mind-set transformation in the early years of Agenda 2063	Form a mind-set transformation brainstorming team, including academia and youth Organize a series of mind-set transformation pilot seminars across the continent	Urgent	Accelerating Africa's transformation by increasing their self-confidence and belief in themselves, and either rewriting the narrative or writing a new narrative based on Pan-Africanism and African renaissance	Design and formulate programs (\$150,000) Advocacy and awareness (\$300,000)	\$450,000	Women's networks at all levels	AUC Member States Academia CSOs
3	Agricultural productivity and production	Leverage the skills, knowledge, and commitment of women in agriculture	Aggressively pursue mechanisms and programs at all levels to take advantage of and leverage the potential of women as leaders and innovators in agriculture	First year	Women are economic drivers of the African economy through targeted programs to support and strengthen women farmers and entrepreneurs	Training and workshops on agri-business wealth-creation skills (\$300,000) Content development and support for rollout (\$200,000)	\$500,000	Women's networks at all levels	Member States AUC/NEPAD RECs Private sector CSOs
4	The number of women employed at continental, regional, and national institutions	The need for a deliberate inclusion of women employment at all levels	Design/implement employment-oriented internships on a larger scale to increase the involvement of young women in continental, regional, and national structures	First 2 years	Women taking up positions at the continental, regional, and national levels	Content development and support for rollout (\$400,000)	\$400,000	Women's networks at all levels	Private sector CSOs

5	Reinvent the African education system with a focus on women	Increase the number of women enrolled in educational institutions	Advocate through forums, dialogue, and policy development for increased enrollment of women in STEM	First year	Mass production of women's skills in critical and sector-specific skills areas	Consultative process and content development at the national level to review policies (\$300,000)	\$300,000	Women's networks at all levels
6	Flagship Projects	Women's inclusion and participation in delivering on these projects	Develop and implement a supply and demand system with the aim of achieving women's participation in these projects	First year	Build the capacity of women to partake in delivering on the flagship Projects through training, finance, and an enabling environment	Design and manage o system (\$400,000) Training seminars and workshops (\$250,000)	\$650,000	Women's networks at all levels
Indicative seed amount required for start-up CD interventions in this CDP								\$2,650,000

1 Average estimate for major women's stakeholder networks for start-up CD and strengthening arrangements.

Table 6.3 Start-up capacity interventions for academia and think tanks

No.	Broad capacity gaps and needs	Areas for improvement	Proposed CD interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations
1	Mind-set transformation	Fine-tuning an African existential ideology built on African values and confidence for a destiny of greatness	Set up task teams to develop and implement a curriculum on African ideology, and the African Development Paradigm at all steps of the education process	First 2 years	Sense of confidence, consciousness, working on Africa's destiny, and ownership of the African narrative and brand	Continent-wide consultative process (\$1,000,000)	\$1,000,000	Academia/ think tanks	Member States CSOs Private sector AUC and AU institutions RECs
2	Redesign the education system	Transform African education, focusing on African ideologies and values and emphasizing CTS and STEM	Build capacity by redesigning the current educational system to reform and design the content of a new African education agenda grounded in African values and aspirations	First 2 years	Develop a unique continental educational agenda driven by the vision of Agenda 2063	Expenses related to the redesign of the education system (\$800,000)	\$800,000	Academia/ think tanks	Think tanks Member States CSOs
		Redesign and change African education curricula	Reorient the academic program and correct the disconnection between university curricula and the imperatives of Agenda 2063	First 2 years	African education curriculum is Afro-centric with a focus on producing graduates for Africa's development	Content development, consultative processes, and negotiation and lobbying on proposals (\$350,000)	\$350,000	Academia/ think tanks	Member States AU Private sector RECs
3	Flagship projects related to academia	Produce hard skills relevant to flagship projects	Reinvigorate the strengthening and expansion of TVEI training centers through the development of focused programs for Agenda 2063	Urgent	Massive production of critical technical and vocational skills for Agenda 2063 flagship projects and other	Costs related to curriculum redesign and education training (\$400,000)	\$400,000	Academia/ think tanks	Member States AU Private sector RECs
4	Data and information	Research and data generation and gathering	Design and implement expert support processes to implement a new African approach to the data revolution and knowledge systems that build the capacity for African data use, production, and a maintenance and knowledge-management system for delivering on Agenda 2063	First 2 years	Greater operationalization of a data revolution to buttress the vision for The Africa We Want and African ownership	Systems design, training, and the piloting of data African data use, production, and a maintenance and knowledge-management system (\$500,000)	\$500,000	Academia/ think tanks	Think tanks CSOs

No.	Broad capacity gaps and needs	Areas for improvement	Proposed CD interventions	Timeline	Targets or desired outcomes	Costing elements	Indicative costs	Lead responsibility	Proposed key supporting organizations	
5	Increase the number of trainers in the African education system	Training trainers to reduce the current skills gaps	Design and institute a new scheme, "Building the capacity of capacity builders" for academia	First year	Reduce the skills gap and increase the production of individuals' skills to prepare them for contributing to the flagship projects	Resources for the experts to train the trainers on the required skills for the flagship projects (\$500,000)	\$500,000	Academia think tanks	CSOs Private sector	
							\$3,550,000			

Indicative seed amount required for start-up CD interventions in this CDP

Note: TBD = to be determined.

7

INDICATIVE CAPACITIES REQUIRED FOR FLAGSHIP PROGRAMS OF THE FIRST 10-YEAR IMPLEMENTATION PLAN

This section analyzes and presents indicative capacities required for the flagship programs of the first 10-year plan. The key capacity dimensions prioritized include the required

CTS, as well as soft, composite, and transformative capacities. Each of these categories is accompanied by a column on proposed sourcing.

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
1. Integrated High-speed Train Network	Railway engineers Civil engineers Mechanical engineers Quantity surveyors Construction project managers Financial investment specialists Infrastructure specialists Land surveyors Architects Electrical engineers	Member States Private sector Academia CTS professional bodies African CTS diaspora (in China, India, and the West)	Strategic planning Organizational and coordination capability Critical/strategic thinking and results-based management Process facilitation and organizational skills (including "functional" capacities) Critical support systems and processes, including the use of technology and innovation Develop programs Plan and implement projects Finance the ownership and mobilization of domestic resources Knowledge systems to speed up project implementation Risk management and mitigation and the ability to deal with bumps in the road Leverage assets Ability to negotiate and be persuasive Stakeholder/partnership-building abilities	AUC AUC Institutions (NEPAD, PAP, and so on) RECs Private sector Key agencies (AFDB, ECA, and so on)	Strong commitment at the leadership level Commitment to development outcomes Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness Speed and urgency for work/achievement High energy and drive Heavy work load abilities/hardworking attitude Pan-African spirit and values	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making ICT and technological predisposition Commitment to innovation and invention Risk management abilities People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change Ability for shifts in mind-set	Individuals/institutions that will have been carefully screened for these capacities before they become involved	1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management

(continued)

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan (continued)

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
2. The African Virtual and e-University	Knowledge and data management specialists Software developers Microsoft systems engineers Academics and researchers ICT specialists	Academia Private sector African diaspora Youth CTS professional bodies	Critical support systems and processes, including the use of technology and innovation Stakeholder/partnership-building abilities Program development, project planning, and implementation Process facilitation and organizational skills (including “functional” capacities Knowledge systems to speed up project implementation Project planning and implementation Financing ownership and DRM Risk management and mitigation and the ability to deal with bumps in the road	AUC Private sector	Commitment to development outcomes Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Trust Diligence and thoroughness Speed and urgency for work/achievement	Individuals/institutions that will have been carefully screened for these capacities before they become involved	ICT and technological predisposition Innovation and invention commitment Risk management abilities People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change Ability for mind-set shifts	1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking of implementation progress, as well as for risk and challenges management	

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
3. Formulate a Commodities Strategy	AUC Member States RECs Key agencies (AfDB, ECA, and so on)	AUC Member States RECs Key agencies (AfDB, ECA, and so on)	Strategic planning Organizational and coordination capability Critical/strategic thinking and results-based management Facilitate the processes and organizational skills (including “functional” capacities) Develop programs Ability to negotiate and be persuasive	AUC AUC institutions (NEPAD, PAP, and so on) RECs Private sector	Political will Commitment to development outcomes Trust Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Problem-solving skills	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Top leadership and management optimism/commitment People motivated toward a shared/inspirational vision Ownership of decision-making abilities Risk management Ability for shifts in mind-set	Screen individuals/institutions carefully in search of these attitudinal/predisposition capacities before they are involved/holding key roles in this major flagship program	1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking of the implementation progress, as well as for risk and challenges management

(continued)

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan (continued)

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
4. Establish an Annual African Forum	Not applicable	AUC Member States RECs CSOs	Organizational and coordination capability Critical/strategic thinking and results-based management Stakeholder/partnership-building abilities Facilitate the processes and the organizational skills (including “functional” capacities) Program development Ability to negotiate and be persuasive	Private sector Key agencies (AfDB, ECA, and so on)	Ability to work as a team/commitment Pan-African spirit and values Strong commitment at the leadership level Results orientation (results-driven) Accountability (for results and efficiency) Trust Problem-solving skills Diligence and thoroughness Ability to handle a heavy workload/hardworking attitude Pan-African spirit and values	Individuals/institutions that will have been carefully screened for these capacities before they become involved	People motivated toward a shared/inspirational vision Political will Top leadership and management optimism/commitment Ownership of decision-making abilities Risk management Change readiness: create and maintain the desire for change Ability to switch mind-sets	To screen individuals/Institutions carefully, in search of these attitudinal/predisposition capacities before they become involved/hold key roles in this major flagship program	1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking of implementation progress, as well as for risk and challenges management

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
5. Establish the Continental Free Trade Area by 2017	Financial Investment Advisors/experts Intra-African trade specialists Economists Free trade specialists Regional integration specialists Logistical/freight experts Actuaries and risk assessors	AUC Member States RECs Private sector African diaspora CSOs	Strategic planning Critical/strategic thinking and results-based management Leverage assets Risk management and mitigation and the ability to deal with bumps in the road Organizational and coordination capability Facilitate the processes and the organizational skills (including "functional" capacities) Stakeholder/partnership-building abilities Develop programs Plan and implement projects Finance ownership and DRM Ability to negotiate and be persuasive	Private sector Key agencies (AIDB, ECA, etc.)	Strong commitment at the leadership level Commitment to development outcomes Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness Speed and urgency for work/achievement High energy and drive Ability to handle a heavy workload / hardworking attitude Pan-African spirit and values	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making ICT and technological predisposition Innovation and invention commitment Risk management abilities People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change Ability for shifts in mind-set		1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking of implementation progress, as well as for risk and challenges management

(continued)

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan (continued)

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
6. Implementation of the Grand Inga Dam Project	Water specialists/Hydrologists Chemical Engineers Project managers Chemical Engineer/Technologist Water resource scientists Irrigation specialists Dam construction and management specialists Aquatic Scientist Marine Bio-scientist Geologists Toxicologists	Member States Private sector Academia CTS professional bodies African CTS diaspora (in China, India, and the West)	Strategic planning Develop programs Plan and implement projects Stakeholder/partnership-building abilities Organizational and coordination capability Critical/strategic thinking and results-based management Process facilitation and organizational skills (including "functional" capacities) Critical support systems and processes, including the use of technology and innovation Finance ownership and DRM Knowledge systems to speed up project implementation Risk management and mitigation and the ability to deal with bumps in the road Leverage assets Ability to negotiate and be persuasive	AUC Private sector Key agencies (AfDB, ECA, and so on)	Commitment to development of outcomes High energy and drive Pan-African spirit and values Strong commitment at the leadership level Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness Speed and urgency for work/achievement Ability to handle a heavy workload/hardworking attitude	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making ICT and technological predisposition Innovation and invention commitment Risk management abilities People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change Ability to shift mind-sets	To screen individuals/institutions carefully, in search of these attitudinal/predisposition capacities before they become key roles in this major flagship program	1. Identify and establish a possible roster of qualified/suitable African specialists who can participate in the implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the soft, composite, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
7. The Pan-African E-Network	Network Controllers Integrated Developers (Java, Perl, PHP) ICT specialists Systems engineers IT Security specialists Telecommunications engineers/specialists	AUC Private sector Youth African diaspora	Critical/strategic thinking and results-based management Organizational and coordination capability Process facilitation and organizational skills (including "functional" capacities) Stakeholder/partnership-building abilities Critical support systems and processes, including the use of technology and innovation Develop programs Plan and implement projects Finance ownership and DRM Knowledge systems to speed up project implementation Risk management and mitigation and the ability to deal with bumps in the road Leverage assets Ability to negotiate and be persuasive	AUC Private sector Continental youth organizations	Commitment to development outcomes Proactive approach Result orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment of energy/commitment Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness High energy and drive Ability to handle a heavy workload/hardworking attitude Pan-African spirit and values	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Innovation and invention commitment ICT and technological predisposition Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making Risk management abilities People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change Ability to shift mind-sets		1. Identify and establish a possible roster of qualified/suitable African specialists who can be used in implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the composite, soft, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management

(continued)

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan (continued)

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
8. Silencing the Guns by 2020	African conflict resolution specialists Panel of wise/peace makers Peace and security experts Conflict and security tracking specialists	AUC Private sector African diaspora African security institutions	Develop programs Risk management and mitigation and the ability to deal with bumps in the road Critical support systems and processes, including the use of technology and innovation Stakeholder/partnership-building abilities	AUC AUC institutions (NEPAD, PAP, and so on) RECs Private sector Key agencies (AfDB, ECA, and so on)	Political will Accommodative approaches to sovereignty willingness capacities	Individuals/institutions that will have been carefully screened for these capacities before they become involved	Risk management abilities Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making People motivated toward a shared/inspirational vision Change readiness: create and maintain the desire for change	1. Identify and establish a possible roster of qualified/suitable African specialists who can be used in implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the composite, soft, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management	

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
9. African Outer Space Strategy	Astronauts Space technologists Technology and innovation specialists Physicists Satellite positioning and information analysis specialists	AUC Private sector Academia CTS professional bodies African CTS diaspora (in China, India, and the West)	Strategic planning Organizational and coordination capability Critical/strategic thinking and results-based management Process facilitation and organizational skills (including "functional" capacities) Critical support systems and processes, including the use of technology and innovation Develop programs Plan and implement projects Finance ownership and DRM Knowledge systems to speed up project implementation Risk management and mitigation and the ability to deal with bumps in the road Leverage assets Ability to negotiate and be persuasive	AUC Private sector Key agencies (AfDB, ECA, and so on)	Strong commitment at the leadership level Commitment to development outcomes Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Continuous high level of energy/commitment Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness High energy and drive Ability to handle a heavy workload/hardworking attitude Pan-African spirit and values	Individuals/institutions that will have been carefully screened for these capacities before they become involved			1. Identify and establish a possible roster of qualified/suitable African specialists who can be used in implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the composite, soft, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management

(continued)

Table 7.1 Indicative capacities required for flagship programs of the first 10-year plan (continued)

Flagship programs (in first 10-year plan)	CTS professionals required for flagship programs	Proposed sourcing of CTS professionals	Composite capacities required	Proposed sourcing of composite capacities	Soft capacities required	Proposed sourcing of soft capacities	Change and transformative capacities required	Proposed sourcing of change and trans. capacities	Proposed CD intervention
10. The African Passport and the Free Movement of People	Not applicable	AUC Member States APRM	Process facilitation and organizational skills (including "functional" capacities) Strategic planning Organizational and coordination capability Critical/strategic thinking and results-based management Critical support systems and processes, including the use of technology and innovation Develop programs Plan and implement projects Finance ownership and DRM Knowledge systems to speed up project implementation Risk management and mitigation and the ability to deal with bumps in the road Leverage assets Ability to negotiate and be persuasive	AUC RECs Member States	Pan-African spirit and values Strong political will at the leadership level Commitment to development outcomes Proactive approach Results orientation (results-driven) Accountability (for results and efficiency) Ability to work as a team/commitment Trust Problem-solving skills Diligence and thoroughness Speed and urgency for work/achievement	Individuals/institutions that will have been carefully screened for these capacities before they become involved	People motivated toward a shared/inspirational vision Ability for mind-set shifts Change readiness: create and maintain the desire for change Transformative leadership (including visioning) Top leadership and management optimism/commitment Ownership of decision-making commitment Risk-management abilities	Proposed sourcing of change and trans. capacities	1. Identify and establish a possible roster of qualified/suitable African specialists who can be used in implementation 2. Organize short orientation training on the objectives 3. Design and provide refresher training on the composite, soft, and transformative capacity dimensions to achieve the goals 4. Build in a sense of urgency-driven monitoring and tracking on implementation progress, as well as for risk and challenges management

8

GAPS IN AFRICA'S CRITICAL TECHNICAL SKILL AREAS: SAMPLE ANALYSIS

Africa and its nations are lagging behind in their depth and availability of CTS and specialists, including those with vocational skills. This short section offers a sample analysis of CTS categories to better underscore the enormity of the endeavor that is Agenda 2063. (A more comprehensive analysis is in the document *African Critical Technical Skills: Key Capacity Dimensions Needed for the First 10 Years of Agenda 2063*).

The total population of the few countries here is smaller than Africa's, but they are far ahead of the rest of the continent in the level and availability of CTS and specialists. The imperfections of the analysis below—especially the small base of countries—underscore Africa's data challenge.

Engineers

Numbers in selected African countries. The estimated number of engineers in Kenya is 7,221, in Tanzania, 2,614, in Malawi, 300,⁴ and in Rwanda, 175,⁵ so there is an average of approximately 2,576 engineers in these countries. As many countries in Africa are still “least developed,” one can assume that their average is even lower. Optimistically, it may be that the average of engineers in just Malawi, Rwanda, and Tanzania—around 1,029—reflects the average of most African countries (except for those with far smaller populations). So, using this average, one

could put the total number of engineers in Africa at 55,602, for a ratio of 0.0476 engineers per 1,000 people.

But a good proportion of these engineers are lost every year to other continents, mainly Europe and America. For example, up to 300 qualified engineers leave South Africa every year, according to the Engineering Council of South Africa, leaving the country with fewer than three civil engineers per 100,000 people and depriving 79 of the country's 231 local municipalities of all their civil engineers, technologists, and technicians.

Comparison with other developing countries. With a population of 200.4 million, Brazil has some 750,000 engineers, for a ratio of 3.75 engineers per 1,000 people—almost 100 times as many per 1,000 people as Tanzania. Tanzania, with a population of 50,710,798⁶ and 2,614 engineers, has a ratio of only 0.051 engineers per 1,000 people, or a shortfall of (at a ratio of 3.698 per 1,000 people) 187,554 engineers.

Kenya has an equivalent shortfall of 166,924 engineers. (This is based on a population of 46,445,079 and 7,221 engineers, for a ratio of 0.155 engineers per 1,000 people, or 3.594 engineers per 1,000 people).

For Africa as a whole, with an estimated population of 1,166,239,000 and 55,602 engineers, at a ratio of 3.702 for 1,000 people,

the shortfall in engineers (compared to what Africa ought to have) is 4,317,795.

The current African ratio of 0.107 per 1,000 people is also very low, especially compared to a developing economy such as Venezuela's (estimated population of 28 million and 180,000 engineers, for a ratio of 6.428 engineers per 1,000 people). Using this country as a benchmark, Africa has a shortfall of 6.380 engineers per 1,000 people.

Targets for 2023. The Tanzanian population of 50,710,798 is forecast to reach about 57 million by 2023. Its current shortage of engineers is 3.698 per 1,000 people, which will rise to 4.157 engineers by 2023 based on current trends. For Tanzania to bridge this gap, it will have to produce a minimum of 236,961 additional engineers—an average of 33,852 every year for the next seven years.

By 2023, the current African population of 1.166 billion is estimated to reach 1.3 billion. The current Africa-wide shortage of engineers is about 3.702 per 1,000 people, a gap that will grow to 4.126 in seven years. To close that gap, Africa has to produce a minimum of 5,365,013 additional engineers—766,431 a year. To be at Venezuela's current level (7.112 engineers per 1,000 people) by 2023, it will have to invest heavily in producing engineers, for a minimum of 9,245,855–1,320,837 a year.

Medical doctors and specialists

Current situation. Africa is also lagging in its numbers of medical doctors and specialists. According to World Bank statistics, Africa has an average ratio of 0.307 physicians (medical doctors) per 1,000 people, or a mere 358,035 for nearly 1.2 billion people.

Comparison with other developing countries. That number is very low compared to,

for example, Brazil, which for its roughly 200 million people has 378,756 physicians, at an estimated ratio of 1.89 per 1,000 people. That leaves a gap with Africa of 1.583 medical doctors per 1,000 people, or 20,721 doctors.

Targets for 2023. By 2023, the African population is estimated to reach 1.3 billion. To reach Brazil's current level, Africa will have to invest significantly in training doctors, too—a minimum of 23,098, or 3,211 per year.

Here are three developed countries with their populations and number of doctors per 1,000 people:

- Canada: 34,419,000 and 2.07.
- United Kingdom: 60,566,000 and 2.79.
- United States: 321,225,000 and 2.45.

This yields a ratio of 7.31 for a combined population of 416,210,000, or a shortfall in Africa (population nearing 1.2 billion) of 8,167,172 medical doctors, at 7.003 doctors per 1,000 people. To close this gap, Africa has the mammoth task of training an additional 9,103,900 physicians—1,300,557 a year—which will be borne by the AUC, RECs, Member States, and stakeholder groups, among others.

Researchers and STEM specialists

Another yawning gap that Africa has to bridge is in the STEM sector. African research is dominated by Algeria, Egypt, Kenya, Nigeria, and South Africa. During 2003–2012, all three sub-Saharan African regions doubled their annual research output and increased its quality, raising Sub-Saharan Africa's share of global research from 0.44 percent to 0.72 percent over the decade. Still, since Africa has 12 percent of the global population, a considerable gap remains.

In Sub-Saharan Africa, research in the physical sciences and STEM makes up only 29 percent of all research, compared to an average of 68 percent in Malaysia and Vietnam.

Sub-Saharan Africa relies on overseas collaboration and visiting academics for a steep share of its research output. Some 40–80 percent of its science and technology innovation publications are with external partners. The majority of those are in fields, such as health and agriculture, of most interest to international donors, to the neglect of areas, such as engineering (as above), needed to enable Africa to develop fundamental STEM research—despite decades of extractive resource activity. Donors' heavy influence also dissuades Africa from looking within its own research communities. Sub-Saharan Africa collaborates by far the most with international partners; inter-African collaborations are just 2 percent, 2.9 percent, and 0.9 percent of all East African, Southern African, and West and Central African output.⁷

The continent remains far from the target set by the Lagos Plan of Action and AU 2007 initiative calling on African countries to allocate

1 percent of gross domestic product (GDP) to science. With Africa's combined GDP at approximately \$2.6 trillion, the amount that could be allocated to science is \$200 billion.

African countries can no longer afford to depend only on external sources to finance their basic research. African governments and the private sector should make a firm commitment to invest in STEM and innovations. This is vital for the continent to participate in the global knowledge economy and cultivate local capacity, including among youth and women.

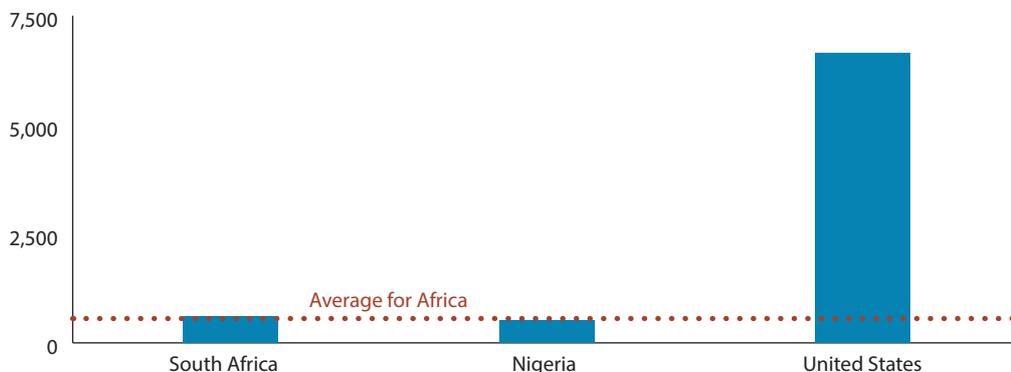
Three other critical skill areas

The following figures paint a similar picture for mining specialists and engineers, geologists, and quantity surveyors.

These data underscore Africa's enormous CTS challenge for Agenda 2063. To deliver on the flagship projects, it must make concerted efforts urgently to bridge the CTS chasm between what Africa has and what it ought to have.

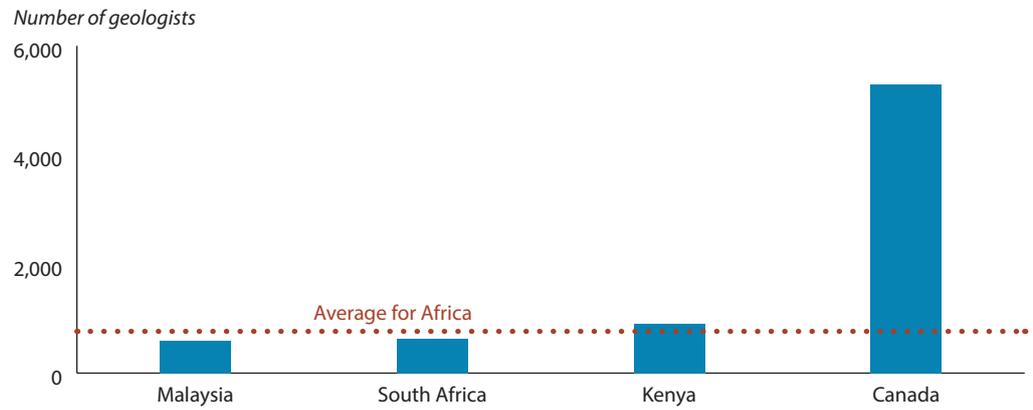
Figure 8.1 Mining specialists and engineers

Number of mining specialists and engineers



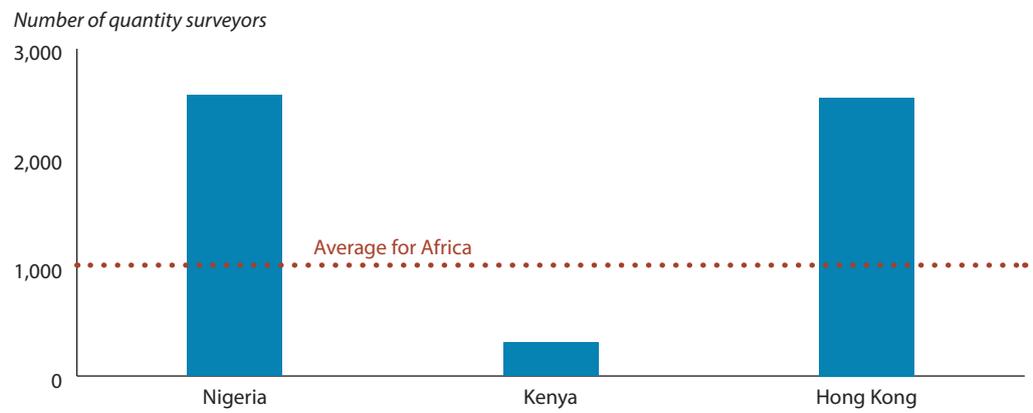
Source: Compiled by ACBF Capacity Team.

Figure 8.2 Geologists



Source: Compiled by ACBF Capacity Team.

Figure 8.3 Quantity surveyors



Source: Compiled by ACBF Capacity Team.

NOTES

1. The crucial dimension 1 in *Capacity Requirements for the New African Vision*; and see proposal 5.
2. See Chapter 4 of *Capacity Requirements for the New African Vision*.
3. AU and NEPAD (2012).
4. Nyasa Times (2011).
5. Institution of Engineers Rwanda (2015).
6. Tanzania's population as of January 2015.
7. Khumbah (2015).

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- Nyasa Times. 2011. "Malawi engineers body elect Mtumbuka as president." *Nyasa Times*. August 29. <http://www.nyasatimes.com/2011/08/29/malawi-engineers-body-elect-mtumbuka-as-president/> (accessed October 10, 2015).

The June 2015 AU Ministerial Retreat of the Executive Council and the Summit in Johannesburg, South Africa emphasized the importance of the capacity dimensions for delivering on Agenda 2063. The Executive Council proposed that the finalized capacity assessment work should highlight the critical skills needed and the role of universities in providing training.

The work on Capacity Dimensions for Agenda 2063 was initiated by the AUC, with close support of the ACBF, which has produced three documents:

- *African Critical Technical Skills: Key Capacity Dimensions Needed for the First 10 Years of Agenda 2063.*
- *Capacity Requirements for the New African Vision: Agenda 2063—“The Africa We Want.”*
- *Capacity Development Plan Framework: Buttressing Implementation of the First 10-Year Plan—“The Africa We Want.”*

The preliminary findings and recommendations from the capacity needs assessment were presented to the June 2015 Heads of State and Government Summit. The Summit emphasized the capacity dimensions for Agenda 2063, including:

- Critical, technical, and sector-specific skills and training.
- The importance of developing mechanisms to enhance the role of youth and women as central capacity pillars.
- Mind-set transformation, including setting up multistakeholder groups.

This report proposes multilevel and multistakeholder capacity development plans that identify an initial set of foundational capacity-strengthening activities for the First 10-Year Implementation Plan of Agenda 2063.



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