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DRAFT AFRICAN UNION (AU) COMMODITY STRATEGY ACTION PLAN

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STRUCTURE

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STRUCTURE

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GENERAL FRAMEWORK

This Action Plan accompanies the African Union Strategy; and proposes and provides a general framework for implementation of this Strategy by expounding in greater detail on the Strategic Actions outlined in Chapter 3 of the Strategy. The Plan thus:

- lays out the implementation of strategic actions at National, Regional and Continental levels;
- highlights the expected results chain, monitoring and evaluation, as well as resource mobilization; and
- provides information on ongoing initiatives at continental level that are linked to the strategic actions of this Strategy.

Given that the African Union Commodity Strategy is one of the African Union Agenda 2063 Flagship Projects, the monitoring and evaluation framework in this Action Plan, as elaborated in Chapter 5 of the Strategy follows that of the Flagship Projects of the Agenda. It is important to point out that the proposed means of measurement of the results chain borrows from a wide range of both continental and global sources, while giving priority to continental sources.

This framework however refrains from providing specific costing of the Strategic Actions at the National and Regional levels. In addition, given that African Union Member States are at different levels of development in terms of resource endowment, they have the latitude and discretion as to how they can allocate resources to implementation of the Strategy. At the continental level, the Agenda 2063 domestic resource mobilization strategy should provide for the resources required for implementation of the Strategy.

Lastly, implementation of the Action Plan cements the linkages among the various existing African Union flagship programmes and initiatives such as PIDA, AfCFTA, AMV and CAADP. This will encourage synergies and complementarities among AU projects and initiatives.

GOVERNANCE OF THE AU COMMODITY STRATEGY AND ACTION PLAN

The governance and implementation of the African Union Commodity Strategy will be carried out at three levels - continental, regional and national.

(i) Continental level

At the continental level, African Union Heads of State and Government will be responsible for making the final decision on the Strategy. It is recommended that they choose from among themselves a Champion for implementation of the Strategy. These decisions shall emanate from the recommendations of both the Executive Council and the relevant African Union Specialized Technical Committees (STCs) in charge of Trade, Industry, Minerals, Agriculture, Energy, Science and Technology.

In this regard, it shall be necessary to hold joint regular sessions of the STCs of these sectors. The STCs will be responsible for establishing policies, strategic priorities as well as coherent and coordinated approaches for developing and implementing this Strategy. They will also exercise policy oversight and mobilize resources for implementation of the Strategy.

Moreover, to enhance inclusivity and transparency and achieve stakeholder buy-in for the African Union Commodity Strategy, an African Commodity Strategy Advisory Forum should be established, comprising all the stakeholders outlined in this Strategy. Such a forum could meet annually with delegates funded by their respective constituencies.

(ii) At the Regional level

The Regional Economic Communities shall be encouraged to adopt a framework with similar setting as at the Continental level. The RECs Secretariats will coordinate the governance and implementation of the regional aspects of the Strategy and Action Plan. They will also assist in providing technical assistance and the capacities required to implement the Strategy. In addition, they will coordinate the regional aspect in regard to the monitoring and evaluation of the Strategy, including production of implementation reports.

(iii) At the National level

Member States will be responsible for the governance and implementation of the national aspects of the Strategy and Implementation Plan. Member States will determine their own governance and implementation structures. However, they shall be encouraged, wherever possible, to mirror the structures at the regional and continental levels; chief among which will be for Member States to establish an Interdisciplinary Commodities Committees for governance and implementation of the Strategy.

(iv) Coordination and Management of the African Union Commodity Strategy (AUCS)

The AU Commission Department of Trade and Industry would champion implementation of the AUCS. It will, in the first instance, beef up the requisite human resources through the creation of a Commodities Officer position to be formally called Commodities Coordinator. As a second step, an AU Commission Africa Commodities Unit will be established to operate with optimal sizing, presumably under the auspices of the AU Commission DTI. This Unit could have such positions as Chief Commodities Adviser who would be reporting to the Director of Trade and Industry, as well as three Senior Commodities Advisers, each responsible for one of three categories of products covered by the Strategy (agricultural, mining and energy). They would be assisted by a Commodities Programme Officer.

The Commodities Officer will be responsible for developing the Terms of Reference of the proposed Unit and come up with funding mechanisms.

Broadly, the primary functions of the Unit would be to accelerate the realization of the African Union Commodity Strategy, track progress in the Strategy's monitoring and evaluation initiatives and advise the AU Commission structures on progress achieved and the challenges encountered. The Unit shall also be responsible for the coordination of commodity-related issues among other AU Commission Departments including Infrastructure and Energy, Rural Economy and Agriculture, Human Resources, Science and Technology. The Unit would be aided in its work by the African Commodity Task Force as detailed in the Arusha Declaration and Plan of Action on African Commodities.

ACTION PLAN

At National Level

National Level: Pillar 1

National Table 1 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

NT1								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 1: Develop effective and competitive financial and capital markets								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTI-MATED COST IN US\$	FUNDING MECHANISMS	CORRES-ponding/ ONGOING INITIATIVES
Creating supporting policies, harmonising regulatory frameworks and undertaking other necessary actions at national, regional and continental levels for effective and competitive financial and capital markets	Competitive financial and capital markets Improved	Policies for effective and competitive financial system and capital markets in place.	Level/extent of access to financial markets. 50 % of African countries have ratify the strategy document.	National policy documents/progress reports	5 years	Per Country	National core budget and partners	Independent financial institutions and banks
Allowing free movement of capital across the continent (RECs & AU levels)	Liberalisation of financial systems /capital market	Africa capital market framework has issued and activated. The African capital market rules and regulation are published and disseminated among African countries MS	- Number of countries that align with the African harmonised financial regulations for free movement of capital. - Number of countries with free movement regulations. - Level of intra REC direct investments	National policy documents National statistics of investment transactions	5 years	Per Country	National core budget	Independent financial institutions and banks CFTA
Fostering Public-Private Partnerships in building the required financial and capital markets infrastructure	Financial and capital markets infrastructures built	PPP in building capital markets infrastructures.	Number of capital markets infrastructure built	In national documents. Number	5 years	Per Country	PPP	
Establish and/or strengthen DFIs that focus on commodity value chain development	Value of financing along the commodity value chains increased	DFIs established and/or strengthened	Value of DFI financing along the commodity value chains increased	DFI Annual Reports	5-10 years	Per Country	National budgets Financial institutions RECs	AfDB AU initiatives on financial institutions

National Table 2 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

NT2								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 2: Minimise risks associated with doing business								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitating ease of doing business and mitigating financial risks.	Low Risk and conducive Investment environment created	Access to credit Trade (import/export) guarantee agencies where they do not exist Ease of doing business institutions (e.g. for credits and loans) Rules and regulations that facilitates business doing	WB ease of doing business index Number of outstanding investment disputes Success rate of investment projects Country credit rating	WB doing business IMF and rating agencies	3 years	Per Country	National budget Private sector	Country level initiatives to improve investment climate RECs, AU & AfDB initiatives

National Table 3 (Pillar 1, Strategic Issue 2: Conducive Environment)

NT3								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 2: Conducive Environment								
Objective 1: Create a competitive environment through competition policy and law, building on best practices at national and regional levels								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establishment of national and regional competition policy and legal institutions in line with the AfCFTA framework, together with an African CET to tackle commodity subsidies and dumping.	Fair market power distributed in the commodity sector in line with the AfCFTA framework	Strong policies that promote competition enacted	Laws Level of conformity of the national policies with the CFTA	National Development plans and strategy documents	5 years	Per Country	National budgets	AfCFTA African CET

National Table 4 (Pillar 1, Strategic Issue 3: Structured Commodity Markets - Commodity Exchanges)

NT4								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 3 – Structured Commodity Markets - Commodity Exchanges								
Objectives: a) Functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of the main commodity groups. b) Adoption of up-to-date technologies and practices for commodity trading and market data identification and availability. c) Establishment of viable regional Common External Tariffs (CETs) and the capacity for effective application, in order to combat unfair competition, particularly that caused by commodity production subsidies in developed countries. d) Improved earnings for African commodity producers and economies, by bringing longer term planning and future contracting as a way to stabilise and secure orders and promote good market place behaviour. e) Increased intra-regional commodity trading by volume and value, increased earnings for producers, and greater price stability to both sellers and buyers. f) Promote digital commodity markets removing “open cry” systems, thereby increasing transparency and increasing access to more players.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Investigate the regionalisation of existing functional and reputable African Commodity Exchanges that could serve their wider RECs.	Report outcomes assessed and adopted by the REC	Review report of existing CEs completed	REC CE strategy in place	Member states with existing CEs. RECs and national contact points	12 months		National & REC MSs, private sector & CEs	AfCFTA
Identify suitable locations for establishment of well-functioning regional commodity exchanges in RECs that do not already have a reputable CE or that do not have a CE trading all of the major commodity groups.	Suitable locations for CEs, trading all the RECs major commodities, identified	Identification of locations of CEs in all RECs to trade in all of its major commodities.	REC CE locations identified	Member states lacking in CEs for all their major commodities. RECs and national contact points	12 months		National & REC MSs, private sector & CEs	AfCFTA
Establish functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of its main commodity groups (agriculture, minerals/metals and energy carriers).	Market transparency and liquidity, price discovery and increased market linkages, trade finance & market	Regional functional and reputable CEs operational. Lower trading costs: increased returns to producers.	Well-functioning African CEs with better and more stable prices to producers.	RECs, national contact points and existing, expanded or new CEs	3 years		CEs (private sector), Member States with CEs, ODA	AfCFTA

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
	information Defined trading procedures & standards		Enhanced intra-regional trade and linkages					
Strengthen market research institutions working in the commodities markets and develop linkages to existing CEs (explore possible connections to exchanges such as ECX or SAFEX as a faster method, to demonstrate increased and fairer selling on open markets, whilst reducing costs).	Enhanced research quality. Enhanced commodity markets research institutions with improved linkages to existing CEs	Commodity markets research institutions strengthened with links to existing CEs	Competent and reputable commodity markets research entities in all RECs	RECs, national contact points and existing CEs	5 years		National & REC MSs, private sector & CEs Partners	The African Trade Observatory
Organise regional campaigns for mobilising stakeholders and resources and awareness raising of CEs in Africa and of trading practices. Stakeholders: producers, warehouse keepers, traders, brokers and independent clearing house services & inspection providers, etc.).	Enhanced awareness of CEs and of trading practices amongst stakeholders	Regional campaigns undertaken resulting in increased awareness of CEs and of trading practices	Stakeholders mobilised with raised awareness	Stakeholders in each member state, through national contact points and existing CEs	2 years		National & REC MSs, private sector & CEs Partners	
Provide incentives for the private sector to build or strengthen the hard and soft infrastructure needed for the establishment of commodity exchanges linking sellers and buyers more transparently and faster.	Operational CEs: lower trade costs. Enhanced CEs hard and soft infrastructure linking sellers and buyers	National incentives in place and operational. Infrastructure in place.	Improved CE functionality, scope and participation	National contact points and existing CEs	5 years		National & REC MSs, private sector & CEs	
Procure appropriate technology and conduct related training for its use where needed.	Lower trade costs. (technology procured with training undertaken)	Appropriate technology operational and skilling completed	Improved CE functionality, scope and participation	National contact points and existing CEs	3 years		CEs (private sector)	
Work with the Afrexim Bank and Exim banks/ECAs to develop financing instruments for intra-African trade in commodities through functioning and trusted African commodity exchanges.	Increased use of CEs: Lower trade costs. Increased intra-African trade in CEs developed	Commodity trading financial instruments developed & available	Increased intra-African CE trade by CEs using enhanced financing instruments	Afrexim Bank, CEs and national contact points.	2 years		AUC, Afrexim Bank	

National Table 5 (Pillar 1, Strategic Issue 3: Structured Commodities Markets)

NT5								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 3: Structured Commodities Markets								
Objective 2: Strengthen commodity producer associations								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Group and organise producers into associations through awareness campaigns and training incentives.	Enhanced commodity value chains through commodity associations created and/or strengthened	<ul style="list-style-type: none"> - Awareness campaigns undertaken. - Training incentives configured and applied. - Regulations in place. 	Number of commodity associations established. Number of association members trained. Value of incentives.	Government reports. Country commodity sectors reports. Commodity association reports.	3 years	Per country	NGOs Private sector National budgets Other stakeholders	Regional and Continental associations (e.g. mines: MIASA, petroleum: African Petroleum Producers Organisation (APPO))

National Table 6 (Pillar 1, Strategic Issue 4: Pricing and price volatility)

NT6								
Pillar 1: Commodity markets and pricing								
Total cost US\$								
Strategic Issue 4: Pricing and price volatility								
Objective 1: Establish mechanisms to anticipate and mitigate the impact of price volatility								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitate the adoption of commodity trading and risk management (CTRM) instruments, such as hedging techniques.	Decreased impact of commodity price volatility	Increased use of risk management instruments	Number of states using CTRMs Value of volatility decrease (variance)	National accounts. Professional associations. UNCTAD, ITC-Trademap	12months	Per MS and REC	National Treasuries. Financial institutions. CEs, brokers and traders.	Establishment of African CEs.
Where appropriate, introduce RRT (Resource Rent Tax) instruments (minerals and agriculture) to share in resource rents.	State share of resource rents increased.	RRT instruments and laws in place.	Number of member states with RRT instruments. Value of RRT receipts.	National accounts.	3years	Per MS and REC	National Treasuries.	
Create sovereign wealth funds (SWFs), where relevant, to ameliorate commodity prices downturns (stabilisation funds), and ensure their proper management based on best practices at the global level.	SWFs used to dampen price booms and busts. Robust SWF management in place	SWFs established and receiving RRT flows. Rigorous SWF oversight in place.	Number of member states with SWFs in place. Value of SWFs as a % average commodity export earnings. Efficacy of the SWFs.	National accounts	4years	Per MS and REC	National Treasuries (RRT receipts)	
Promote safety-net programs that reduce the effects of price volatility on the economy and vulnerable people	Impact on the economy and vulnerable people reduced	Safety-net programmes configured & operational	Number of recipients. Value of safety-net disbursements.	National accounts	4years	Per MS and REC	National Treasuries.	

National Table 7 (Pillar 7, Strategic Issue 4: Pricing and price volatility – trade mispricing)

NT7								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 4: Pricing and price volatility – trade mispricing								
Objective 2: Eliminate trade mispricing and unlawful transfer pricing								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Strengthening of relevant national, regional and continental institutions responsible for international trades, such as customs, tax and audit authorities in such a way that they are able and willing to prevent unlawful transfer pricing	Unlawful transfer mispricing eliminated	Relevant institutions strengthened. Requisite customs, tax and audit policies & regulations developed and in place	Number of unlawful operations prevented. Value of transfer mispricing.	Dedicated institution reports Trade and/or fiscal administration reports	3years	Per MS and REC	National budgets	
Where appropriate, working with the OECD/G20 Inclusive Framework on BEPS to curb trade mispricing.	Enhanced ability to combat BEPS through trade mispricing	Greater international cooperation to identify trade mispricing	Value of increased tax receipts	National Treasuries. AfDB	2years	Per MS and REC	National budgets (National Treasuries)	BEPS AU IFFs initiative.

National Table 8 (Pillar 1, Strategic Issue 5 – Commodity producer power)

NT8								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 5 – Commodity producer power:								
Objectives: a) Identify which African commodities could have potential producer power to stabilise prices and build the commodity value chains. b) Configure cooperative marketing systems to realise producer power, where viable. c) Establish joint marketing systems for the selected commodities to mitigate price volatility and develop their commodity value chains.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTI-MATED COST IN US\$	FUNDING MECHANISMS	CORRE-SPONDING/ ONGOING INITIATIVES
Facilitate an analysis of African commodities that may have potential producer power through a large share of global production and/or resources, relative demand inelasticity and relative supply inelasticity.	Analysis of African commodities that may have potential producer power completed	Identification of African commodities with potential producer power	African potential producer power commodities list available for interrogation	All member states (contact points), RECs, international dbases	1year	Per MS and REC	National budgets NGOs Partners	AMV +10
Support the configuration of viable joint marketing systems for the selected commodities to realise producer power, including the financing of stockpiles (balance supply/demand) & the equitable distribution of the value chain investments (back- & forward linkages).	Viable joint marketing systems for the selected commodities configured	Joint marketing systems to realise producer power catering for balanced supply-demand and the equitable distribution benefits	African joint commodity marketing systems to realise producer power available for interrogation	All member states (contact points), RECs, continental entities (AU, ECA, AfDB, et al), international producer associations (e.g. OPEC)	2years	Per MS and REC	Commodity producers. National budgets. NGOs. Partners/ODA	
Create producer commodity marketing bodies, possibly together with non-African producers, to stabilise prices and leverage value chain investments.	African producer power commodity marketing bodies created	Increased price, BoP stability and value chain investments realised.	Development of the selected value chains, improved and stable prices	All member states (contact points), RECs, partners, producer associations	3years	Per MS and REC	Commodity producers. National budgets. NGOs. Partners/ODA	
Develop oversight systems to ensure the proper management of the commodity marketing bodies, based on best practices at the global level.	African producer bodies oversight systems in place.	Positive oversight reports. Clean annual audits of the producers bodies	Good management of the marketing bodies, based on global best practices	Member states (contact points), RECs, partners, African professional auditing associations	3years	Per MS and REC	Commodity producers. National budgets. NGOs. Partners/ODA.	

National Level: Pillar 2

National Table 9 (Pillar 2, Strategic issue 1: Management and sustainable use of natural resources)

NT9								
Pillar 2: Linkages and Diversification								
Strategic Issue 1: Management and sustainable use of natural resources								
Total Cost in US\$:								
Objective 1: Ensure sustained and inclusive growth through management and sustainable use of natural resources								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
Develop and harmonise commodity sector policies and regulations governing the management and sustainable use of natural resources, which should be aligned with continental and global frameworks and instruments/tools with strong local and regional content and inclusivity dimensions.	<ul style="list-style-type: none"> - Commodity value added increased. - Inclusive growth and sustainable management of natural resources - local employment and entrepreneurship Increased - Value added of manufacturing goods improved -Economic growth and development, as well as diversification in the commodity sector are improved. 	<ul style="list-style-type: none"> - Commodity sector policies & regulations in place. - Local & regional content, beneficiation, and value addition legislation. - National policies which foster investment into manufacturing, production and technological capabilities of member states - Emergence of local/regional value chains and linkages. 	<ul style="list-style-type: none"> - Percentage of value added products traded (e.g. an increase of 5% from the baseline) - The level of equitable benefits sharing from the natural resources -Extent of jobs created from the use of natural resources -Percentage increase of value added manufacturing 	Annual reports, progress report, and economic survey reports etc.	5 years	Per country	National core budget and development partners	DFIs and Commercial banks RECs
Empower regulatory agencies at different levels with appropriate funding, tools and systems to effectively implement sector-specific policies and regulations, through capacity building, training; skills development and technology transfer.	<ul style="list-style-type: none"> - Efficient and effective use of natural resources - Revenue collection from the natural resources sector - Improved value addition in the commodity sector. 	<ul style="list-style-type: none"> - Capable regulatory agencies. - Regulatory reforms in order to support the work of the regulatory agencies. 	<ul style="list-style-type: none"> - The fiscal revenue from the commodity sector increased by 20% -Transparency index gains. 	National annual reports, progress reports and economic surveys	5 years	Per country	National core budget and development partners	DFIs and Commercial banks RECs

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
Build capacity of relevant stakeholders at all levels through the establishment of new or strengthened linkages with existing regional and national centres of excellence.	- Efficient and effective use of natural resources. - Inclusive involvement of stakeholders in natural resource management and utilisation.	- Linkages with existing national and regional centres of excellence, (information sharing). - Training, workshops, and seminars to build capacity of relevant stakeholders	- Percentage of fiscal revenue from the commodity sector - Transparency index	National: annual reports, progress reports and economic surveys	5 years	Per country	National core budget and Development partners	DFIs and Commercial banks
Develop platforms for disseminating and sharing market information, policies and best practices on management and sustainable use of all natural resource to all stakeholders.	-Ease of market access -Increased business collaborations/ synergies	-Platforms where government meets with stakeholders -Private sector associations and Chambers of commerce, industry & mines.	- Level of increase in trade volume.	National: annual reports, progress reports and economic surveys	5 years	Per country	National core budget and Development partners	DFIs and Commercial banks
Promote the use of digital commodity management applications	-Ease of market access -Increased business collaborations/ synergies	Digital commodity management applications	-Level of increase in trade volume - Time to make a trade. - LPI (logistics performance index: WB)	National: annual reports, progress reports and economic surveys LPI	5 years	Per country	National core budget and Development partners	DFIs and Commercial banks

National Table 10 (Pillar 2, Strategic Issue 2: Value Chain development)

NT10								
Pillar 2: Linkages and Diversification								
Strategic Issue 2: Value Chain development								
Total Cost in US\$:								
Objective 1: Promote competitive, inclusive and responsible national and regional value chains to maximise the linkage opportunities and for greater integration into local, regional and continental markets, as well as global markets.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop regional commodity strategies at the Regional Economic Community (REC) level for both agricultural commodity value chains and mineral commodity value chains.	Increased value addition and linkages realisation along each regional commodity value-chain. Greater scale economies realised.	<ul style="list-style-type: none"> - Key regional commodity value chains mapped for each REC. - Development strategies in place for all REC key commodity chains. 	<ul style="list-style-type: none"> - Number of value chains mapped with strategies. - Value & volume of production. - Value of value addition. - Value of local-regional content. - Value of import displacement. 	National accounts. UNCTAD, ITC Trademap. National statistics. REC statistics	2years	Per country & REC	National budgets. Partners. Commodity producer associations (e.g. Chambers of mines)	AU AMDC AMV regionalisation (RMVs) REC FTAs. AfCFTA Afrexim Bank
Develop national and regional commodity value chain regulatory frameworks, which recognise regional and local content, aligned with existing continental initiatives (CAADP, AIDA, AMV, etc.), which leverage the opportunities created by the AfCFTA based on the comparative advantages of countries and regions.	<ul style="list-style-type: none"> - Competitive and inclusive national and regional value chains. - Commodity value chain development regulatory frameworks in place & operational. - Increased local/regional content along value chains. - Greater intra-African trade and investment. 	<ul style="list-style-type: none"> - Policies and strategies on commodity value chains established, which are aligned to regional and continental initiatives (CAADP, AIDA, AMV/RMV, etc.). 	<ul style="list-style-type: none"> - Level of increase in trade volume in value added commodity products -Level of diversification. -Level (value) of linkages in value chains (local content and beneficiation) 	National: annual reports, progress reports and economic surveys. National statistics. REC statistics	5 years	Per country & REC	National core budget and Development partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Prioritise the development of key commodity value chains (to provide the feedstocks for African growth, development and intra-African trade), over feedstocks destined for extra-African markets.	- Enhanced market connectivity - Increased FDI and DDI. - Increased industrialisation and technological advancement.	- Policies and legislation on integrated Special Economic Zones (SEZs) in place. - Integrated SEZs established & operational.	- Value of new investments. - Number of new jobs created. - Value of increased in trade volume in value added products	- National: annual reports, progress reports and economic surveys. National statistics. REC statistics UNCTAD, ITC Trademap	5 years	Per country & REC	National core budget and Development partners	DFIs and Commercial banks
Creating, encouraging and strengthening of frameworks that will facilitate the development of cross-border value chain projects in the manufacturing and industrial sector (including the 4 th IR technology)	-Competitive and inclusive national and regional value chains developed. -Investments in cross-border industrial value chain enhanced. - Cross-border logistics costs lowered.	- Cross-border industrial development cooperation instruments (e.g. MOUs, agreements etc.) on value chain development projects. - List of priority cross-border value chain industrial projects	- Number of cross-border industrial projects. - Value of new investments (FDI & DDI). - LPI value.	- National: annual reports, and progress reports. Multilateral indices	5 years	Per country & REC	National core budget and Development partners	DFIs and Commercial banks
Create, encourage and strengthen frameworks and projects to promote cross-border commodity value chains, through incentives and the removal of tariff barriers and NTBs.	- Ease of market access. - Increased business collaboration & synergies (B2B, private sector associations and chamber of commerce). - Increased intra-REC and intra-African trade within commodity value chains.	- Platforms & institutions for engagement between government, private sector and academia - Incentives configured and available.	-Value of increase in trade volume. - LPI ratings. - Value of incentives disbursed.	National: annual reports, progress reports and economic surveys	5 years	Per country & REC	National core budget and Development partners	DFIs and Commercial banks AfCFTA REC FTAs
Facilitate the development of local manufacturing, by providing targeted incentive packages (fiscal, regulations, business development services, etc.) to support commodity value chain development.	- Ease of market access - Increased business collaboration/synergies (ecommerce)	- Policies and regulations for the digital management of commodities. -Training and capacity building on digital technological management of commodities.	- Level of digitisation. - Value of incentives disbursed. - Value of extra-African import displacement. - Value of benefited commodity exports.	National: annual reports, progress reports and economic surveys. UNCTAD, ITC Trademap Multi-lateral dbases.	5 years	Per country & REC	National core budget and Development partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
		- Enabling infrastructure for the digital management						
Create platforms for engagement between government, private sector (commodity producers, inputs suppliers and processors), state entities and other stakeholders in implementing a common vision, policy and strategy. Secure resources to support commodity linkages development.	- Increased collaboration between state and private sector on commodity value chain development (PPPs). - Increased resources for commodity linkages development.	- Common commodity value chain development visions, policies and strategies in place. - Platforms/forums established.	- Number of PPP engagements. - Value of PPP projects. - Number of adopted visions/ strategies/policies - Value of resources for commodity linkages development.	National: annual reports, progress reports and economic surveys.	2 years	Per country & REC	National core budget. Private sector. Development partners	REC and Continental visions, strategies & policies (e.g. AMV/RMV, Malabo, CAADP)

National Table 11 (Pillar 2, Strategic Issue 3: Resilient infrastructure development)

NT11								
Pillar 2: Linkages and Diversification								
Strategic Issue 3: Resilient Infrastructure development								
Total Cost in US\$:								
Objective 1: Optimise the performance of the commodity value chains through the development of sustainable and integrated requisite infrastructure and improve access to infrastructure.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Plan, design and implement resilient infrastructure development projects at national, regional and continental levels to facilitate trade, value addition and supplier industries, along the commodity value chains, through innovative financing mechanisms, such as public-private partnerships (PPP) and venture capital funds (VCFs).	<ul style="list-style-type: none"> - Ease of doing business facilitated - Commodities value chain infrastructure improved. - Performance of the commodity sector improved/ optimised. - Value addition and local-regional content enhanced. - Intra-African trade along the commodities value chains increased. 	<ul style="list-style-type: none"> - PFSs & Feasibility studies identifying commodity nodes completed. - Integrated sustainable infrastructure-industry master plans developed. - Resilient infrastructure developed - Resource mobilisation plan completed. - PPP & VCF financing utilised. - Lower logistics costs. - Enhanced Ease of Doing Business. - Greater intra-African trade. 	<ul style="list-style-type: none"> - % reduction in transaction costs. - LPI increased by 20%. - Ease of Doing Business lowered by 20%. - Intra-African trade in commodity value chain products increased by 50%. - % realisation of PIDA PICI projects 	National: annual reports, progress reports and economic surveys. REC stats. AfDB & ECA stats. - Doing business indicator reports (Ease of Doing Business Index). LPI dbase. UNCTAD, ITC Trademap dbase. PICI updates	5 years	Per country	National core budget and Development partners	BIAT Action Plan and the AfCFTA Agreement PIDA
Prioritise the development of national components of cross-border infrastructure projects, including existing regional initiatives.	<ul style="list-style-type: none"> - Ease of doing cross-border business facilitated - Performance of the commodity sector improved/ optimised. 	<ul style="list-style-type: none"> - Priority cross-border infrastructure projects list developed. - Feasibility studies on cross-border infrastructure projects (for Commodity nodes) done. - Integrated Cross-border infrastructure-industry sustainable master plans completed. - Resilient cross-border infrastructure projects developed. - Resource mobilisation plans in place. 	<ul style="list-style-type: none"> - Investment in cross-border infrastructure for commodity value chains trade up by 20%. - Cross-border infrastructure costs decreased by 20%. - Cross-border trade up by 20%. 	National: annual reports, progress reports and economic surveys. Doing business indicator reports. LPI Index dbase. UNCTAD, ITC-Trademap dbase. AfDB & ECA stats.	5 years	Per country	National core budget and Development partners	CFTA & BIAT PIDA

Encourage cooperation among AU MSs and RECs in attracting investment into sustainable infrastructure to facilitate greater commodity beneficiation, local content and regional value chain development, in line with the objectives of the AfCFTA.	- Investment (both domestic and FDI) into requisite resilient infrastructure increased. - Greater commodity beneficiation, local content and regional value chain development.	- Industrial and investment policies and cooperation frameworks in place and approved. - National Investment Promotion Agencies (IPA) established/strengthened.	- Investment in commodities infrastructure, between African countries increased by 20%.	National: annual reports, progress reports and economic surveys. REC stats.	5 years	Per country & REC	National budgets RECs and Development Partners	DFIs and Commercial banks PIDA
Encourage, where applicable, transparent and accountable investment protocols in relation to infrastructure projects development with commodity seeking firms or countries, which support value chain development in line with the AU AfCFTA Decisions.	- Commodities diversification (value addition & local content) promoted. - Reduced illicit financial flows in infrastructure investments. - Infrastructure investment facilitated by commodity buyers increased.	- Packaging of incentives to encourage investors for beneficiation and local content in commodity value chains. - Valuation of economic resources and allocation of predetermined value for financing of infrastructure projects	- Levels of diversification increased for beneficiation & local content. - Amount of illicit flows in infrastructure reduced.	National: annual reports, progress reports and economic surveys. Regional reports and surveys.	5 years	Per region	National budgets RECs and Development Partners	The Africa Mining Vision
Grant countries or firms access to commodities to leverage favourable financing of infrastructure, mindful of the need for proper resource valuation.	- Simplified and business friendly regulatory frameworks. - Infrastructure investments increased.	- Capacity building of institutions which provide integrated soft infrastructure. - "Infrastructure4commodities" Model Offset Agreement developed and available.	- Better ease of doing business index. - Greater infrastructure investment. - Number of offset agreements.	National: annual reports, progress reports and economic surveys. Ease of Doing Business Index.	5 years	Per country	National core budget and Development partners	The Africa Mining Vision
Leverage resource rents, particularly from mineral commodity extraction, to establish infrastructure configured for use by other sectors (Third Party Access).	- Improved economies of scale at national and regional level. - Introduction of resource rent tax instruments (RRT). - Enhanced infrastructure.	- Inclusion in national development plans of regional plans, initiatives, strategies etc. - RRT instruments adopted. - Increased RRT revenues invested in infrastructure.	- % of 3 rd party utilisation of resource infrastructure. - Resources infrastructure projects value.	National: annual reports, progress reports and economic surveys.	5 years	Per country	National core budget and Development partners	The Africa Mining Vision
Build and strengthen institutions which provide integrated soft infrastructure in order to simplify regulatory frameworks and make them more user-friendly.	- Increased use of integrated soft infrastructure. - Simpler & user-friendly regulatory frameworks. - Stronger integrated soft infrastructure entities.	- Ease of infrastructure provision enhanced. - Regulatory frameworks simplified.	- Investment in resilient infrastructure increased by 20%. - Time to navigate regulatory systems decreased by 20%	National: annual reports, progress reports and economic surveys. Ease of Doing Business Index.	3 years	Per country	National core budget and Development partners	PIDA Projects
Strengthen linkages with regional integration initiatives to create economies of scale for new regional infrastructure investments.	- Regional infrastructure scale economies projects increased. - Increased investment in infrastructure.	- Regional scale economies infrastructure projects realised.	- Number and value of regional infrastructure projects increased by >20%.	National: annual reports, progress reports and economic surveys. REC stats.	5 years	Per country & REC	National core budget and Development partners DFIs	

NT12
Pillar 2: Linkages and Diversification
Total Cost in US\$
Strategic Issue 4 – Quality Infrastructure systems development
Objectives: Promote sustainable production, trade and consumption of value-added products through the development and harmonisation of QIS.

National Table 12 (Pillar 2, Strategic Issue 4: Quality Infrastructure systems development)

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
At the continental level, harmonise quality policy for a coherent regulatory framework with regard to technical barriers to trade by means of TBT/SPS annexes to the AfCFTA protocol.	- Continental harmonised policy framework in place. - Improved quality of products and ease of trade at national and regional levels	- National quality policy on Technical Barriers to Trade developed, in line with continental framework - Strengthening the QIS systems of the respective of Bureaus of Standards.	- Enhanced level of quality of products. - Greater ease of trade.	National: annual reports, progress reports and economic surveys. REC stats. AU ARSO data.	5 years	Per country	National core budget and Development partners	PAQI initiatives ARSO initiatives
Promote the establishment of national, regional and continental QIS based on international best practices.	- Sustainable production, trade, and consumption of value added products increased	- National QIS developed. - Increased in trade of value added products	- Increased in trade and consumption of value added products of 20%.	National: annual reports, progress reports and economic surveys. ITC Trademap	5 years	Per country	National core budget and Development partners	PAQI BIAT
Establish and strengthen quality infrastructure institutions and pan-African platforms such as Pan African Quality Infrastructure (PAQI), in order to improve the competitiveness of the commodity sector.	Sustainable production, trade and consumption of value added products improved	- Quality infrastructure institutions (National Bureaus of Standards) established and/or strengthened.	- 20% increase in trade in value added commodities	National: annual reports, progress reports and economic surveys. ARSO data PAQI data	5 years	Per country	National core budget and Development partners	ARSO PAQI
Promote the establishment of mutual recognition arrangements (MRAs) across the regional economic communities (RECs).	Improved mutual recognition arrangements among RECs	Mutual recognition arrangements among RECs established. MS laws/regulations for regional mutual recognition in place.	Number of mutual recognition arrangements.	MSs RECs (regional level)	5 years	Per REC	REC budgets Development Partners	PAQI

Build the capacity of commodity producers, beneficiators and inputs suppliers on quality standards.	- Improved market access for producers, beneficiators and inputs suppliers.	- Training, workshops and seminars on quality standards for value chain players. - Enhanced value chain skills.	- Increased trade in volume & value along the value chains.	National: annual reports, progress reports and economic surveys	5 years	Per country	National core budget and Development partners	PAQI
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National Level: Pillar 3

National Table 13 (Pillar 3, Strategic Issue 1: Governance - political and institutional governance)

NT13								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 1 on Governance: political and institutional governance								
Objectives: Promote adherence to effective political governance frameworks								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote meritocratic leadership in the public sector for good governance of the commodity value chains	Meritocratic leadership in the public sector established.	Meritocratic policies in the public sector	Improved public service delivery. Optimised commodity value chains	National policy documents/progress reports.	5 years	Per country	National core budget and partners	Public-private sector partnerships
Establish and maintain independent, legal and political institutions to ensure the Rule of Law	Independent, legal and political institutions established.	Independent, legal and political institutions. Institutionalisation of Independent, legal and public entities.	Number of well-governed national entities	National policy documents/progress reports. Auditor General Reports	5-10 years	Per country	National core budget	Independent institutions APRM
Strengthen the capacity of public institutions to enforce laws and policies for the management of commodity resources; enforce the law through credible and independent institutions to monitor the activities	Enhanced public sector delivery. Capacity of public institutions strengthened	Empowered public institutions	Level/quality of service from public institutions improved. APRM Ibrahim index of African Governance (IIAG) Afro-Barometer Resource Governance Index (NRGI).	Number of public officials and independent institutions capacitated. APRM Ibrahim index of African Governance (IIAG) Afro-Barometer Resource Governance Index (NRGI).	5-10 years	Per country	National budget, private institutions, international partners	Public-private sector partnerships APRM IIAG

			World Governance Index (WGI)	World Governance Index (WGI)				
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National Table 14 (Pillar 3, Strategic Issue 2 on Governance - Corporate governance)

NT14								
Pillar 3: Governance and Enabling Environment								
Strategic Issue 2 on Governance: Corporate governance								
Objectives: Design and implement corporate governance frameworks based on best practices								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ONGOING INITIATIVES
Put in place corporate accountability and transparency laws and regulations to ensure good corporate citizenship	Corporate laws and regulations formulated.	Policies on corporate governance in place.	Corporate citizenship Improved. Clean audit reports. Resource Governance Index (NRGI). King IV ratings	Level of corporate accountability and transparency. Resource Governance Index (NRGI). EITI Reports.	5 years	Per country	National budget	EITI
Promote and enforce appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights)	Appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights) promoted and enforced.	Improved corporate governance and social responsibility	Laws and regulations in place. Progress reports on company activities.	Number of National laws & regulations in place. CSR indices. Audit reports. WCGI.	5 years	Per country	National budget	AU AMV
Promote codes for good business ethics.	Codes of good business ethics promoted	Codes of business ethics	Improved social responsibility	CSR indices. World Corporate Governance Index (WCGI) as appropriate	5 years	Per country	National and private sector budgets	

National Table 15 (Pillar 3, Strategic Issue 3: Governance - Social governance and inclusivity)

NT15								
Pillar 3: Governance and Enabling Environment								
Total Cost US\$								
Strategic Issue 3 on Governance: Social governance and inclusivity								
Objectives: Enhance social and inclusive participation of all stakeholders in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish mechanisms for inclusive participation by all stakeholders in the commodity sector	Mechanisms for inclusive participation by stakeholders established.	Stakeholder engagement forums. CSR audits	Improved participation of various stakeholders	Frequency of stakeholder engagements. CSR indices	5 years	Per country	National and private sector budget	SDGs
Promote equitable access to and ownership of factors of production, as well as to social and economic infrastructure services.	Equitable access and ownership of factors of production promoted.	Equitable access and ownership of factors of production.	Access and ownership of factors of production.	National reports and documents Extent of access and quantum of ownership.	5- 10 years	Per country	National and private sector budget	SDGs
Develop advocacy programs addressing social issues in the commodity sector	Advocacy programs on social issues developed.	Advocacy on social issues operational.	Programmes on social issues. Ranking on CSR indices.	Extent of engagements on social issues. CSR Indices.	5 years	Per country	National and private sector budget	APRM
Develop, legislate and promote equity practices, taking into account the interests and needs of vulnerable groups	Enhanced equity.	Legislation on equity practices for, women, youth and other vulnerable groups developed and in place.	Legislation and promotional activities.	Extent of access to legislation on equity practices. CSR Indices. NRGI.	5 years	Per country	National budget	APRM

National Table 16 (Pillar 3, Strategic Issue 4: Governance - Economic governance)

NT16								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 4 on Governance: Economic governance								
Objectives: Promote and implement economic governance frameworks that support sustainable development								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish and implement sound and transparent public finance management systems	Sound and transparent public finance management systems established	Implementation of sound and transparent public finance management systems	Public finance management systems. Clean audit reports. Ranking on independent public finance management rating organisations	Number of systems in place. NRGI data EITI data Transparency International data. AfDB data.	5-10 years	Per country	National and private sector budget	APRM
Negotiate and implement fair and equitable FDI, agreements, contracts, leases and concessions in the commodity sector.	Increased benefits to Africa from fair and equitable investment agreements	Fair FDI agreements and contracts in the commodity sector negotiated and implemented.	Number of of fair investment Agreements and Contracts	National policies on investment. NRGI. WCGI. AU AMDC.	5-10 years	Per country	National and private sector AfDB – ALSF (African Legal Support Facility) Connex Partners	Pan African Investment Code (PAIC)
Reviewing existing taxation systems and regimes in order to promote economic governance in the commodity sector.	Existing taxation systems and regimes reviewed.	Modern taxation systems and regimes. Greater share of resource rents collected.	Functional taxation systems and regimes. RRT instruments established. Tax receipts from commodities sector.	Extent of tax regime modernisation. “Paying Taxes” annual reports. Tax Offices	5-10 years	Per country	National budgets	Independent institutions & developmental partners. APRM
Implement factor market integration policies in line with	Factor market integration policies on AU's BIAT cluster implemented.	Domestication of Factor Market Integration cluster of BIAT.	Increased volumes of trade in goods and services	ITC Trademap National trade data	5-10 years	Per country	National budgets and private sector.	AU BIAT Action Plan and AfCFTA

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
AU's Boosting Intra-African Trade (BIAT) cluster.			Implementation of national policies on Factor Market Integration cluster of BIAT.					
Develop and promote continental/regional local content policies ¹	Continental/regional and local-regional content policies developed. Imports displacement.	Local-regional content policies. Increased visibility of locally produced goods.	Improved BoP for the commodity sector. Number of MSs with local & regional content regulations in place. Quantities of locally produced goods.	National statistics. MS local-regional content compliance offices. UNCTAD, ITC-Trademap data.	5-10 years	Per country and REC.	National and private sector budget. RECs data	AIDA and AMV
Formulate, implement and enforce laws to counter money laundering and illicit financial flows	Enhanced revenue collection	Unified laws to counter money laundering and illicit financial flows formulated and applied. Implementation of policies on money laundering and illicit financial flows	Value of increased tax revenues. Value of BoP impact	National Taxation Office/Authority. National Bank data	5-10 years	Per country	National budget	IFF Initiatives
Implement transparent and accountable economic policies that promote access to national, regional and continental markets of commodities.	Access to national, regional and continental commodity markets	Transparent and accountable economic policies implemented.	Value of increased market access for commodities	National International and African CEs data. ITC-Trademap data	5-10 years	Per country	National budget	AfCFTA

¹ Develop guidelines for local content in Africa

National Table 17 (Pillar 3, Strategic Issue 5: Governance - Environmental governance)

NT17								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 5 on Governance: Environmental governance								
Objectives: Develop, strengthen and adhere to sustainable environmental governance								
STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop and implement policies, legislation, procedures and practices that encourage conservation and sustainability in the commodity sector in accordance with international standards	Enhanced conservation and sustainability in the commodity sector	Procedures and practices that encourage conservation and sustainability in the commodity sector operational.	Number of policies and procedures introduced Ranking on independent environmental & sustainability indices	National reports & data Environmental Sustainability Index (ESI). Environmental Performance Index (EPI)	5-10 years	Per country	National budget	UN SDGs ISO 14000
Develop strategies for mitigation, adaptation and resilience to climate change of the commodity sector	Enhanced mitigation, adaptation and resilience to climate change of the commodity sector	Strategies for mitigation, adaptation and resilience to climate change developed	Number of laws & regulations Ranking on independent climate change & sustainability indices GHG emissions from the commodities sector	National policies & documents Environmental Sustainability Index (ESI). Environmental Performance Index (EPI) Other international indices	5-10 years	Per country	National budget	UN SDGs
Establish systems for environmental protection	Enhanced environmental protection.	Environmental protection systems in place.	Improved environmental protection metrics	National compliance authorities Ranking on environmental indices.	5 years	Per country	National budget	AU initiatives SDGs Ramsar International initiatives
Create governance frameworks that respect the human population as well as the natural ecosystem.	Enhanced respect for the human population and the natural ecosystem	Frameworks that respect human population and the natural ecosystem in place	Human development indices Environmental sustainability indices.	MS compliance authorities Environmental Performance Index (EPI). UNDP HDI	5 years	Per country	National budget	AU initiatives UN SDGs Independent institutions

			Number of frameworks in place.					
Establish policies and laws that mitigate pollution, promote land restoration and conserve wet lands	Improved pollution mitigate, land restoration and conservation of wetlands.	Policies on pollution, land restoration and conservation of wetlands	Decreased pollution indices. Area of land restored & wetlands conserved.	National stats. Independent monitoring agencies. Ramsar	5 – 10 years	Per country	National budget	RAMSAR ICUN WWF UNDP

National Table 18 (Pillar 3, Strategic Issue 6: Enabling Environment - Policy and legal/regulatory environment)

NT18								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 6 on Enabling Environment: Policy and legal/regulatory environment								
Objectives: Ensure the development, implementation and enforcement of sound policy and legal/regulatory frameworks								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Mainstream the AU Commodity Strategy in national development plans	Increased beneficial impact of African commodity value chains	AU Commodity Strategy in national development plans mainstreamed	AU Commodity Strategy localised	National focal points MS reports	5-10 years	Per country	National budget	AMV domestication.
Strengthen the capacity of legal and policy institutions. (Courts, etc.)		Capacity of legal and policy institutions strengthened Capacity building programmes for legal institutions configured and operational.	Number of capacity building activities/initiatives	MS reports & data	5-10 years	Per country	National budget and development partners	IDLO programmes. Independent institutions
Prioritise the use of African judicial systems to adjudicate whenever disputes or human rights violations occur.	Improved and fairer adjudication. Enhanced African legal integrity	African judicial systems prioritised to adjudicate whenever disputes or human rights violations occur	Frequency of use of African judicial systems. Number judicial systems implemented.	National reports/data. African judicial systems data.	5-10 years	Per country	National budget	APRM

National Table 19 (Pillar 3, Strategic Issue 7: Enabling Environment - Human rights)

NT19								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 7 on Enabling Environment: Human rights								
Objectives: Promote, defend, respect, uphold and enforce human rights in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Protect, defend, respect and remedy the rights of women, children, local communities and other vulnerable groups	Rights of women, children, local communities and other vulnerable groups protected.	Laws and regulations that protect the rights of women, children, local communities and other vulnerable groups in place.	Number of legal documents /policies Frequency of violations	National stats/data. African Commission on Human and Peoples' Rights ISHR. Human Rights Watch (HRW). Global Voices. Media reports.	5-10 years	Per country	National budget and development partners	AU Banjul Charter. AU Maputo Protocol. AU ACRWC. Independent institutions
Recognise and respect the understanding of cultural and religious nuances in the exploitation of commodities.	Increased recognition of cultural and religious nuances.	Policies, laws and regulations on cultural and religious nuances in the exploitation of commodities	National policies and public pronouncements. Number of infringements.	National data. African Commission on Human and Peoples' Rights ISHR. Human Rights Watch (HRW). NRG	5 -10 years	Per country	National budget and development partners	AU Banjul Charter. Independent institutions
Enact laws and regulations that promote the disclosure of human rights abuse and establish remedial procedures	Decrease in human rights abuses	Laws and regulations that promote human rights abuse disclosure and remedial procedures in place	Laws & regulations in place. Number of human rights abuses reported.	National data. African Commission on Human and Peoples' Rights. ISHR. Human Rights Watch (HRW). Media.	5-10 years	Per country	National budget and development partners	AU African Charter on Human and Peoples' Rights. Independent institutions

National Table 20 (Pillar 3, Strategic Issue 8: Enabling Environment - Land tenure and distribution)

NT20								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 8 on Enabling Environment: Land tenure and distribution								
Objectives: Create and implement appropriate mechanisms with regard to land tenure for sustainable exploitation of commodities								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop effective beneficial land access, ownership laws and rights	Enhanced beneficial land access, ownership laws and rights	Land ownership laws and rights in place.	Laws operational. Number of people benefitting.	National stats & data.	5-10 years	Per country	National budget	N/A
Modernise and digitalise cadastral systems.	Efficacy of cadastral systems improved.	Modern digitised cadastral systems operational.	Usage of the cadastral system. Speed of usage.	National stats & data.	10 years	Per country	National budget	AMV
Develop and strengthen regulatory frameworks for purposes of land restitution to address past injustices and land dispossession.	Enhanced land restitution to address past injustices and land dispossession.	Land laws and policies in place	Number of people benefiting from restitution. Area of land restituted.	National stats & data. Government reports	10 years	Per country	National budget	N/A
Develop policies and effective systems for land evaluation in cases of development-driven expropriation for public interest, to ensure appropriate computation of compensation where necessary	Improved computation of fair compensation for land expropriation.	Policies and effective systems for land evaluation developed. Land laws and policies in place.	Compensation value per Ha.	National stats & data. Legal judgements and awards.	10 years	Per country	National budget	N/A

National Level: Pillar 4

National Table 21 (Pillar 4, Strategic Issue 1: Skilled labour)

NT21								
Pillar 4: Skills Development and R&D								
Total Cost in US \$								
Strategic Issue 1: Skilled labour								
Objectives: Develop human capital in order to improve the performance of the commodities sector by enhancing technical capacities, skills portability, and ensuring inclusiveness								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Undertake training needs assessments, develop and promote harmonised training programmes at national level (vocational and higher level education), as well as put in place certification frameworks.	Skills, capacities and certification enhanced and developed to respond to industrialisation needs.	Training needs assessment undertaken. Harmonised training programmes and curricula developed and promoted. Certification frameworks in place.	Number of countries with: - Training needs assessment, - Harmonised curricula and - Certification frameworks	National policy progress reports National stats & data. UNDP HDI	5 years	As per country	Member states Partners Private Sector	STISA
Design affirmative actions to ensure the inclusiveness of vulnerable persons (including youth, women, and physically challenged persons) in the commodity sector	Enhanced participation of vulnerable persons, including youth, women, and physically challenged persons, in the commodity sector	Polices and incentives for enhanced inclusiveness, in place.	Percentage of vulnerable persons profitably engaged in the commodity sector.	National Statistics. NGOs	5 years	As per country	National budgets Partners	RECs Financial Institutions
Encouraging the creation of specialised tertiary education programmes, in particular Science, Technology, Engineering and Mathematics (STEM)	Enhanced STEM skills	Specialised tertiary STEM education programmes operational.	Number of STEM trainees/students Number of STEM graduates.	National Statistics.	5 years	As per country	National budgets Private sector Partners	STISA
Develop regional partnerships (government, private sector) for training and innovation in support of research	Enhanced training and innovation in support of research	Private sector participation in training and research	Value of: - State investment - Private sector investment.	National Statistics National Research Councils. Tertiary education entities.	5 years	As per country	Member states Private Sector	STISA

Incentivise private companies to invest in training, research and innovation	Increased investment in training and RDI (Research, Development & Innovation)	Incentives developed and used.	Value of incentives. Number of people trained.	Government reports. National Statistics				
Promote linkages between research institutions, academia and the private sector to facilitate technology transfer with a view of improving value addition to commodities and commercialisation (mass production of innovation)	Value addition through linkages improved	Linkage based coordination mechanisms established	Number of coordinating mechanisms agreed.	National progress reports	5years	As per country	National Budget Partners	Inter-ministerial working groups
Establish policies that facilitate development of the local manufacturing sectors.	Growth of local manufacturing.	Effective implementation of local manufacturing based industrial policies.	Number of locally manufactured products Value of local manufacturing	National stats. National production index reports	5 years	As per country	National budget	
Establish specialised technical centres for commodity development in member states	Improved skills in commodity development	Commodity based specialised technical centres established	Number of technical centres operational. Number of people skilled.	National stats. National reports	5 years	As per country	National budgets	
Establishing R&D funds in member states	R&D funding increased.	R&D funds established	Value of R&D funding. Number of world class locally produced products	National stats. National economic reports	5 years	As per country	National budgets	Import and export taxes

National Table 22 (Pillar 4, Strategic Issue 2: Entrepreneurship)

NT22								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 2: Entrepreneurship								
Objectives: Enhance the capacity of institutions to nurture entrepreneurial culture for development and growth of commodities sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Build capacity of institutions to train/nurture entrepreneurship	Increased number of locally made products.	Fully functional institutes offering entrepreneurial training	Number of institutes. Number of graduates.	National statistics. Government reports. Business Registries	5 years	As per country	Levies.	AU SME STRATEGY
Establish innovative business incubators that add value to the commodities sector.	Innovative and competitive products in the market increased	Established incubators	Number of incubators set up. Value of incubator budgets.	National stats. Government reports. Progress reports	5 years	As per country	National budget and levies	AU SME STRATEGY
Develop and harmonise policy and regulatory frameworks that promote entrepreneurship	Growth in local businesses and turnover.	Efficient and conducive environment for local business growth (ease of doing business) established.	Increase in number new business developed. Increase in value-added.	National stats. Government reports Registrar generals report	5 years	As per country	Business license fees	AU SME STRATEGY
Develop and harmonise schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises (MSME)	Increased economic contribution from MSMEs. Increased formal labour.	Schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises in place and operational.	Number of workers formalised. Number of MSMEs formalised.	National stats. Government reports Registrar of companies	5 years	As per country	National budget and levies	AU SME STRATEGY

National Table 23 (Pillar 4, Strategic Issue 3: Technology and Innovation)

NT23								
Pillar 4: Skills Development and R&D								
Total Cost in US \$								
Strategic Issue 3: Technology and Innovation								
Objective 1: Enhance access to cleaner, modern and affordable technologies and encourage adaptation, adoption and reverse engineering								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Encourage reverse engineering, technology transfer, technology adoption and adaptation to suit the needs of local industries.	New and innovative local products developed	New and innovative technologies	Number of new and innovative products developed	National stats. National Research and Scientific council	5years	As per country	National budget Partners	AU STISA-2024 Technology development institutions
Promote the use of cleaner technologies as well as information and communication technologies (ICT) in the commodities sector	Increased use of ICT and clean technologies in the commodity sector	Efficient use of technology in the commodity sector	Growth in value of investment in ICT and clean technologies	Government reports and data. National research and scientific councils Technology Readiness Index	5years	As per country	National budget Partners	AU STISA-2024 Technology development institutions

National Table 24 (Pillar 4, Strategic Issue 3: Technology and Innovation)

NT24								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 2: Provide Incentives to foster and incubate innovation to accelerate the development of commodities in Africa								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
<i>STRATEGIC ACTIONS</i>	<i>OUTCOME</i>	<i>OUTPUT</i>	<i>OUTCOME INDICATOR</i>	<i>MEANS OF MEASUREMENT</i>	<i>TIME-FRAME</i>	<i>ESTIMATED COST IN US\$</i>	<i>FUNDING MECHANISMS</i>	<i>CORRESPONDING/ ONGOING INITIATIVES</i>
Introduce R&D and innovation culture on commodities in education systems and industries	Entrepreneurial based economy developed	Entrepreneurial based R&D and innovation curricula introduced	Number of countries that have implemented entrepreneurial based curricula %GDP of RDI investment	Ministries of Education Report %GDP of RDI investment	5years	As per country	National budget	AU STISA-2024
Develop mechanisms to link centres of excellence (CoE) to the commodities industries	Enhanced efficiency in the commodities industries	Linkages between centres of excellence and the commodities industries established.	Number of linkages (btw CoEs & industry). Value of centres of excellence commodity sector R&D.	National stats. Annual reports	3 years	As per country	National budget	Technology development institutions

National Table 25 (Pillar 4, Strategic Issue 3: Technology and Innovation)

NT25								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 3: Provide opportunities for training and skills development in the use of modern and innovative digital applications in the commodity sector for the benefit of the African operators								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote the establishment of community-based training institutions and e-learning platforms for SMEs and other relevant operators	Improved productivity and standards at community level	Community based training institutions and e-learning platforms established	Increased market share of local products.	National statistics	5 years	As per country	National Budgets	AU STISA-2024
Promote the establishment of commodity-oriented tech-hubs and start-ups	Increased uptake and scaling up of technologies produced by start-ups.	Recognised start-ups.	Number of and extent of uptake of start-up technologies.	Ministry of Science and Technology.	5 years	As per country	National budget	AU STISA-2024
Invest in national capabilities to harness the Fourth Industrial Revolution technologies and leapfrog development challenges in the commodities value chains	Competitive products produced efficiently	Fourth industrial based technologies available.	Use of new technologies in the production line.	National Industrial Statics	5years	As per country	National Budget	AU STISA-2024 And AU Digital transformation Strategy

At Regional Level

Regional Level: Pillar 1

Regional Table 1 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

RT1								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 1: Develop effective and competitive financial and capital markets								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Creating supporting policies, harmonising regulatory frameworks and undertaking other necessary actions at national, regional and continental levels for effective and competitive financial and capital markets	Competitive financial and capital markets Improved	Policies for effective and competitive financial system and capital markets in place	Level/extent of access to financial markets. 50 % of African countries have ratified the strategy document.	National and regional policy documents/progress reports	5 years	Per RECs	Member state budgets REC and Partners	Independent financial institutions and banks. AfDB initiatives Afrexim Bank
Allowing free movement of capital across the continent (RECs & AU levels)	Liberalisation of financial systems /capital market	African harmonised capital markets framework issued and activated	- Number of countries that align with the African harmonised financial regulations for free movement of capital. - Number of countries with free movement regulations. - Level of intra REC direct investments	National and regional policy documents Regional statistics. Central/ reserve banks	5 years	Per RECs	Member state budgets RECs and Partners, AUC, Banks	Independent financial institutions & banks. African Securities Exchanges Association (ASEA). AfCFTA
Fostering Public-Private Partnerships in building the required financial and capital markets infrastructure.	Enhanced capital availability through improved financial and capital markets infrastructure	PPPs in building capital markets infrastructure realised.	Number of capital markets infrastructure elements built. Value of PPP financed infrastructure.	National/RECs documents Stock Exchange reports. ASEA reports. Banks.	5 years	Per RECs	PPPs	African Securities Association (ASEA) initiatives. Afrexim Bank

Establish and/or strengthen DFIs that focus on commodity value chain development	Value of financing along the commodity value chains increased	DFIs established and/or strengthened	Value of DFI financing along the commodity value chains increased	DFI Annual Reports	5-10 years	Per RECs	National budgets Financial institutions RECs	AfDB AU initiatives on financial institutions
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Regional Table 2 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

RT2								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 2: Minimise risks associated with doing business								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitating ease of doing business and mitigating financial risks	Low Risk and conducive Investment environment created	Access to credit Trade (import/export) guarantee agencies where they do not exist Ease of doing business institutions (e.g. for credits and loans) Rules and regulations that facilitates business doing	WB ease of doing business index Number of outstanding investment disputes Success rate of investment projects Country credit rating	WB ease doing business IMF and rating agencies	3 years		National budget RECs and Partners Private sector AfDB	Country and regional level initiatives to improve investment climate RECs, AU & AfDB initiative

Regional Table 3 (Pillar 1, Strategic Issue 2: Conducive Environment)

RT3								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 2: Conducive Environment								
Objective 1: Create a competitive environment through competition policy and law, building on best practices at national and regional levels								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establishment of national and regional competition policy and legal institutions in line with the AfCFTA framework, together with an African CET to tackle commodity subsidies and dumping.	Fair market power distributed in the commodity sector in line with the AfCFTA framework	Strong policies that promote competition enacted	Laws Level of conformity of the REC policies with the CFTA Value of intra African FDI in commodities	National Development plans and strategy documents	5 years		National budgets RECs and Partners	AfCFTA African CET

Regional Table 4 (Pillar 1, Strategic Issue 3: Structured Commodity Markets - Commodity Exchanges)

RT4								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 3 – Structured Commodity Markets - Commodity Exchanges								
Objectives:								
a) Functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of the main commodity groups.								
b) Adoption of up-to-date technologies and practices for commodity trading and market data identification and availability.								
c) Establishment of viable regional Common External Tariffs (CETs) and the capacity for effective application, in order to combat unfair competition, particularly that caused by commodity production subsidies in developed countries.								
d) Improved earnings for African commodity producers and economies, by bringing longer term planning and future contracting as a way to stabilise and secure orders and promote good market place behaviour.								
e) Increased intra-regional commodity trading by volume and value, increased earnings for producers, and greater price stability to both sellers and buyers.								
f) Promote digital commodity markets removing “open cry” systems, thereby increasing transparency and increasing access to more players.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Investigate the regionalisation of existing functional and reputable African CEs that could serve their wider RECs.	Report outcomes assessed and adopted by the REC	Review report of existing CEs completed	REC CE strategy in place	Member states with existing CEs. RECs and national contact points	12months		Private sector RECs and Development Partners National budget	AfCFTA
Identify suitable locations for establishment of well-functioning regional commodity exchanges in RECs that do not already have a reputable CE or that do not have a CE trading all of the major commodity groups.	Suitable locations for CEs, trading all the RECs major commodities, identified	Identification of locations of CEs in all RECs to trade in all of its major commodities.	REC CE locations identified	Member states lacking in CEs for all their major commodities. RECs and national contact points	12months		RECs and Development Partners	AfCFTA
Establish functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of its main commodity groups (agriculture, minerals/metals and energy carriers).	Market transparency and liquidity, price discovery and increased market linkages, trade finance & market information Defined trading procedures & standards	Regional functional and reputable CEs operational. Lower trading costs: increased returns to producers.	Well-functioning African CEs with better and more stable prices to producers.	RECs, national contact points and existing, expanded or new CEs	3years		CEs (private sector), Member States with CEs, ODA RECs	AfCFTA

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
			Enhanced intra-regional trade and linkages					
Strengthen market research institutions working in the commodities markets and develop linkages to existing CEs (explore possible connections to exchanges such as ECX or SAFEX as a faster method, to demonstrate increased and fairer selling on open markets, whilst reducing costs).	Enhanced research quality. Enhanced commodity markets research institutions with improved linkages to existing CEs	Commodity markets research institutions strengthened with links to existing CEs	Competent and reputable commodity markets research entities in all RECs	RECs, national contact points and existing CEs	5years		Member States with CEs, RECs, ODA	The African Trade Observatory
Organise regional campaigns for mobilising stakeholders and resources and awareness raising of CEs in Africa and of trading practices. Stakeholders: producers, warehouse keepers, traders, brokers and independent clearing house services & inspection providers, etc.).	Enhanced awareness of CEs and of trading practices amongst stakeholders	Regional campaigns undertaken resulting in increased awareness of CEs and of trading practices	Stakeholders mobilised with raised awareness	Stakeholders in each member state, through national contact points and existing CEs	2years		RECs, Member States, ODA	
Provide incentives for the private sector to build or strengthen the hard and soft infrastructure needed for the establishment of commodity exchanges linking sellers and buyers more transparently and faster.	Operational CEs: lower trade costs. Enhanced CEs hard and soft infrastructure linking sellers and buyers	National incentives in place and operational. Infrastructure in place.	Improved CE functionality, scope and participation	National contact points and existing CEs	5years		CEs (private sector), Member States	
Procure appropriate technology and conduct related training for its use where needed.	Lower trade costs. (technology procured with training undertaken)	Appropriate technology operational and skilling completed	Improved CE functionality, scope and participation	National contact points and existing CEs	3years		CEs (private sector)	
Work with the Afrexim Bank to develop financing instruments for intra-African trade in commodities through functioning and trusted African commodity exchanges.	Increased use of CEs: Lower trade costs. Increased intra-African trade in CEs developed	Commodity trading financial instruments developed & available	Increased intra-African CE trade by CEs using enhanced financing instruments	Afrexim Bank, CEs and national contact points.	2years		AUC, Afrexim Bank	

Regional Table 5 (Pillar 1, Strategic Issue 3: Structured Commodities Markets)

RT5								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 3: Structured Commodities Markets								
Objective 2: Strengthen commodity producer associations								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Group and organise producers into associations through awareness campaigns and training incentives.	Enhanced commodity value chains through commodity associations created and/or strengthened	<ul style="list-style-type: none"> - Awareness campaigns undertaken. - Training incentives configured and applied. - Regulations in place. 	Number of commodity associations established. Number of association members trained. Value of incentives.	Government reports. RECs commodity sectors reports. Commodity association reports.	3 years		NGOs RECs and Development Partners Private sector National budgets Other stakeholders	Regional and Continental chambers (e.g. mines)

Regional Table 6 (Pillar 1, Strategic Issue 4: Pricing and price volatility)

RT6								
Pillar 1: Commodity markets and pricing								
Total cost US\$								
Strategic Issue 4: Pricing and price volatility								
Objective 1: Establish mechanisms to anticipate and mitigate the impact of price volatility								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitate the adoption of commodity trading and risk management (CTRM) instruments, such as hedging techniques.	Decreased impact of commodity price volatility	Increased use of risk management instruments	Number of member states using CTRMs Value of volatility decrease (variance)	National accounts. Professional associations. UNCTAD, ITC-Trademap	12months	Per MS and REC	National Treasuries. Financial institutions. CEs, brokers and traders. RECs and Development Partners	Establishment of African CEs.
Where appropriate, introduce RRT (Resource Rent Tax) instruments (minerals and agriculture) to share in resource rents.	RRT instruments and laws in place.	State share of resource rents increased.	Number of member states with RRT instruments. Value of RRT receipts.	National accounts.	3years	Per MS and REC	National Treasuries. RECs and Development Partners	
Create sovereign wealth funds (SWFs), where relevant, to ameliorate commodity prices downturns (stabilisation funds), and ensure their proper management based on best practices at the global level.	SWFs established and receiving RRT flows. Rigorous SWF oversight in place.	SWFs used to dampen price booms and busts. Robust SWF management in place	Number of member states with SWFs in place. Value of SWFs as a % average commodity export earnings. Efficacy of the SWFs.	National accounts	4years	Per MS and REC	National Treasuries (RRT receipts) RECs and Development Partners	
Promote safety-net programs that reduce the effects of price volatility on the economy and vulnerable people	Safety-net programmes configured & operational	Impact on the economy and vulnerable people reduced	Number of recipients. Value of safety-net disbursements.	National accounts	4years	Per MS and REC	National Treasuries. RECs and Development Partners	

Regional Table 7 (Pillar 7, Strategic Issue 4: Pricing and price volatility – trade mispricing)

RT7								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 4: Pricing and price volatility – trade mispricing								
Objective 2: Eliminate trade mispricing and unlawful transfer pricing								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Strengthening of relevant national, regional and continental institutions responsible for international trades, such as customs, tax and audit authorities in such a way that they are able and willing to prevent unlawful transfer pricing	Unlawful transfer mispricing eliminated	Relevant institutions strengthened. Requisite customs, tax and audit policies & regulations developed and in place	Number of unlawful operations prevented. Value of transfer mispricing.	Dedicated institution reports Trade and/or fiscal administration reports REC documents	3years	Per REC	AU RECs and Development Partners National budgets	
Where appropriate, working with the OECD/G20 Inclusive Framework on BEPS to curb trade mispricing.	Enhanced ability to combat BEPS through trade mispricing	Greater international cooperation to identify trade mispricing	Value of increased tax receipts	National Treasuries. AfDB REC documents	2years	Per REC	National budgets (National Treasuries)	BEPS AU IFFs initiative.

Regional Table 8 (Pillar 1, Strategic Issue 5 – Commodity producer power)

RT8								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 5 – Commodity producer power:								
Objectives: a) Identify which African commodities could have potential producer power to stabilise prices and build the commodity value chains. b) Configure cooperative marketing systems to realise producer power, where viable. c) Establish joint market systems for the selected commodities to mitigate price volatility and develop their commodity value chains.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitate an analysis of African commodities that may have potential producer power through a large share of global production and/or resources, relative demand inelasticity and relative supply inelasticity.	Identification of African commodities with potential producer power	Analysis of African commodities that may have potential producer power completed	African potential producer power commodities list available for interrogation	All member states (contact points), REC documents, international dbases	1year	Per MS and REC	National budgets NGOs RECs and Partners	AMV +10
Support the configuration of viable joint marketing systems for the selected commodities to realise producer power, including the financing of stockpiles (balance supply/demand) & the equitable distribution of the value chain investments (back- & forward linkages).	Joint marketing systems to realise producer power catering for balanced supply-demand and the equitable distribution benefits	Viable joint marketing systems for the selected commodities configured	African joint commodity marketing systems to realise producer power available for interrogation	All member states (contact points), RECs, continental entities (AU, ECA, AfDB, et al), international producer associations (e.g. OPEC)	2years	Per MS and REC	Commodity producers. Regional budgets. NGOs. RECs and Partners/ODA	
Create producer commodity marketing bodies, possibly together with non-African producers, to stabilise prices and leverage value chain investments.	Increased price, BoP stability and value chain investments realised.	African producer power commodity marketing bodies created	Development of the selected value chains, improved and stable prices	All member states (contact points), RECs, partners, producer associations	3years	Per MS and REC	Commodity producers. Regional budgets. NGOs. Partners/ODA	
Develop oversight systems to ensure the proper management of the commodity marketing bodies, based on best practices at the global level.	Positive oversight reports. Clean annual audits of the producers bodies	African producer bodies oversight systems in place.	Good management of the marketing bodies, based on global best practices	Member states (contact points), RECs, partners, African prof. auditing associations	3years	Per MS and REC	Commodity producers. Regional budgets. NGOs. Partners/ODA.	

Regional Level: Pillar 2

Regional Table 9 (Pillar 2, Strategic issue 1: Management and sustainable use of natural resources)

RT9								
Pillar 2: Linkages and Diversification								
Strategic Issue 1: Management and sustainable use of natural resources								
Total Cost in US\$:								
Objective 1: Ensure sustained and inclusive growth through management and sustainable use of natural resources								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
Develop and harmonise commodity sector policies and regulations governing the management and sustainable use of natural resources, which should be aligned with continental and global frameworks and instruments/tools with strong local and regional content and inclusivity dimensions.	<ul style="list-style-type: none"> - Commodity value added increased. - Inclusive growth and sustainable management of natural resources - Local employment and entrepreneurship Increased. - Value added of manufacturing goods improved - Economic growth and development, as well as diversification in the commodity sector are improved. 	<ul style="list-style-type: none"> - Harmonised commodity sector policies & regulations in place. - Regional-local content, beneficiation, and value addition legislation in place in member countries. - National and regional policies which foster investment into manufacturing, production and technological capabilities of member states - Emergence of local/regional value chains and linkages. 	<ul style="list-style-type: none"> - Percentage of value added products traded (e.g. an increase of 5% from the baseline) - Extent of jobs created from the use of natural resources. - Percentage increase of value added manufacturing. 	National: annual reports, progress reports and economic surveys Regional reports and surveys	5 years	Per region	REC and Development Partners National budgets	DFIs and Commercial banks RECs and Development Partners
Empower regulatory agencies at different levels with appropriate funding, tools and systems to effectively implement sector-specific policies and regulations, through capacity	<ul style="list-style-type: none"> - Efficient and effective use of natural resources - Revenue collection from the natural resources sector - Improved value addition in the commodity sector. 	<ul style="list-style-type: none"> - Capable regulatory agencies. - Regulatory reforms in order to support the work of the regulatory agencies. 	<ul style="list-style-type: none"> - The fiscal revenue from the commodity sector increased by 20% - Transparency index gains. 	National: annual reports, progress reports and economic surveys Regional reports and surveys	5 years	Per region	RECs and Development Partners National budgets	DFIs and Commercial banks RECs and Development Partners

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
building, training; skills development and technology transfer.								
Build capacity of relevant stakeholders at all levels through the establishment of new or strengthened linkages with existing regional and national centres of excellence.	- Efficient and effective use of natural resources. - Inclusive involvement of stakeholders in natural resource management and utilisation.	- Linkages with existing national and regional centres of excellence, (information sharing). - Training, workshops, and seminars to build capacity of relevant stakeholders	- Percentage of fiscal revenue from the commodity sector - Transparency index	National: annual reports, progress reports and economic surveys Regional reports	5 years	Per region	RECs and Development Partners National budgets	DFIs and Commercial banks
Develop platforms for disseminating and sharing market information, policies and best practices on management and sustainable use of all natural resource to all stakeholders.	-Ease of market access -Increased business collaborations/ synergies	-Platforms where government meets with stakeholders -Private sector associations and Chambers of commerce, industry & mines.	- Level of increase in trade volume.	National: annual reports, progress reports and economic surveys Regional reports	5 years	Per region	RECs and Development Partners National budgets	DFIs and Commercial banks
Promote the use of digital commodity management applications	-Ease of market access -Increased business collaborations/ synergies	Digital commodity management applications	-Level of increase in trade volume - Time to make a trade. - LPI (logistics performance index: WB)	National: annual reports, progress reports and economic surveys Regional reports LPI	5 years	Per region	RECs and Development Partners National budgets	DFIs and Commercial banks

Regional Table 10 (Pillar 2, Strategic Issue 2: Value Chain development)

RT 10								
Pillar 2: Linkages and Diversification								
Strategic Issue 2: Value Chain development								
Total Cost in US\$:								
Objective 1: Promote competitive, inclusive and responsible national and regional value chains to maximise the linkage opportunities and for greater integration into local, regional and continental markets, as well as global markets.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop regional commodity strategies at the Regional Economic Community (REC) level for both agricultural commodity value chains and mineral commodity value chains.	Increased value addition and linkages realisation along each regional commodity value-chain. Greater scale economies realised.	- Key regional commodity value chains mapped for each REC. - Development strategies in place for all REC key commodity chains.	- Number of value chains mapped with strategies. - Value & volume of production. - Value of value addition. - Value of local-regional content. - Value of import displacement.	National accounts. UNCTAD, ITC Trademap. National statistics. REC statistics	2y	Per region	National budgets. Partners. Commodity producer associations (e.g. Chambers of mines)	AU AMDC AMV regionalisation (RMVs) REC FTAs. AfCFTA Afrexim Bank
Develop national and regional commodity value chain regulatory frameworks, which recognise regional and local content, aligned with existing continental initiatives (CAADP, AIDA, AMV, etc.), which leverage the opportunities created by the AfCFTA based on the comparative advantages of countries and regions.	- Competitive and inclusive national and regional value chains. - Commodity value chain development regulatory frameworks in place & operational. - Increased local/regional content along value chains. - Greater intra-African trade and investment.	- Policies and strategies on commodity value chains established, which are aligned to regional and continental initiatives (CAADP, AIDA, AMV/RMV, etc.)	- Level of increase in trade volume in value added commodity products - Level of diversification - Level (value) of linkages in value chains	National: annual reports, progress reports and economic surveys. National statistics. REC statistics	5 years	Per region	National budgets RECs and Development Partners	DFIs and Commercial banks
Prioritise the development of key commodity value chains (to provide the feedstocks for African growth, development and intra-African trade), over feedstocks destined for extra-African markets.	- Enhanced market connectivity - Increased FDI and DDI - Increased industrialisation and technological advancement	- Policies and legislation on integrated Special Economic Zones (SEZs) - Integrated SEZs operational.	- Value of new investments. - Number of new jobs created. - Value of increased in trade volume in value added products	- National: annual reports, progress reports and economic surveys. National statistics. REC statistics	5 years	Per region	National budgets RECs and Development Partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
				UNCTAD, ITC Trademap				
Creating, encouraging and strengthening of frameworks that will facilitate the development of cross-border value chain projects in the manufacturing and industrial sector (including the 4 th IR technology)	-Competitive and inclusive national and regional value chains developed. -Investments in cross-border industrial value chain enhanced. - Cross-border logistics costs lowered.	- Cross-border industrial development cooperation instruments (e.g. MOUs, agreements etc.) on value chain development projects. - List of priority cross-border value chain industrial projects	- Number of cross-border industrial projects. - Value of new investments (FDI & DDI). - LPI value.	- National: annual reports, and progress reports. Regional reports Multilateral indices	5 years	Per region	National budgets RECs and Development Partners	DFIs and Commercial banks
Create, encourage and strengthen frameworks and projects to promote cross-border commodity value chains, through incentives and the removal of tariff barriers and NTBs.	- Ease of market access. - Increased business collaboration & synergies (B2B, private sector associations/ chambers). - Increased intra-REC and intra-African trade within commodity value chains.	- Platforms & institutions for engagement between government, private sector and academia - Incentives configured and available.	-Value of increase in trade volume. - LPI ratings. - Value of incentives disbursed.	National: annual reports, progress reports and economic surveys Regional reports	5 years	Per region	National budgets RECs and Development Partners	DFIs and Commercial banks AfCFTA REC FTAs
Facilitate the development of local manufacturing, by providing targeted incentive packages (fiscal, regulations, business development services, etc.) to support commodity value chain development.	- Ease of market access - Increased business collaboration/synergies (ecommerce)	- Policies and regulations for the digital management of commodities. -Training and capacity building on digital technological management of commodities. - Enabling infrastructure for the digital management	- Level of digitisation. - Value of incentives disbursed. - Value of extra-African import displacement. - Value of beneficiated commodity exports.	National: annual reports, progress reports and economic surveys. UNCTAD, ITC Trademap Multi-lateral dbases.	5 years	Per region	National budgets RECs and Development Partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ONGOING INITIATIVES
Create platforms for engagement between government, private sector (commodity producers, inputs suppliers and processors), state entities and other stakeholders in implementing a common vision, policy and strategy. Secure resources to support commodity linkages development.	<ul style="list-style-type: none"> - Increased collaboration between state and private sector on commodity value chain development (PPPs). - Increased resources for commodity linkages development. 	<ul style="list-style-type: none"> - Common commodity value chain development visions, policies and strategies in place. - Platforms/forums established. 	<ul style="list-style-type: none"> - Number of PPP engagements. - Value of PPP projects. - Number of adopted visions/strategies/policies - Value of resources for linkages development. 	National: annual reports, progress reports and economic surveys. Regional reports	2 years	Per region	National budgets RECs and Development Partners	REC and Continental visions, strategies & policies (e.g. AMV/RMV, Malabo, CAADP)

Regional Table 11 (Pillar 2, Strategic Issue 3: Resilient infrastructure development)

RT 11								
Pillar 2: Linkages and Diversification								
Strategic Issue 3: Resilient Infrastructure development								
Total Cost in US\$:								
Objective 1: Optimise the performance of the commodity value chains through the development of sustainable and integrated requisite infrastructure and improve access to infrastructure.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Plan, design and implement resilient infrastructure development projects at national, regional and continental levels to facilitate trade, value addition and supplier industries, along the commodity value chains, through innovative financing mechanisms, such as public-private partnerships (PPP) and venture capital funds (VCFs).	<ul style="list-style-type: none"> - Ease of doing business facilitated - Commodities value chain infrastructure improved. - Performance of the commodity sector improved/ optimised. - Value addition and local-regional content enhanced. - Intra-African trade along the commodities value chains increased. 	<ul style="list-style-type: none"> - PFSs & Feasibility studies identifying commodity nodes completed. - Integrated sustainable infrastructure-industry master plans developed. - Resilient infrastructure developed - Resource mobilisation plan completed. - PPP & VCF financing utilised. - Lower logistics costs. - Enhanced Ease of Doing Business. - Greater intra-African trade. 	<ul style="list-style-type: none"> - % reduction in transaction costs. - LPI index lowered by 20%. - Ease of Doing Business lowered by 20%. - Intra-African in commodity value chain products increased by 20%. - % realisation of PIDA PICI projects 	National: annual reports, progress reports and economic surveys. REC stats. AfDB & ECA stats. -Doing business indicator reports (Ease of Doing Business Index). LPI dbase. UNCTAD, ITC Trademap dbase. PICI updates	5 – 10 years	Per region	National budgets RECs and Development Partners	BIAT Action Plan and the AfCFTA Agreement PIDA
Prioritise the development of national components of cross-border infrastructure projects, including existing regional initiatives.	<ul style="list-style-type: none"> - Ease of doing cross-border business facilitated - Performance of the commodity sector improved/ optimised. 	<ul style="list-style-type: none"> - Priority cross-border infrastructure projects list developed. - Feasibility studies on cross-border infrastructure projects (for Commodity nodes) done. -Integrated Cross-border infrastructure-industry sustainable master plans completed. - Resilient cross-border infrastructure projects developed. - Resource mobilisation plans in place. 	<ul style="list-style-type: none"> - Investment in cross-border infrastructure for com-modity value chains trade up by 20%. - Cross-border infrastructure costs decreased by 20%. - Cross-border trade up by 20%. 	National: annual reports, progress reports and economic surveys. Regional reports Doing business indicator reports. LPI Index dbase. UNCTAD, ITC-Trademap dbase. AfDB & ECA stats.	5 years	Per region	National budgets RECs and Development Partners	CFTA & BIAT PIDA

Encourage cooperation among AU MSs and RECs in attracting investment into sustainable infrastructure to facilitate greater commodity beneficiation, local content and regional value chain development, in line with the objectives of the AfCFTA.	- Investment (both domestic and FDI) into requisite resilient infrastructure increased. - Greater commodity beneficiation, local content and regional value chain development.	- Industrial and investment policies and cooperation frameworks in place and approved. - National Investment Promotion Agencies (IPA) established/strengthened.	- Investment in commodities infrastructure, between African countries increased by 20%.	National: annual reports, progress reports and economic surveys. REC stats.	5 years	Per country & REC	National budgets RECs and Development Partners	DFIs and Commercial banks PIDA
Encourage, where applicable, transparent and accountable investment protocols in relation to infrastructure projects development with commodity seeking firms or countries, which support value chain development in line with the AU AfCFTA Decisions.	- Commodities diversification (value addition & local content) promoted. - Reduced illicit financial flows in infrastructure investments. - Infrastructure investment facilitated by commodity buyers increased.	- Packaging of incentives to encourage investors for beneficiation and local content in commodity value chains. - Valuation of economic resources and allocation of predetermined value for financing of infrastructure projects	- Levels of diversification increased for beneficiation & local content. - Amount of illicit flows in infrastructure reduced.	National: annual reports, progress reports and economic surveys. Regional reports and surveys.	5 years	Per region	National budgets RECs and Development Partners	The Africa Mining Vision
Grant countries or firms access to commodities to leverage favourable financing of infrastructure, mindful of the need for proper resource valuation.	- Simplified and business friendly regulatory frameworks. - Infrastructure investments increased.	- Capacity building of institutions which provide integrated soft infrastructure. - "Infrastructure4commodities" Model Offset Agreement developed and available.	- Better ease of doing business index. - Greater infrastructure investment. - Number of offset agreements.	National: annual reports, progress reports and economic surveys. Regional reports. Ease of Doing Business Index.	5 years	Per region	National budgets RECs and Development Partners	The Africa Mining Vision
Leverage resource rents, particularly from mineral commodity extraction, to establish infrastructure configured for use by other sectors (Third Party Access).	- Improved economies of scale at national and regional level. - Introduction of resource rent tax instruments (RRT). - Enhanced infrastructure.	- Inclusion in national development plans of regional plans, initiatives, strategies etc. - RRT instruments adopted. - Increased RRT revenues invested in infrastructure.	- % of 3 rd party utilisation of resource infrastructure. - Resources infrastructure projects value.	National: annual reports, progress reports and economic surveys.	5 years	Per region	National budgets RECs and Development Partners	The Africa Mining Vision
Build and strengthen institutions which provide integrated soft infrastructure in order to simplify regulatory frameworks and make them more user-friendly.	- Increased use of integrated soft infrastructure. - Simpler & user-friendly regulatory frameworks. - Stronger integrated soft infrastructure entities.	- Ease of infrastructure provision enhanced. - Regulatory frameworks simplified.	- Investment in resilient infrastructure increased by 20%. - Time to navigate regulatory systems decreased by 20%	National: annual reports, and economic surveys. Regional reports. Ease of Doing Business Index.	3 years	Per region	National budgets RECs and Development Partners	PIDA Projects
Strengthen linkages with regional integration initiatives to create economies of scale for new regional infrastructure investments.	- Regional infrastructure scale economies projects increased. - Increased investment in infrastructure.	- Regional scale economies infrastructure projects realised.	- Number and value of regional infrastructure projects increased by >20%.	National: annual reports, progress reports and economic surveys. REC stats.	5 years	Per country & REC	National budgets RECs and Development Partners	

RT12
Pillar 2: Linkages and Diversification
Total Cost in US\$
Strategic Issue 4 – Quality Infrastructure systems development
Objectives: Promote sustainable production, trade and consumption of value-added products through the development and harmonisation of QIS.

Regional Table 12 (Pillar 2, Strategic Issue 4: Quality Infrastructure systems development)

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
At the continental level, harmonise quality policy for a coherent regulatory framework with regard to technical barriers to trade by means of TBT/SPS annexes to the AfCFTA protocol.	- Continental harmonised policy framework in place. - Improved quality of products and ease of trade at national and regional levels	- National quality policy on Technical Barriers to Trade developed, in line with continental framework - Strengthening the QIS systems of the respective of Bureaus of Standards.	- Enhanced level of quality of products. - Greater ease of trade.	National: annual reports, progress reports and economic surveys. REC stats. AU ARSO data.	5 years	Per country	National core budget and Development partners	PAQI initiatives ARSO initiatives
Promote the establishment of national, regional and continental QIS based on international best practices.	- Sustainable production, trade, and consumption of value added products increased	- National QIS developed. - Increased in trade of value added products	- Increased in trade and consumption of value added products of 20%.	National: annual reports, progress reports and economic surveys. ITC Trademap	5 years	Per country	National core budget and Development partners	PAQI BIAT
Establish and strengthen quality infrastructure institutions and pan-African platforms such as Pan African Quality Infrastructure (PAQI), in order to improve the competitiveness of the commodity sector.	Sustainable production, trade and consumption of value added products improved	- Quality infrastructure institutions (National Bureaus of Standards) established and/or strengthened.	- 20% increase in trade in value added commodities	National: annual reports, progress reports and economic surveys. ARSO data PAQI data	5 years	Per country	National core budget and Development partners	ARSO PAQI
Promote the establishment of mutual recognition arrangements (MRAs) across the regional economic communities (RECs).	Improved mutual recognition arrangements among RECs	Mutual recognition arrangements among RECs established. MS laws/regulations for regional mutual recognition in place.	Number of mutual recognition arrangements.	MSs RECs (regional level)	5 years	Per REC	REC budgets Development Partners	PAQI
Build the capacity of commodity producers, beneficiaries and inputs suppliers on quality standards.	- Improved market access for producers, beneficiaries and inputs suppliers.	- Training, workshops and seminars on quality standards for value chain players. - Enhanced value chain skills.	- Increased trade in volume & value along the value chains.	National: annual reports, progress reports and economic surveys	5 years	Per country	National core budget and Development partners	PAQI

Regional Level: Pillar 3

Regional Table 13 (Pillar 3, Strategic Issue 1: Governance - political and institutional governance)

RT 13								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 1 on Governance: political and institutional governance								
Objectives: Promote adherence to effective political governance frameworks								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote meritocratic leadership in the public sector for good governance of the commodity value chains	Meritocratic leadership in the public sector established.	Meritocratic policies in the public sector	Improved public service delivery. Optimised commodity value chains	National & regional policy documents/progress reports.	5 years	Per country & REC	National core budget and partners REC	Public-private sector partnerships
Establish and maintain independent, legal and political institutions to ensure the Rule of Law	Independent, legal and political institutions established.	Independent, legal and political institutions. Institutionalisation of Independent, legal and public entities.	Number of well-governed national and regional entities	National policy documents/progress reports. Auditor General Reports	5-10 years	Per country & REC	National core budget	Independent institutions APRM
Strengthen the capacity of public institutions to enforce laws and policies for the management of commodity resources; enforce the law through credible and independent institutions to monitor the activities	Enhanced public sector delivery. Capacity of public institutions strengthened	Empowered public institutions	Level/quality of service from public institutions improved. APRM Ibrahim index of African Governance (IIAG) metrics Afro-Barometer metrics Resources Governance Index (NRGI). World Governance Index (WGI)	Number of public officials and independent institutions capacitated. APRM Ibrahim index of African Governance (IIAG) Afro-Barometer Resources Governance Index (NRGI). World Governance Index (WGI)	5-10 years	Per country & REC	National budget, private institutions, international partners	Public-private sector partnerships APRM IIAG

Regional Table 14 (Pillar 3, Strategic Issue 2 on Governance - Corporate governance)

RT 14								
Pillar 3: Governance and Enabling Environment								
Strategic Issue 2 on Governance: Corporate governance								
Objectives: Design and implement corporate governance frameworks based on best practices								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Put in place corporate accountability and transparency laws and regulations to ensure good corporate citizenship	Corporate laws and regulations formulated.	Policies on corporate governance in place.	Corporate citizenship Improved. Clean audit reports. Natural Resources Governance Index (NRGI). King IV	Level of corporate accountability and transparency. Resource Governance Index (NRGI). EITI Reports.	5 years	Per country	National budget	EITI
Promote and enforce appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights)	Appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights) promoted and enforced.	Improved corporate governance and social responsibility	Laws and regulations in place. Progress reports on company activities.	Number of National laws & regulations in place. CSR indices. Audit reports. WCGI.	5 years	Per country	National budget	AMV
Promote codes for good business ethics.	Codes of good business ethics promoted	Codes of business ethics	Improved social responsibility	CSR indices. World Corporate Governance Index (WCGI).	5 years	Per country	National and private sector budgets	Public-Private sector partnership

Regional Table 15 (Pillar 3, Strategic Issue 3: Governance - Social governance and inclusivity)

RT 15								
Pillar 3: Governance and Enabling Environment								
Total Cost US\$								
Strategic Issue 3 on Governance: Social governance and inclusivity								
Objectives: Enhance social and inclusive participation of all stakeholders in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish mechanisms for inclusive participation by all stakeholders in the commodity sector	Mechanisms for inclusive participation by stakeholders established.	Stakeholder engagement forums. CSR audits	Improved participation of various stakeholders	Frequency of stakeholder engagements. CSR indices	5 years	Per country & REC	National, regional and private sector budgets	SDGs
Promote equitable access to and ownership of factors of production, as well as to social and economic infrastructure services.	Equitable access and ownership of factors of production promoted.	Equitable access and ownership of factors of production.	Access and ownership of factors of production.	Extent of access and quantum of ownership.	5- 10 years	Per country	National and private sector budget	SDGs
Develop advocacy programs addressing social issues in the commodity sector	Advocacy programs on social issues developed.	Advocacy on social issues operational.	Programmes on social issues. Ranking on CSR indices.	Extent of engagements on social issues. CSR Indices.	5 years	Per country & REC	National REC and private sector budget	APRM
Develop, legislate and promote equity practices, taking into account the interests and needs of vulnerable groups	Enhanced equity.	Legislation on equity practices for, women, youth and other vulnerable groups developed and in place.	Extent of access to legislation on equity practices. Number of beneficiaries.	CSR Indices. NRGI.	5 years	Per country REC	National budget Partners	APRM

Regional Table 16 (Pillar 3, Strategic Issue 4: Governance - Economic governance)

RT 16								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 4 on Governance: Economic governance								
Objectives: Promote and implement economic governance frameworks that support sustainable development								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish and implement sound and transparent public finance management systems	Sound and transparent public finance management systems established	Implementation of sound and transparent public finance management systems	Number of Public finance management systems place Number of clean audit reports. Ranking on independent public finance management rating organisations	Number of systems in place. NRGI data EITI data Transparency International data. AfDB data.	5-10 years	Per country and REC	National and private sector budget	APRM
Negotiate and implement fair and equitable FDI, agreements, contracts, leases and concessions in the commodity sector.	Increased benefits to Africa from fair and equitable investment agreements	Fair FDI agreements and contracts in the commodity sector negotiated and implemented.	Number of of fair investment Agreements and Contracts	National policies on investment. NRGI. WCGI. AU AMDC.	5-10 years	Per country	National and private sector AfDB – ALSF (African Legal Support Facility) Connex Partners	Pan African Investment Code (PAIC)
Negotiate and implement fair investment agreements and contracts in the commodity sector.	Fair investment agreements and contracts in the commodity sector negotiated and implemented.	Enhanced negotiation capacity on investment Agreements and Contracts	Number of domestication of fair investment Agreements and Contracts	National entities on investment. NRGI. WCGI. AU AMDC.	5-10 years	Per country and REC	National and private sector budget	AMV EITI
Reviewing existing taxation systems and regimes in order to promote economic governance in the commodity sector.	Existing taxation systems and regimes reviewed.	Modern taxation systems and regimes. Greater share of resource rents collected.	Functional taxation systems and regimes. RRT instruments established.	Extent of tax regime modernisation. "Paying Taxes" annual reports. Tax Offices	5-10 years	Per country and REC	National budgets	Independent institutions & developmental partners. APRM

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ONGOING INITIATIVES
			Tax receipts from commodities sector.					
Implement factor market integration policies in line with AU's Boosting Intra-African Trade (BIAT) cluster.	Factor market integration policies on AU's BIAT cluster implemented.	Domestication of Factor Market Integration cluster of BIAT.	Increased volumes of trade in goods and services Implementation of national policies on Factor Market Integration cluster of BIAT.	ITC Trademap National trade data	5-10 years	Per country and REC	National budgets and private sector.	AU BIAT Action Plan and AfCFTA
Develop and promote continental/regional local content policies ²	Continental/regional and local-regional content policies developed. Imports displacement.	Local-regional content policies. Increased visibility of locally produced goods.	Improved BoP for the commodity sector. Number of MSs with local & regional content regulations in place Quantities of locally produced goods.	National statistics. MS local-regional content compliance offices. UNCTAD, ITC-Trademap data.	5-10 years	Per country and REC	National and private sector budget. RECs data	Public-private partnerships and independent institutions. AfCFTA
Formulate, implement and enforce laws to counter money laundering and illicit financial flows	Enhanced revenue collection	Unified laws to counter money laundering and illicit financial flows formulated and applied. Implementation of policies on money laundering and illicit financial flows	Value of increased tax revenues. Value of BoP impact	National Taxation Office/Authority National Bank data	5-10 years	Per country and REC	National budget	BEPS AU IFFs initiatives
Implement transparent and accountable economic policies that promote access to national, regional and continental markets of commodities.	Access to national, regional and continental commodity markets	Transparent and accountable economic policies implemented.	Value of increased market access for commodities	National International and African CEs data. ITC-Trademap data	5-10 years	Per country and REC	National budget	AfCFTA

² Develop guidelines for local content in Africa

Regional Table 17 (Pillar 3, Strategic Issue 5: Governance - Environmental governance)

RT 17
Pillar 3: Governance and Enabling Environment
Total Cost in US\$
Strategic Issue 5 on Governance: Environmental governance
Objectives: Develop, strengthen and adhere to sustainable environmental governance

STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop and implement policies, legislation, procedures and practices that encourage conservation and sustainability in the commodity sector in accordance with international standards	Enhanced conservation and sustainability in the commodity sector	Procedures and practices that encourage conservation and sustainability in the commodity sector operational.	Number of policies and procedures introduced Ranking on independent environmental & sustainability indices	National reports & data Environmental Sustainability Index (ESI). Environmental Performance Index (EPI)	5-10 years	Per country & REC	National budget RECs Development Partners	UN SDGs ISO 14000
Develop strategies for mitigation, adaptation and resilience to climate change of the commodity sector	Enhanced mitigation, adaptation and resilience to climate change of the commodity sector	Strategies for mitigation, adaptation and resilience to climate change developed	Number of laws & regulations Ranking on independent climate change & sustainability indices GHG emissions from the commodities sector	National policies & documents Environmental Sustainability Index (ESI). Environmental Performance Index (EPI) Other international indices	5-10 years	Per country & REC	National budget RECs Development Partners	UN SDGs
Establish systems for environmental protection	Enhanced environmental protection.	Environmental protection systems in place.	Improved environmental protection metrics	National compliance authorities Ranking on environmental indices.	5 years	Per country & REC	National budget RECs Development Partners	AU initiatives SDGs Ramsar International initiatives
Create governance frameworks that respect the human population as well as the natural ecosystem.	Enhanced respect for the human population and the natural ecosystem	Frameworks that respect human population and the natural ecosystem in place	Human development indices Environmental sustainability indices.	MS compliance authorities Environmental Performance Index (EPI). UNDP HDI	5 years	Per country & REC	National budget RECs Development Partners	AU initiatives UN SDGs Independent institutions

			Number of frameworks in place.					
Establish policies and laws that mitigate pollution, promote land restoration and conserve wet lands	Improved pollution mitigate, land restoration and conservation of wetlands.	Policies on pollution, land restoration and conservation of wetlands	Decreased pollution indices. Area of land restored & wetlands conserved.	National stats. Independent monitoring agencies. Ramsar	5 – 10 years	Per country & REC	National budget RECs Development Partners	RAMSAR ICUN WWF UNDP

Regional Table 18 (Pillar 3, Strategic Issue 6: Enabling Environment - Policy and legal/regulatory environment)

RT 18								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 6 on Enabling Environment: Policy and legal/regulatory environment								
Objectives: Ensure the development, implementation and enforcement of sound policy and legal/regulatory frameworks								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Mainstream the AU Commodity Strategy in national development plans	Increased beneficial impact of African commodity value chains	AU Commodity Strategy in national development plans mainstreamed	AU Commodity Strategy localised	National focal points MS reports	5-10 years	Per country & REC	National budget	AMV domestication.
Strengthen the capacity of legal and policy institutions. (Courts, etc.)		Capacity of legal and policy institutions strengthened Capacity building programmes for legal institutions configured and operational.	Number of capacity building activities/initiatives	MS reports & data	5-10 years	Per country & REC	National budget RECs and development partners	IDLO programmes. Independent institutions
Prioritise the use of African judicial systems to adjudicate whenever disputes or human rights violations occur.	Improved and fairer adjudication. Enhanced African legal integrity	African judicial systems prioritised to adjudicate whenever disputes or human rights violations occur	Frequency of use of African judicial systems. Number judicial systems implemented.	National reports/data. African judicial systems data.	5-10 years	Per country & REC	National budget RECs and development partners	AU APRM

Regional Table 19 (Pillar 3, Strategic Issue 7: Enabling Environment - Human rights)

RT 19								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 7 on Enabling Environment: Human rights								
Objectives: Promote, defend, respect, uphold and enforce human rights in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Protect, defend, respect and remedy the rights of women, children, local communities and other vulnerable groups	Rights of women, children, local communities and other vulnerable groups protected.	Laws and regulations that protect the rights of women, children, local communities and other vulnerable groups in place.	Number of legal documents /policies Frequency of violations	National stats/data. African Commission on Human and Peoples' Rights. ISHR. Human Rights Watch (HRW). Global Voices. Media reports.	5-10 years	Per country	National budget and development partners	AU Banjul Charter. AU Maputo Protocol. AU ACRWC. Independent institutions
Recognise and respect the understanding of cultural and religious nuances in the exploitation of commodities.	Increased recognition of cultural and religious nuances.	Policies, laws and regulations on cultural and religious nuances in the exploitation of commodities	National policies and public pronouncements. Number of infringements.	National data. African Commission on Human and Peoples' Rights. ISHR. Human Rights Watch (HRW). NRGI	5 -10 years	Per country	National budget and development partners	AU Banjul Charter. Independent institutions
Enact laws and regulations that promote the disclosure of human rights abuse and establish remedial procedures	Decrease in human rights abuses	Laws and regulations that promote human rights abuse disclosure and remedial procedures in place	Laws & regulations in place. Number of human rights abuses reported.	National data. African Commission on Human and Peoples' Rights. ISHR. Human Rights Watch (HRW). Media.	5-10 years	Per country	National budget and development partners	AU African Charter on Human and Peoples' Rights. Independent institutions

Regional Table 20 (Pillar 3, Strategic Issue 8: Enabling Environment - Land tenure and distribution)

RT 20								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 8 on Enabling Environment: Land tenure and distribution								
Objectives: Create and implement appropriate mechanisms with regard to land tenure for sustainable exploitation of commodities								
STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop effective beneficial land access, ownership laws and rights	Enhanced beneficial land access, ownership laws and rights	Land ownership laws and rights in place.	Laws operational. Number of people benefitting.	National and regional data.	5-10 years	Per country	National budget	N/A
Modernise and digitalise cadastral systems.	Efficacy of cadastral systems improved.	Modern digitised cadastral systems operational.	Usage of the cadastral system. Speed of usage.	National and regional data.	10 years	Per country	National budget	N/A
Develop and strengthen regulatory frameworks for purposes of land restitution to address past injustices and land dispossession.	Enhanced land restitution to address past injustices and land dispossession.	Land laws and policies in place	Number of people benefiting from restitution. Area of land restituted.	National and regional data.	10 years	Per country	National budget	N/A
Develop policies and effective systems for land evaluation in cases of development-driven expropriation for public interest, to ensure appropriate computation of compensation where necessary	Improved computation of fair compensation for land expropriation.	Policies and effective systems for land evaluation developed. Land laws and policies in place.	Compensation value per Ha.	National & regional data. Legal judgements and awards.	10 years	Per country	National budget	N/A

Regional Level: Pillar 4

Regional Table 21 (Pillar 4, Strategic Issue 1: Skilled labour)

RT 21
Pillar 4: Skills Development and R&D
Total Cost in US \$
Strategic Issue 1: Skilled labour
Objectives: Develop the human capital in order to improve the performance of the commodities sector by enhancing technical capacities, skills portability, and ensuring inclusiveness

STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Undertake training needs assessments, develop and promote harmonised training programmes at national level (vocational and higher level education), as well as put in place certification frameworks.	Skills, capacities and certification enhanced and developed to respond to industrialisation needs.	Training needs assessment undertaken. Harmonised training programmes and curricula developed and promoted. Certification frameworks in place.	Number of countries with: - Training needs assessment, - Harmonised curricula and - Certification frameworks	National policy progress reports National stats & data. UNDP HDI	5 years	Per REC	Member states RECs Partners Private Sector	STISA
Design affirmative actions to ensure the inclusiveness of vulnerable persons (including youth, women, and physically challenged persons) in the commodity sector	Enhanced participation of vulnerable persons, including youth, women, and physically challenged persons, in the commodity sector	Polices and incentives for enhanced inclusiveness, in place.	Percentage of vulnerable persons profitably engaged in the commodity sector.	National Statistics. NGOs	5years	Per REC	National budgets RECs Partners	RECs Financial Institutions
Encouraging the creation of specialised tertiary education programmes, in particular Science, Technology, Engineering and Mathematics (STEM)	Enhanced STEM skills	Specialised tertiary STEM education programmes operational.	Number of STEM trainees/students Number of STEM graduates.	National Statistics.	5 years	Per REC	National budgets Private sector RECs Partners	STISA
Develop regional partnerships (government, private sector) for training and innovation in support of research	Enhanced training and innovation in support of research	Private sector participation in training and research	Value of: - State investment - Private sector investment.	National Statistics National Research Councils. Tertiary education entities.	5 years	Per REC	Member states Private Sector RECs	STISA

Incentivise private companies to invest in training, research and innovation	Increased investment in training and RDI (Research, Development & Innovation)	Incentives developed and used.	Value of incentives. Number of people trained.	Government reports. National Statistics		Per REC	National budgets Partners RECs	
Promote linkages between research institutions, academia and the private sector to facilitate technology transfer with a view of improving value addition to commodities and commercialisation (mass production of innovation)	Value addition through linkages improved	Linkage based coordination mechanisms established	Number of coordinating mechanisms agreed.	National progress reports	5years	Per REC	National Budget RECs Partners	Inter-ministerial working groups
Establish policies that facilitate development of the local manufacturing sectors.	Growth of local manufacturing.	Effective implementation of local manufacturing based industrial policies.	Number of locally manufactured products Value of local manufacturing	National stats. National production index reports	5 years	Per REC	National budget RECs	
Establish specialised technical centres for commodity development in member states	Improved skills in commodity development	Commodity based specialised technical centres established	Number of technical centres operational. Number of people skilled.	National stats. National reports	5 years	Per REC	National budgets RECs	
Establishing R&D funds in member states	R&D funding increased.	R&D funds established	Value of R&D funding. Number of world class locally produced products	National stats. National economic reports	5 years	Per REC	National budgets RECs	Import and export taxes

Regional Table 22 (Pillar 4, Strategic Issue 2: Entrepreneurship)

RT 22								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 2: Entrepreneurship								
Objectives: Enhance the capacity of institutions to nurture entrepreneurial culture for development and growth of commodities sector								
STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Build capacity of institutions to train/nurture entrepreneurship	Increased number of locally made products.	Fully functional institutes offering entrepreneurial training	Number of institutes. Number of graduates.	National stats. Government reports. Business Registries	5 years	Per REC	Levies. REC resources	AU SME STRATEGY
Establish innovative business incubators that add value to the commodities sector.	Innovative and competitive products in the market increased	Established incubators	Number of incubators set up. Value of incubator budgets.	National stats. Government reports. Progress reports	5 years	Per REC	National budget and levies REC resources	AU SME STRATEGY
Develop and harmonise policy and regulatory frameworks that promote entrepreneurship	Growth in local businesses and turnover.	Efficient and conducive environment for local business growth (ease of doing business) established.	Increase in number new business developed. Increase in value-added.	National stats. Government reports Registrar generals report	5 years	Per REC	Business license fees REC resources	AU SME STRATEGY
Develop and harmonise schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises (MSME)	Increased economic contribution from MSMEs. Increased formal labour.	Schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises in place and operational.	Number of workers formalised. Number of MSMEs formalised.	National stats. Government reports Registrar of companies	5 years	Per REC	National budget and levies REC resources	AU SME STRATEGY

Regional Table 23 (Pillar 4, Strategic Issue 3: Technology and Innovation)

RT 23								
Pillar 4: Skills Development and R&D								
Total Cost in US \$								
Strategic Issue 3: Technology and Innovation								
Objective 1: Enhance access to cleaner, modern and affordable technologies and encourage adaptation, adoption and reverse engineering								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Encourage reverse engineering, technology transfer, technology adoption and adaptation to suit the needs of local industries.	New and innovative local products developed	New and innovative technologies	Number of new and innovative products developed	National data. National Research and Scientific entities REC data	5 years	Per REC	National budget RECs Partners	AU STISA-2024 Technology development institutions
Promote the use of cleaner technologies as well as information and communication technologies (ICT) in the commodities sector	Increased use of ICT and clean technologies in the commodity sector	Efficient use of technology in the commodity sector	Growth in value of investment in ICT and clean technologies	National reports and data. National research and scientific entities REC data	5 years	Per REC	National budget RECs Partners	Technology development institutions

Regional Table 24 (Pillar 4, Strategic Issue 3: Technology and Innovation)

RT 24								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 2: Provide Incentives to foster and incubate innovation to accelerate the development of commodities in Africa								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Introduce R&D and innovation culture on commodities in education systems and industries	Entrepreneurial based economy developed	Entrepreneurial based R&D and innovation curricula introduced Incentives introduced	Number of countries implemented entrepreneurial based curricula Number of incentives introduced %GDP of RDI investment	Ministries of Education Report National data REC data	5years	Per REC	National budget REC Partners	STISA
Develop mechanisms to link centres of excellence to the commodities industries	Enhanced efficiency in the commodities industries	Linkages between centres of excellence and the commodities industries established.	Number of linkages (CoE – industry). Value of centres of excellence commodity sector R&D.	National stats. Annual reports REC data	3 years	Per REC	National budget REC Partners	STISA

Regional Table 25 (Pillar 4, Strategic Issue 3: Technology and Innovation)

RT 25								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 3: Provide opportunities for training and skills development in the use of modern and innovative digital applications in the commodity sector for the benefit of the African operators								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote the establishment of community-based training institutions and e-learning platforms for SMEs and other relevant operators	Improved productivity and standards at community level	Community based training institutions and e-learning platforms established	Increased market share of local products.	National data REC data	5 years	Per REC	National Budgets RECs Partners	AU STISA-2024
Promote the establishment of commodity-oriented tech-hubs and start-ups	Increased uptake and scaling up of technologies produced by start-ups.	Recognised start-ups.	Number of and extent of uptake of start-up technologies.	Ministry of Science and Technology. REC data	5 years	Per REC	National budget RECs Partners	AU STISA-2024
Invest in national capabilities to harness the Fourth Industrial Revolution technologies and leapfrog development challenges in the commodities value chains	Competitive products produced efficiently	Fourth industrial based technologies available.	Use of new technologies in the production line.	National Industrial data REC data	5years	Per REC	National Budget RECs Partners	AU STISA-2024 And AU Digital transformation Strategy

At Continental Level

Continental Level: Pillar 1

Continental Table 1 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

CT 1								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 1: Develop effective and competitive financial and capital markets								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Creating supporting policies, harmonising regulatory frameworks and undertaking other necessary actions at national, regional and continental levels for effective and competitive financial and capital markets	Competitive financial and capital markets Improved	Policies for effective and competitive financial system and capital markets in place	Level/extent of access to financial markets. 50 % of African countries have ratified the strategy document.	AU policy documents/progress reports	5 years	To be estimated by AUC	AU and partners	Independent financial institutions and banks. AfDB initiatives Afrexim Bank
Allowing free movement of capital across the continent (RECs & AU levels)	Liberalisation of financial systems /capital market	African harmonised capital markets framework issued and activated	- Number of countries that align with the African harmonised financial regulations for free movement of capital. - Number of countries with free movement regulations.	National policy documents National statistics. Central/ reserve banks	5 years	To be estimated by AUC	National budget RECs, AUC, Banks	Independent financial institutions & banks. African Securities Exchanges Association (ASEA). AfCFTA
Fostering Public-Private Partnerships in building the required financial and capital markets infrastructure.	Enhanced capital availability through improved financial and capital markets infrastructure	PPPs in building capital markets infrastructure realised.	Number of capital markets infrastructure elements built. Value of PPP financed infrastructure.	National documents Stock Exchange reports. ASEA reports. Banks.	5 years	To be estimated by AUC	PPP Financial Institutions. AU	African Securities Exchanges Association (ASEA) initiatives. Afrexim Bank
Establish and/or strengthen DFIs that focus on commodity value chain development	Value of financing along the commodity value chains increased	DFIs established and/or strengthened	Value of DFI financing along the commodity value chains increased	DFI Annual Reports	5-10 years	To be estimated by AUC	National budgets Financial institutions	AfDB

Draft African Commodity Strategy Action Plan

							RECs	AU initiatives on financial institutions
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Continental Table 2 (Pillar 1, Strategic Issue 1: Financing and Capital Markets)

CT2								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$:								
Strategic Issue 1: Financing and Capital Markets								
Objective 2: Minimise risks associated with doing business								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitating ease of doing business and mitigating financial risks	Low Risk and conducive Investment environment created	Access to credit Trade (import/export) guarantee agencies where they do not exist Ease of doing business institutions (e.g. for credits and loans) Rules and regulations that facilitates business doing	WB ease of doing business index Number of outstanding investment disputes Success rate of investment projects Country credit rating	AUC data WB doing business IMF and rating agencies	3 years	To be estimated by AUC	AU Partners Private sector AfDB/WB	Country level initiatives to improve investment climate RECs, AU & AfDB initiatives

Continental Table 3 (Pillar 1, Strategic Issue 2: Conducive Environment)

CT3								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 2: Conducive Environment								
Objective 1: Create a competitive environment through competition policy and law, building on best practices at national and regional levels								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIMEFRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establishment of national and regional competition policy and legal institutions in line with the AfCFTA framework, together with an African CET to tackle commodity subsidies and dumping.	Fair market power distributed in the commodity sector in line with the AfCFTA framework	Strong policies that promote competition enacted	Number of relevant laws Level of conformity of the national and REC policies with the CFTA Value of subsidies	Country, REC and continental documents AU Competition Protocol, once adopted International subsidies databases (WTO, OECD)	5 years	To be estimated by AUC	National budgets RECs AU Partners	AfCFTA African CET

Continental Table 4 (Pillar 1, Strategic Issue 3: Structured Commodity Markets - Commodity Exchanges)

CT4								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 3 – Structured Commodity Markets - Commodity Exchanges								
Objectives: a) Functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of the main commodity groups. b) Adoption of up-to-date technologies and practices for commodity trading and market data identification and availability. c) Establishment of viable regional Common External Tariffs (CETs) and the capacity for effective application, in order to combat unfair competition, particularly that caused by commodity production subsidies in developed countries. d) Improved earnings for African commodity producers and economies, by bringing longer term planning and future contracting as a way to stabilise and secure orders and promote good market place behaviour. e) Increased intra-regional commodity trading by volume and value, increased earnings for producers, and greater price stability to both sellers and buyers. f) Promote digital commodity markets removing “open cry” systems, thereby increasing transparency and increasing access to more players.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Investigate the regionalisation of existing functional and reputable African CEs that could serve their wider RECs.	Report outcomes assessed and adopted by the REC	Review report of existing CEs completed	CE regionalisation reports done. REC CE strategy in place	Member states with existing CEs. RECs and national contact points	12months	To be estimated by AUC	Private sector AU Development Partners National budget	AfCFTA
Identify suitable locations for establishment of well-functioning regional commodity exchanges in RECs that do not already have a reputable CE or that do not have a CE trading all of the major commodity groups.	Suitable locations for CEs, trading all the RECs major commodities, identified	Identification of locations of CEs in all RECs to trade in all of its major commodities.	REC CE locations identified	Member states lacking in CEs for all their major commodities. RECs and national contact points	12months	To be estimated by AUC	AU Development Partners National budgets	AfCFTA
Establish functional and reputable Commodity Exchanges (CEs) in all of the major African regions, covering all of its main commodity groups (agriculture, minerals/metals and energy carriers).	Market transparency and liquidity, price discovery and increased market linkages, trade finance & market information Defined	Regional functional and reputable CEs operational. Lower trading costs: increased	Well-functioning African CEs with better and more stable prices to producers.	RECs, national contact points and existing, expanded or new CEs	3years	To be estimated by AUC	CEs (private sector), AU Member States with CEs, Partners/ODA	AfCFTA

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
	trading procedures & standards	returns to producers.	Enhanced intra-regional trade and linkages					
Strengthen market research institutions working in the commodities markets and develop linkages to existing CEs (explore possible connections to exchanges such as ECX or SAFEX as a faster method, to demonstrate increased and fairer selling on open markets, whilst reducing costs).	Enhanced research quality. Enhanced commodity markets research institutions with improved linkages to existing CEs	Commodity markets research institutions strengthened with links to existing CEs	Competent and reputable commodity markets research entities in all RECs	RECs, national contact points and existing CEs	5years	To be estimated by AUC	Member States with CEs, AU Partners/ODA	AMV/AMDC
Organise regional campaigns for mobilising stakeholders and resources and awareness raising of CEs in Africa and of trading practices. Stakeholders: producers, warehouse keepers, traders, brokers and independent clearing house services & inspection providers, etc.).	Enhanced awareness of CEs and of trading practices amongst stakeholders	Regional campaigns undertaken resulting in increased awareness of CEs and of trading practices	Stakeholders mobilised with raised awareness	Stakeholders in each member state, through national contact points and existing CEs	2years	To be estimated by AUC	RECs, Member States, Partners/ODA AU Stakeholders	
Provide incentives for the private sector to build or strengthen the hard and soft infrastructure needed for the establishment of commodity exchanges linking sellers and buyers more transparently and faster.	Operational CEs: lower trade costs. Enhanced CEs hard and soft infrastructure linking sellers and buyers	National incentives in place and operational. Infrastructure in place.	Improved CE functionality, scope and participation	National contact points and existing CEs	5years	To be estimated by AUC	CEs (private sector), Member States, AU Partners	
Procure appropriate technology and conduct related training for its use where needed.	Lower trade costs. (technology procured with training undertaken)	Appropriate technology operational and skilling completed	Improved CE functionality, scope and participation	National contact points and existing CEs	3years	To be estimated by AUC	CEs (private sector), Financial Institutions	
Work with the Afrexim Bank and other Development Financial Institutions to develop financing instruments for intra-African trade in commodities through functioning and trusted African commodity exchanges.	Increased use of CEs: Lower trade costs. Increased intra-African trade in CEs developed	Commodity trading financial instruments developed & available	Increased intra-African CE trade Extent of use of new financing instruments	Afrexim Bank, Development Financial Institutions, CEs and national contact points.	2years	To be estimated by AUC	AU, Afrexim Bank Partners	AMV/AMDC

Continental Table 5 (Pillar 1, Strategic Issue 3: Structured Commodities Markets)

CT5								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 3: Structured Commodities Markets								
Objective 2: Strengthen commodity producer associations								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Group and organise producers into associations through awareness campaigns and training incentives.	Enhanced commodity value chains through commodity associations created and/or strengthened	<ul style="list-style-type: none"> - Awareness campaigns undertaken. - Training incentives configured and applied. - Regulations in place. 	Number of commodity associations established. Number of association members trained. Value of incentives.	Government reports. Country commodity sectors reports. Commodity association reports.	3 years	To be estimated by AUC	NGOs Private sector National budgets Other stakeholders	Regional and Continental chambers (e.g. mines)

Continental Table 6 (Pillar 1, Strategic Issue 4: Pricing and price volatility)

CT6								
Pillar 1: Commodity markets and pricing								
Total cost US\$								
Strategic Issue 4: Pricing and price volatility								
Objective 1: Establish mechanisms to anticipate and mitigate the impact of price volatility								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Facilitate the adoption of commodity trading and risk management (CTRM) instruments, such as hedging techniques.	Increased use of risk management instruments	Decreased impact of commodity price volatility	Number of states using CTRMs Value of volatility decrease (variance)	National accounts. Professional associations. UNCTAD, ITC-Trademap	12months	To be estimated by AUC	National Treasuries. Financial institutions. CEs, brokers and traders.	Establishment of African CEs.
Where appropriate, introduce RRT (Resource Rent Tax) instruments (minerals and agriculture) to share in resource rents.	RRT instruments and laws in place.	State share of resource rents increased.	Number of member states with RRT instruments. Value of RRT receipts.	National accounts.	3years	To be estimated by AUC	National Treasuries.	
Create sovereign wealth funds (SWFs), where relevant, to ameliorate commodity prices downturns (stabilisation funds), and ensure their proper management based on best practices at the global level.	SWFs established and receiving RRT flows. Rigorous SWF oversight in place.	SWFs used to dampen price booms and busts. Robust SWF management in place	Number of member states with SWFs in place. Value of SWFs as a % average commodity export earnings. Efficacy of the SWFs.	National accounts	4years	To be estimated by AUC	National Treasuries (RRT receipts)	
Promote safety-net programs that reduce the effects of price volatility on the economy and vulnerable people	Safety-net programmes configured & operational	Impact on the economy and vulnerable people reduced	Number of recipients. Value of safety-net disbursements. Number of MSs joining Africa Risk Capacity Institute (ARCI) Expansion of ARCI	National accounts Africa Risk Capacity Institute data	4years	To be estimated by AUC	National Treasuries.	Africa Risk Capacity Institute (ARCI)

Continental Table 7 (Pillar 7, Strategic Issue 4: Pricing and price volatility – trade mispricing)

CT7								
Pillar 1: Commodity markets and pricing								
Total cost in US\$								
Strategic Issue 4: Pricing and price volatility – trade mispricing								
Objective 2: Eliminate trade mispricing and unlawful transfer pricing								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTI-MATED COST IN US\$	FUNDING MECHANISMS	CORRE-SPONDING/ ONGOING INITIATIVES
Strengthening of relevant national, regional and continental institutions responsible for international trades, such as customs, tax and audit authorities in such a way that they are able and willing to prevent unlawful transfer pricing	Unlawful transfer mispricing eliminated	Relevant institutions strengthened. Requisite customs, tax and audit policies & regulations developed and in place	Number of unlawful operations prevented. Value of transfer mispricing.	Dedicated institution reports Trade and/or fiscal administration reports	3years	To be estimated by AUC	National budgets	
Where appropriate, working with the OECD/G20 Inclusive Framework on BEPS to curb trade mispricing.	Enhanced ability to combat BEPS through trade mispricing	Greater international cooperation to identify trade mispricing	Value of increased tax receipts	National Treasuries. AfDB	2years	To be estimated by AUC	National budgets (National Treasuries)	BEPS AU IFFs initiative.

Continental Table 8 (Pillar 1, Strategic Issue 5 – Commodity producer power)

CT8								
Pillar 1: Commodity markets and pricing								
Total Cost in US\$								
Strategic Issue 5 – Commodity producer power:								
Objectives: a) Identify which African commodities could have potential producer power to stabilise prices and build the commodity value chains. b) Configure cooperative marketing systems to realise producer power, where viable. c) Establish joint market systems for the selected commodities to mitigate price volatility and develop their commodity value chains.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTI-MATED COST IN US\$	FUNDING MECHANISMS	CORRE-SPONDING/ ONGOING INITIATIVES
Facilitate an analysis of African commodities that may have potential producer power through a large share of global production and/or resources, relative demand inelasticity and relative supply inelasticity.	Analysis of African commodities that may have potential producer power completed	Identification of African commodities with potential producer power	African potential producer power commodities list available for interrogation	All member states (contact points), RECs, international dbases	1year	To be estimated by AUC	National budgets NGOs Partners	AMV +10
Support the configuration of viable joint marketing systems for the selected commodities to realise producer power, including the financing of stockpiles (balance supply/demand) & the equitable distribution of the value chain investments (back- & forward linkages).	Viable joint marketing systems for the selected commodities configured	Joint marketing systems to realise producer power catering for balanced supply-demand and the equitable distribution benefits	African joint commodity marketing systems to realise producer power available for interrogation	All member states (contact points), RECs, continental entities (AU, ECA, AfDB, et al), international producer associations (e.g. OPEC)	2years	To be estimated by AUC	Commodity producers. National budgets. NGOs. Partners/ODA	
Create producer commodity marketing bodies, possibly together with non-African producers, to stabilise prices and leverage value chain investments.	African producer power commodity marketing bodies created	Increased price, BoP stability and value chain investments realised.	Development of the selected value chains, improved and stable prices	All member states (contact points), RECs, partners, producer associations	3years	To be estimated by AUC	Commodity producers. National budgets. NGOs. Partners/ODA	
Develop oversight systems to ensure the proper management of the commodity marketing bodies, based on best practices at the global level.	African producer bodies oversight systems in place.	Positive oversight reports. Clean annual audits of the producers bodies	Good management of the marketing bodies, based on global best practices	Member states (contact points), RECs, partners, African professional auditing associations	3years	To be estimated by AUC	Commodity producers. National budgets. NGOs. Partners/ODA.	

Continental Level: Pillar 2

Continental Table 9 (Pillar 2, Strategic issue 1: Management and sustainable use of natural resources)

CT9								
Pillar 2: Linkages and Diversification								
Strategic Issue 1: Management and sustainable use of natural resources								
Total Cost in US\$:								
Objective 1: Ensure sustained and inclusive growth through management and sustainable use of natural resources								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
Develop and harmonise commodity sector policies and regulations governing the management and sustainable use of natural resources, which should be aligned with continental and global frameworks and instruments/tools with strong local and regional content and inclusivity dimensions.	<ul style="list-style-type: none"> - Commodity value added increased. - Inclusive growth and sustainable management of natural resources - local employment and entrepreneurship Increased - Value added of manufacturing goods improved -Economic growth and development, as well as diversification in the commodity sector are improved. 	<ul style="list-style-type: none"> - Commodity sector policies & regulations in place. - Local & regional content, beneficiation, and value addition legislation. - National policies which foster investment into manufacturing, production and technological capabilities of member states - Emergence of local/regional value chains and linkages. 	<ul style="list-style-type: none"> - Percentage of value added products traded (e.g. an increase of 5% from the baseline) - The level of equitable benefits sharing from the natural resources -Extent of jobs created from the use of natural resources -Percentage increase of value added manufacturing 	Annual reports, progress report, and economic survey reports etc.	5 years	To be estimated by AUC	National core budget and development partners	DFIs and Commercial banks RECs
Empower regulatory agencies at different levels with appropriate funding, tools and systems to effectively implement sector-specific policies and regulations, through capacity building, training; skills development and technology transfer.	<ul style="list-style-type: none"> - Efficient and effective use of natural resources - Revenue collection from the natural resources sector - Improved value addition in the commodity sector. 	<ul style="list-style-type: none"> - Capable regulatory agencies. - Regulatory reforms in order to support the work of the regulatory agencies. 	<ul style="list-style-type: none"> - The fiscal revenue from the commodity sector increased by 20% -Transparency index gains. 	National annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and development partners	DFIs and Commercial banks RECs

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING ONGOING INITIATIVES
Build capacity of relevant stakeholders at all levels through the establishment of new or strengthened linkages with existing regional and national centres of excellence.	- Efficient and effective use of natural resources. - Inclusive involvement of stakeholders in natural resource management and utilisation.	- Linkages with existing national and regional centres of excellence, (information sharing). - Training, workshops, and seminars to build capacity of relevant stakeholders	- Percentage of fiscal revenue from the commodity sector - Transparency index	National: annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks
Develop platforms for disseminating and sharing market information, policies and best practices on management and sustainable use of all natural resource to all stakeholders.	-Ease of market access -Increased business collaborations/ synergies	-Platforms where government meets with stakeholders -Private sector associations and Chambers of commerce, industry & mines.	- Level of increase in trade volume.	National: annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks
Promote the use of digital commodity management applications	-Ease of market access -Increased business collaborations/ synergies	Digital commodity management applications	-Level of increase in trade volume - Time to make a trade. - LPI (logistics performance index: WB)	National: annual reports, progress reports and economic surveys LPI	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks

Continental Table 10 (Pillar 2, Strategic Issue 2: Value Chain development)

CT 10								
Pillar 2: Linkages and Diversification								
Strategic Issue 2: Value Chain development								
Total Cost in US\$:								
Objective 1: Promote competitive, inclusive and responsible national and regional value chains to maximise the linkage opportunities and for greater integration into local, regional and continental markets, as well as global markets.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop regional commodity strategies at the Regional Economic Community (REC) level for both agricultural commodity value chains and mineral commodity value chains.	Increased value addition and linkages realisation along each regional commodity value chains Greater scale economies realised	Key regional commodity value chains mapped at continental level. - Development strategies in place for all continental key commodity chains.	- Number of value chains mapped with strategies. - Value & volume of production. - Value of value addition. - Value of local-regional content. - Value of import displacement.	National accounts. UNCTAD, ITC Trademap. National statistics. REC statistics	2years	To be estimated by AUC	National budgets. Partners. Commodity producer associations (e.g. Chambers of mines)	AU AMDC AMV regionalisation (RMVs) REC FTAs. AfCFTA Afrexim Bank
Develop national and regional commodity value chain regulatory frameworks, which recognise regional and local content, aligned with existing continental initiatives (CAADP, AIDA, AMV, etc.), which leverage the opportunities created by the AfCFTA based on the comparative advantages of countries and regions.	- Competitive and inclusive national and regional value chains. - Commodity value chain development regulatory frameworks in place & operational. - Increased local/regional content along value chains. - Greater intra-African trade and investment.	- Policies and strategies on commodity values chains established, which are aligned to regional and continental initiatives (CAADP, AIDA, AMV/RMV, etc.)	- Level of increase in trade volume in value added commodity products -Level of diversification -Level (value) of linkages in value chains	National: annual reports, progress reports and economic surveys. National statistics. REC statistics	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Prioritise the development of key commodity value chains (to provide the feedstocks for African growth, development and intra-African trade), over feedstocks destined for extra-African markets.	-Enhanced market connectivity - Increased FDI and DDI - Increased industrialisation and technological advancement	-Policies and legislation on integrated Special Economic Zones (SEZs) -Integrated SEZs operational	- Value of new investments. - Number of new jobs created. - Value of increased in trade volume in value added products	- National: annual reports, progress reports and economic surveys. National statistics. REC statistics UNCTAD, ITC Trademap	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks
Creating, encouraging and strengthening of frameworks that will facilitate the development of cross-border value chain projects in the manufacturing and industrial sector (including the 4 th IR technology)	-Competitive and inclusive national and regional value chains developed. -Investments in cross-border industrial value chain enhanced. - Cross-border logistics costs lowered.	- Cross-border industrial development cooperation instruments (e.g. MOUs, agreements etc.) on value chain development projects. - List of priority cross-border value chain industrial projects	- Number of cross-border industrial projects. - Value of new investments (FDI & DDI). - LPI value.	- National: annual reports, and progress reports. Multilateral indices	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks
Create, encourage and strengthen frameworks and projects to promote cross-border commodity value chains, through incentives and the removal of tariff barriers and NTBs.	- Ease of market access. - Increased business collaboration & synergies (B2B, private sector associations and chamber of commerce). - Increased intra-REC and intra-African trade within commodity value chains.	- Platforms & institutions for engagement between government, private sector and academia - Incentives configured and available.	-Value of increase in trade volume. - LPI ratings. - Value of incentives disbursed.	National: annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks AfCFTA REC FTAs
Facilitate the development of local manufacturing, by providing targeted incentive packages (fiscal, regulations, business development services, etc.) to support commodity value chain development.	- Ease of market access - Increased business collaboration/synergies (ecommerce)	- Policies and regulations for the digital management of commodities. -Training and capacity building on digital technological management of commodities.	- Level of digitisation. - Value of incentives disbursed. - Value of extra-African import displacement. - Value of benefited commodity exports.	National: annual reports, progress reports and economic surveys. UNCTAD, ITC Trademap Multi-lateral dbases.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
		- Enabling infrastructure for the digital management						
Create platforms for engagement between government, private sector (commodity producers, inputs suppliers and processors), state entities and other stakeholders in implementing a common vision, policy and strategy. Secure resources to support commodity linkages development.	- Increased collaboration between state and private sector on commodity value chain development (PPPs). - Increased resources for commodity linkages development.	- Common commodity value chain development visions, policies and strategies in place. - Platforms/forums established.	- Number of PPP engagements. - Value of PPP projects. - Number of adopted visions/ strategies/policies - Value of resources for commodity linkages development.	National: annual reports, progress reports and economic surveys.	2 years	To be estimated by AUC	National core budget. Private sector. Development partners	REC and Continental visions, strategies & policies (e.g. AMV/RMV, Malabo, CAADP)

Continental Table 11 (Pillar 2, Strategic Issue 3: Resilient infrastructure development)

CT 11								
Pillar 2: Linkages and Diversification								
Strategic Issue 3: Resilient Infrastructure development								
Total Cost in US\$:								
Objective 1: Optimise the performance of the commodity value chains through the development of sustainable and integrated requisite infrastructure and improve access to infrastructure.								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Plan, design and implement resilient infrastructure development projects at national, regional and continental levels	- Ease of doing business facilitated - Commodities value chain infrastructure improved.	- PFSs & Feasibility studies identifying commodity nodes completed.	- % reduction in transaction costs. - LPI index increased by 20%.	National: annual reports, progress reports and economic surveys.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks

to facilitate trade, value addition and supplier industries, along the commodity value chains, through innovative financing mechanisms, such as public-private partnerships (PPP) and venture capital funds (VCFs).	<ul style="list-style-type: none"> - Performance of the commodity sector improved/optimised. - Value addition and local-regional content enhanced. - Intra-African trade along the commodities value chains increased. 	<ul style="list-style-type: none"> - Integrated sustainable infrastructure-industry master plans developed. - Resilient infrastructure developed - Resource mobilisation plan completed. - PPP & VCF financing utilised. - Lower logistics costs. - Enhanced Ease of Doing Business. - Greater intra-African trade. 	<ul style="list-style-type: none"> - Ease of Doing Business lowered by 20%. - Intra-African in commodity value chain products increased by 50%. - % realisation of PIDA and PICI projects 	REC stats. AfDB & ECA stats. -Doing business indicator reports (Ease of Doing Business Index). LPI index dbase. UNCTAD, ITC Trademap dbase.				Presidential Infrastructure Champion Initiative (PICI) Programme in Infrastructure Development in Africa (PIDA)
Prioritise the development of national components of cross-border infrastructure projects, including existing regional initiatives.	<ul style="list-style-type: none"> - Ease of doing cross-border business facilitated - Performance of the commodity sector improved/optimised. 	<ul style="list-style-type: none"> - Priority cross-border infrastructure projects list developed. - Feasibility studies on cross-border infrastructure projects (for Commodity nodes) done. -Integrated Cross-border infrastructure-industry sustainable master plans completed. - Resilient cross-border infrastructure projects developed. - Resource mobilisation plans in place. 	<ul style="list-style-type: none"> - Investment in cross-border infrastructure for commodity value chains trade up by 20%. - Cross-border infrastructure costs decreased by 20%. - Cross-border trade up by 20%. 	National: annual reports, progress reports and economic surveys. Doing business indicator reports. LPI Index dbase. UNCTAD, ITC-Trademap dbase. AfDB & ECA stats.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks Presidential Infrastructure Champion Initiative (PICI) Programme in Infrastructure Development in Africa (PIDA)
Encourage cooperation among AU MSs and RECs in attracting investment into sustainable infrastructure to facilitate greater commodity beneficiation, local content and regional value chain development, in line with the objectives of the AfCFTA.	<ul style="list-style-type: none"> - Investment (both domestic and FDI) into requisite resilient infrastructure increased. - Greater commodity beneficiation, local content and regional value chain development. 	<ul style="list-style-type: none"> - Industrial and investment policies and cooperation frameworks in place and approved. - National Investment Promotion Agencies (IPA) established/strengthened. 	<ul style="list-style-type: none"> - Investment in commodities infrastructure, between African countries increased by 20%. 	National: annual reports, progress reports and economic surveys. REC stats.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks Presidential Infrastructure Champion Initiative (PICI) Programme in Infrastructure Development in Africa (PIDA)
Encourage, where applicable, transparent and accountable investment protocols in relation to infrastructure projects development with commodity seeking firms or countries, which support value	<ul style="list-style-type: none"> - Commodities diversification (value addition & local content) promoted. - Reduced illicit financial flows in infrastructure investments. 	<ul style="list-style-type: none"> - Packaging of incentives to encourage investors for beneficiation and local content in commodity value chains. - Valuation of economic resources and allocation of predetermined value for 	<ul style="list-style-type: none"> - Levels of diversification increased for beneficiation & local content. - Amount of illicit flows in infrastructure reduced. 	National: annual reports, progress reports and economic surveys.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks Presidential Infrastructure Champion Initiative (PICI)

chain development in line with the AU AfCFTA Decisions.	- Infrastructure investment facilitated by commodity buyers increased.	financing of infrastructure projects						Programme in Infrastructure Development in Africa (PIDA)
Grant countries or firms access to commodities to leverage favourable financing of infrastructure, mindful of the need for proper resource valuation.	- Simplified and business friendly regulatory frameworks. - Infrastructure investments increased.	- Capacity building of institutions which provide integrated soft infrastructure. - "Infrastructure4commodities" Model Offset Agreement developed and available.	- Better ease of doing business index. - Greater infrastructure investment. - Number of offset agreements.	National: annual reports, progress reports and economic surveys. Ease of Doing Business Index.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks Presidential Infrastructure Champion Initiative (PICI) Programme in Infrastructure Development in Africa (PIDA)
Leverage resource rents, particularly from mineral commodity extraction, to establish infrastructure configured for use by other sectors (Third Party Access).	- Improved economies of scale at national and regional level. - Introduction of resource rent tax instruments (RRT). - Enhanced infrastructure.	- Inclusion in national development plans of regional plans, initiatives, strategies etc. - RRT instruments adopted. - Increased RRT revenues invested in infrastructure.	- % of 3 rd party utilisation of resource infrastructure. - Resources infrastructure projects value.	National: annual reports, progress reports and economic surveys.	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks Presidential Infrastructure Champion Initiative (PICI) Programme in Infrastructure Development in Africa (PIDA)
Build and strengthen institutions which provide integrated soft infrastructure in order to simplify regulatory frameworks and make them more user-friendly.	- Increased use of integrated soft infrastructure. - Simpler & user-friendly regulatory frameworks. - Stronger integrated soft infrastructure entities.	- Ease of infrastructure provision enhanced. - Regulatory frameworks simplified.	- Investment in resilient infrastructure increased by 20%. - Time to navigate regulatory systems decreased by 20%	National: annual reports, progress reports and economic surveys. Ease of Doing Business Index.	3 years	To be estimated by AUC		
Strengthen linkages with regional integration initiatives to create economies of scale for new regional infrastructure investments.	- Regional infrastructure scale economies projects increased. - Increased investment in infrastructure.	- Regional scale economies infrastructure projects realised.	- Number and value of regional infrastructure projects increased by >20%.	National: annual reports, progress reports and economic surveys. REC stats.	5 years	To be estimated by AUC		

CT 12

Pillar 2: Linkages and Diversification

Total Cost in US\$

Strategic Issue 4 – Quality Infrastructure systems development

Objectives: Promote sustainable production, trade and consumption of value-added products through the development and harmonisation of QIS.

Continental Table 12 (Pillar 2, Strategic Issue 4: Quality Infrastructure systems development)

Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
At the continental level, harmonise quality policy for a coherent regulatory framework with regard to technical barriers to trade by means of TBT/SPS annexes to the AfCFTA protocol.	- Continental harmonised framework in place. - Improved quality of products and ease of trade at national and regional levels	- National quality policy on Technical Barriers to Trade developed, in line with continental framework - Strengthening the systems of the respective Bureaus of Standards.	- Enhanced level of quality of products. - Greater ease of trade.	National: annual reports, progress reports and economic surveys. REC stats. AU ARSO data. Afrimet	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks ARSO initiatives
Promote the establishment of national, regional and continental QIS based on international best practices.	- Sustainable production, trade, and consumption of value added products increased	- National QIS developed. - Increased in trade of value added products	- Increased in trade and consumption of value added products of 20%.	National: annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks
Establish and strengthen quality infrastructure institutions and pan-African platforms such as Pan African Quality Infrastructure (PAQI), in order to improve the competitiveness of the commodity sector.	Sustainable production, trade and consumption of value added products improved	- Quality infrastructure institutions (National Bureaus of Standards) established and/or strengthened.	- 20% increase in trade in value added commodities	National: annual reports, progress reports and economic surveys. ARSO data PAQI data	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks ARSO PAQI
Promote the establishment of mutual recognition arrangements (MRAs) across the regional economic communities (RECs).	Improved mutual recognition arrangements among RECs	Mutual recognition arrangements among RECs established. MS laws/regulations for regional mutual recognition in place.	Number of mutual recognition arrangements.	MSs RECs (regional level)	5 years	To be estimated by AUC	REC budgets Development Partners	PAQI
Promote the establishment of mutual recognition arrangements (MRAs) across	Improved mutual recognition arrangements among RECs	Mutual recognition arrangements among RECs established.	Number of mutual recognition arrangements.	MSs RECs (regional level)	5 years	To be estimated by AUC	REC budgets Development Partners	PAQI

the regional economic communities (RECs).		MS laws/regulations for regional mutual recognition in place.						
Build the capacity of commodity producers, beneficiaries and inputs suppliers on quality standards.	- Improved market access for producers, beneficiaries and inputs suppliers.	- Training, workshops and seminars on quality standards for value chain players. - Enhanced value chain skills.	- Increased trade in volume & value along the value chains.	National/REC: annual reports, progress reports and economic surveys	5 years	To be estimated by AUC	National core budget and Development partners	DFIs and Commercial banks

Continental Level: Pillar 3

Continental Table 13 (Pillar 3, Strategic Issue 1: Governance - political and institutional governance)

CT 13								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 1 on Governance: political and institutional governance								
Objectives: Promote adherence to effective political governance frameworks								
STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote meritocratic leadership in the public sector for good governance of the commodity value chains	Meritocratic leadership in the public sector established.	Meritocratic policies in the public sector	Improved public service delivery. Optimised commodity value chains	National policy documents/progress reports. APRM	5 years	To be estimated by AUC	International partners AU Continental Governance Programs	Public-private sector partnerships
Establish and maintain independent, legal and political institutions to ensure the Rule of Law	Independent, legal and political institutions established.	Independent, legal and political institutions. Institutionalisation of Independent, legal and public entities.	Number of well-governed national entities	National policy documents/progress reports. Auditor General Reports APRM	5-10 years	To be estimated by AUC	AU Continental Governance Programs	Independent institutions
Strengthen the capacity of public institutions to enforce laws and policies for the management of commodity resources; enforce the law through credible and independent institutions to monitor the activities	Enhanced public sector delivery. Capacity of public institutions strengthened	Empowered public institutions	Level/quality of service from public institutions improved. APRM Ibrahim index of African Governance (IIAG) Afro-Barometer Resource Governance Index (NRGI). World Governance Index (WGI)	Number of public officials and independent institutions capacitated. Resource Governance Index (NRGI). World Governance Index (WGI) APRM Ibrahim index of African Governance (IIAG) Afro-Barometer	5-10 years	To be estimated by AUC	private institutions, international partners AU Continental Governance Programs	Public-private sector partnerships APRM IIAG

Continental Table 14 (Pillar 3, Strategic Issue 2 on Governance - Corporate governance)

CT 14								
Pillar 3: Governance and Enabling Environment								
Strategic Issue 2 on Governance: Corporate governance								
Objectives: Design and implement corporate governance frameworks based on best practices								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Put in place corporate accountability and transparency laws and regulations to ensure good corporate citizenship	Corporate laws and regulations formulated.	Policies on corporate governance in place.	Corporate citizenship Improved. Clean audit reports. Resource Governance Index (NRGI).	Level of corporate accountability and transparency. Resource Governance Index (NRGI). EITI Reports.	5 years	To be estimated by AUC	National budget	N/A
Promote and enforce appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights)	Appropriate laws (company, labour, occupational and health hazards, unionisation and labour rights) promoted and enforced.	Improved corporate governance and social responsibility	Laws and regulations in place. Progress reports on company activities.	Number of National laws & regulations in place. CSR indices. Audit reports. WCGI.	5 years	To be estimated by AUC	National budget	N/A
Promote codes for good business ethics.	Codes of good business ethics promoted	Codes of business ethics	Improved social responsibility King IV ratings	CSR indices. World Corporate Governance Index (WCGI).	5 years	To be estimated by AUC	National and private sector budgets	

Continental Table 15 (Pillar 3, Strategic Issue 3: Governance - Social governance and inclusivity)

CT 15								
Pillar 3: Governance and Enabling Environment								
Total Cost US\$								
Strategic Issue 3 on Governance: Social governance and inclusivity								
Objectives: Enhance social and inclusive participation of all stakeholders in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish mechanisms for inclusive participation by all stakeholders in the commodity sector	Mechanisms for inclusive participation by stakeholders established.	Stakeholder engagement forums. CSR audits	Improved participation of various stakeholders	Frequency of stakeholder engagements. CSR indices	5 years	To be estimated by AUC	National and private sector budget	Public-private partnerships
Promote equitable access to and ownership of factors of production, as well as to social and economic infrastructure services.	Equitable access and ownership of factors of production promoted.	Equitable access and ownership of factors of production.	Access and ownership of factors of production.	Extent of access and quantum of ownership.	5- 10 years	To be estimated by AUC	National and private sector budget	Public-private partnerships
Develop advocacy programs addressing social issues in the commodity sector	Advocacy programs on social issues developed.	Advocacy on social issues operational.	Programmes on social issues. Ranking on CSR indices.	Extent of engagements on social issues. CSR Indices.	5 years	To be estimated by AUC	National and private sector budget	Public-private sector partnerships
Develop, legislate and promote equity practices, taking into account the interests and needs of vulnerable groups	Enhanced equity.	Legislation on equity practices for women, youth and other vulnerable groups developed and in place.	Legislation and promotional activities.	Extent of access to legislation on equity practices. CSR Indices. NRGi.	5 years	To be estimated by AUC	National budget	Public-private sector partnerships

Continental Table 16 (Pillar 3, Strategic Issue 4: Governance - Economic governance)

CT 16								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 4 on Governance: Economic governance								
Objectives: Promote and implement economic governance frameworks that support sustainable development								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Establish and implement sound and transparent public finance management systems	Sound and transparent public finance management systems established	Implementation of sound and transparent public finance management systems	Public finance management systems. Clean audit reports. Ranking on independent public finance management rating organisations	Number of systems in place. NRGI data EITI data Transparency International data. AfDB data.	5-10 years	To be estimated by AUC	National and private sector budget	N/A
Negotiate and implement fair and equitable FDI, agreements, contracts, leases and concessions in the commodity sector.	Increased benefits to Africa from fair and equitable investment agreements	Fair FDI agreements and contracts in the commodity sector negotiated and implemented.	Number of of fair investment Agreements and Contracts	National policies on investment. NRGI. WCGI. AU AMDC.	5-10 years	Per country	National and private sector AfDB – ALSF (African Legal Support Facility) Connex Partners	Pan African Investment Code (PAIC)
Reviewing existing taxation systems and regimes in order to promote economic governance in the commodity sector.	Existing taxation systems and regimes reviewed.	Modern taxation systems and regimes. Greater share of resource rents collected.	Functional taxation systems and regimes. Resource rent tax (RRT) instruments.	Extent of tax regime modernisation. “Paying Taxes” annual reports. RRT instruments established. Tax receipts from commodities sector.	5-10 years	To be estimated by AUC	National budgets	Independent institutions & developmental partners. APRM
Implement factor market integration policies in line with AU's Boosting Intra-African Trade (BIAT) cluster.	Access to national, regional and continental commodity markets	Domestication of Factor Market Integration cluster of BIAT.	Increased volumes of trade in goods and services Implementation of national policies on Factor Market	ITC Trademap National and Regional trade data	5-10 years	To be estimated by AUC	AUC Budget.	AU BIAT Action Plan and AfCFTA

			Integration cluster of BIAT.					
Develop and promote continental/regional local content policies ³	Continental/regional and local-regional content policies developed. Imports displacement.	Local-regional content policies. Increased visibility of locally produced products	Increased visibility of locally produced goods. Improved BoP for the commodity sector. Number of MSs with local & regional content regulations in place. Quantities of locally produced goods.	Quantities of locally produced goods. UNCTAD, ITC-Trademap data. National statistics. MS local-regional content compliance offices.	5-10 years	To be estimated by AUC	National and private sector budget. RECs data	Public-private partnerships and independent institutions. AfCFTA AMV AIDA
Formulate, implement and enforce laws to counter money laundering and illicit financial flows	Enhanced revenue collection	Unified laws to counter money laundering and illicit financial flows formulated and applied. Implementation of policies on money laundering and illicit financial flows	Value of increased tax revenues. Value of BoP impact	National Taxation Office/Authority. National Bank data	5-10 years	To be estimated by AUC	National budget	N/A
Implement transparent and accountable economic policies that promote access to national, regional and continental markets of commodities.	Access to national, regional and continental commodity markets	Transparent and accountable economic policies implemented.	Value of increased economic policies to facilitate market access for commodities	National International and African CEs data. ITC-Trademap data	5-10 years	To be estimated by AUC	National budget	African Association of Central bankers

³ Develop guidelines for local content in Africa

Continental Table 17 (Pillar 3, Strategic Issue 5: Governance - Environmental governance)

CT 17								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 5 on Governance: Environmental governance								
Objectives: Develop, strengthen and adhere to sustainable environmental governance								
STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Develop and implement policies, legislation, procedures and practices that encourage conservation and sustainability in the commodity sector in accordance with international standards	Enhanced conservation and sustainability in the commodities sector implemented	Number of policies and procedures introduced that encourage conservation and sustainability in the commodity sector	Conservation and sustainability procedures and practices operational. Ranking on independent environmental & sustainability indices	National reports & data Environmental Sustainability Index (ESI). Environmental Performance Index (EPI)	5-10 years	To be estimated by AUC	National budget	UN SDGs ISO 14000
Develop strategies for mitigation, adaptation and resilience to climate change of the commodity sector	Enhanced mitigation, adaptation and resilience to climate change of the commodity sector	Strategies for mitigation, adaptation and resilience to climate change developed	Number of laws & regulations Ranking on independent climate change & sustainability indices GHG emissions from the commodities sector	National policies & documents Environmental Sustainability Index (ESI). Environmental Performance Index (EPI) Other international indices	5-10 years	To be estimated by AUC	National budget	UN SDGs
Establish systems for environmental protection	Enhanced environmental protection.	Environmental protection systems in place.	Improved environmental protection metrics	National compliance authorities Ranking on environmental indices.	5 years	To be estimated by AUC	National budget	AU Initiatives SDGs Ramsar International initiatives
Create governance frameworks that respect the human population as well as the natural ecosystem.	Enhanced respect for the human population and the natural ecosystem	Frameworks that respect human population and the natural ecosystem in place	Number of frameworks in place. Human development indices Environmental sustainability indices.	Number of frameworks in place. Environmental Performance Index (EPI). UNDP HDI	5 years	To be estimated by AUC	National budget	AU Initiatives UN SDGs Independent institutions

Establish policies and laws that mitigate pollution, promote land restoration and conserve wet lands	Improved pollution mitigate, land restoration and conservation of wetlands.	Policies on pollution, land restoration and conservation of wetlands	Decreased pollution indices. Area of land restored & wetlands conserved.	National stats. Independent monitoring agencies. Ramsar	5 – 10 years	To be estimated by AUC	National budget	RAMSAR ICUN WWF UNDP
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Continental Table 18 (Pillar 3, Strategic Issue 6: Enabling Environment - Policy and legal/regulatory environment)

CT 18								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 6 on Enabling Environment: Policy and legal/regulatory environment								
Objectives: Ensure the development, implementation and enforcement of sound policy and legal/regulatory frameworks								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Mainstream the AU Commodity Strategy in national development plans	AU Commodity Strategy in national development plans mainstreamed	National commodity strategies in place. Mainstreamed sectoral policies	Number of sectoral policies on commodities.	National focal points MS reports	5-10 years	To be estimated by AUC	National budget	AMV domestication.
Strengthen the capacity of legal and policy institutions. (Courts, etc.)	Capacity of legal and policy institutions strengthened	Capacity building programmes for legal institutions configured and operational.	Number of capacity building activities/initiatives	MS reports & data	5-10 years	To be estimated by AUC	National budget and development partners	IDLO programmes. Independent institutions
Prioritise the use of African judicial systems to adjudicate whenever disputes or human rights violations occur.	Improved and fairer adjudication. Enhanced African legal integrity	African judicial systems prioritised to adjudicate whenever disputes or human rights violations occur	Frequency of use of African judicial systems. Number judicial systems implemented	National reports/data. African judicial systems data.	5-10 years	To be estimated by AUC	National budget	APRM

Continental Table 19 (Pillar 3, Strategic Issue 7: Enabling Environment - Human rights)

CT 19								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 7 on Enabling Environment: Human rights								
Objectives: Promote, defend, respect, uphold and enforce human rights in the commodity sector								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ONGOING INITIATIVES
Protect, defend, respect and remedy the rights of women, children, local communities and other vulnerable groups	Rights of women, children, local communities and other vulnerable groups protected.	Laws and regulations that protect the rights of women, children, local communities and other vulnerable groups in place.	Number of legal documents /policies Frequency of violations	National stats/data. African Commission on Human and Peoples' Rights ISHR. Human Rights Watch (HRW). Global Voices. Media reports.	5-10 years	To be estimated by AUC	National budget and development partners	AU Banjul Charter. AU Maputo Protocol. AU ACRWC. Independent institutions African Court on Human and Peoples' Rights
Recognise and respect the understanding of cultural and religious nuances in the exploitation of commodities.	Increased recognition of cultural and religious nuances.	Policies, laws and regulations on cultural and religious nuances in the exploitation of commodities	National policies and public pronouncements. Number of infringements.	National data. African Commission on Human and Peoples' Rights ISHR. Human Rights Watch (HRW). NRG	5 -10 years	To be estimated by AUC	National budget and development partners	AU Banjul Charter. Independent institutions African Court on Human and Peoples' Rights
Enact laws and regulations that promote the disclosure of human rights abuse and establish remedial procedures	Decrease in human rights abuses	Laws and regulations that promote human rights abuse disclosure and remedial procedures in place	Laws & regulations in place. Number of human rights abuses reported.	National data. African Commission on Human and Peoples' Rights. ISHR. Human Rights Watch (HRW). Media.	5-10 years	To be estimated by AUC	National budget and development partners	AU African Charter on Human and Peoples' Rights. Independent institutions African Court on Human and Peoples' Rights

Continental Table 20 (Pillar 3, Strategic Issue 8: Enabling Environment - Land tenure and distribution)

CT 20								
Pillar 3: Governance and Enabling Environment								
Total Cost in US\$								
Strategic Issue 8 on Enabling Environment: Land tenure and distribution								
Objectives: Create and implement appropriate mechanisms with regard to land tenure for sustainable exploitation of commodities								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ONGOING INITIATIVES
Develop effective beneficial land access, ownership laws and rights	Enhanced beneficial land access, ownership laws and rights	Land ownership laws and rights in place.	Number of countries with Laws operational.	National stats & data.	5-10 years	To be estimated by AUC	National budget	N/A
Modernise and digitalise cadastral systems.	Efficacy of cadastral systems improved.	Modern digitised cadastral systems operational.	Usage of the cadastral system. Speed of usage.	National stats & data.	10 years	To be estimated by AUC	National budget	AMV
Develop and strengthen regulatory frameworks for purposes of land restitution to address past injustices and land dispossession.	Enhanced land restitution to address past injustices and land dispossession.	Land laws and policies in place	Number of people benefiting from restitution. Area of land restituted.	National stats & data. Government reports	10 years	To be estimated by AUC	National budget	N/A
Develop policies and effective systems for land evaluation in cases of development-driven expropriation for public interest, to ensure appropriate computation of compensation where necessary	Improved computation of fair compensation for land expropriation.	Policies and effective systems for land evaluation developed. Land laws and policies in place.	Compensation value per Ha.	National stats & data. Legal judgements and awards.	10 years	To be estimated by AUC	National budget	N/A

Continental Level: Pillar 4

Continental Table 21 (Pillar 4, **Strategic Issue 1: Skilled labour**)

CT 21
Pillar 4: Skills Development and R&D
Total Cost in US \$
Strategic Issue 1: Skilled labour
Objectives: Develop the human capital in order to improve the performance of the commodities sector by enhancing technical capacities, skills portability, and ensuring inclusiveness

STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Undertake training needs assessments, develop and promote harmonised training programmes at national level (vocational and higher level education), as well as put in place certification frameworks.	Skills, capacities and certification enhanced and developed to respond to industrialisation.	Training needs assessment undertaken. Harmonised training programmes and curricula developed and promoted. Certification frameworks in place.	Number of countries with: - Training needs assessment, - Harmonised curricula, - Certification frameworks	National policy progress reports National stats & data. UNDP HDI	5 years	To be estimated by AUC	Member states Partners Private Sector	STISA TEVET
Design affirmative actions to ensure the inclusiveness of vulnerable persons (including youth, women, and physically challenged persons) in the commodity sector	Enhanced participation of vulnerable persons, including youth, women, and physically challenged persons, in the commodity sector	Polices and incentives for enhanced inclusiveness, in place.	Percentage of vulnerable persons profitably engaged in the commodity sector.	National Statistics. NGOs	5years	To be estimated by AUC	National budgets Partners	RECs Financial Institutions
Encouraging the creation of specialised tertiary education programmes, in particular Science, Technology, Engineering and Mathematics (STEM)	Enhanced STEM skills	Specialised tertiary STEM education programmes operational.	Number of STEM trainees/students Number of STEM graduates.	National Statistics.	5 years	To be estimated by AUC	National budgets Private sector Partners	STISA TEVET
Develop regional partnerships (government, private sector) for training and innovation in support of research	Enhanced training and innovation in support of research	Private sector participation in training and research	Value of: - State investment - Private sector investment.	National Statistics National Research Councils. Tertiary education entities.	5 years	To be estimated by AUC	Member states Private Sector	STISA TEVET

Incentivise private companies to invest in training, research and innovation	Increased investment in training and RDI (Research, Development & Innovation)	Incentives developed and used.	Value of incentives. Number of people trained.	Government reports. National Statistics				STISA TEVET
Promote linkages between research institutions, academia and the private sector to facilitate technology transfer with a view of improving value addition to commodities and commercialisation (mass production of innovation)	Value addition through linkages improved	Linkage based coordination mechanisms established	Number of coordinating mechanisms agreed.	National progress reports	5years	To be estimated by AUC	National Budget Partners	Inter-ministerial working groups
Establish policies that facilitate development of the local manufacturing sectors.	Growth of local manufacturing.	Effective implementation of local manufacturing based industrial policies.	Number of locally manufactured products Value of local manufacturing	National stats. National production index reports	5 years	To be estimated by AUC	National budget	
Establish specialised technical centres for commodity development in member states	Improved skills in commodity development	Commodity based specialised technical centres established	Number of technical centres operational. Number of people skilled.	National stats. National reports	5 years	To be estimated by AUC	National budgets	
Establishing R&D funds in member states	R&D funding increased.	R&D funds established	Value of R&D funding. Number of world class locally produced products	National stats. National economic reports	5 years	To be estimated by AUC	National budgets	Import and export taxes

Continental Table 22 (Pillar 4, Strategic Issue 2: Entrepreneurship)

CT 22
Pillar 4: Skills Development and R&D
Total Cost in US\$
Strategic Issue 2: Entrepreneurship
Objectives: Enhance the capacity of institutions to nurture entrepreneurial culture for development and growth of commodities sector

STRATEGIC ACTIONS	Results		Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Build capacity of institutions to train/nurture entrepreneurship	Increased number of locally made products.	Fully functional institutes offering entrepreneurial training	Number of institutes. Number of graduates.	National stats. Government reports. Business Registries	5 years	To be estimated by AUC	Levies.	AU SME STRATEGY
Establish innovative business incubators that add value to the commodities sector.	Innovative and competitive products in the market increased	Established incubators	Number of incubators set up. Value of incubator budgets.	National stats. Government reports. Progress reports	5 years	To be estimated by AUC	National budget and levies	AU SME STRATEGY
Develop and harmonise policy and regulatory frameworks that promote entrepreneurship	Growth in local businesses and turnover.	Efficient and conducive environment for local business growth (ease of doing business) established.	Increase in number new business developed. Increase in value-added.	National stats. Government reports Registrar generals report	5 years	To be estimated by AUC	Business license fees	AU SME STRATEGY
Develop and harmonise schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises (MSME)	Increased economic contribution from MSMEs. Increased formal labour.	Schemes that facilitate the formalisation of informal labour markets and micro-, small, and medium enterprises in place and operational.	Number of workers formalised. Number of MSMEs formalised.	National stats. Government reports Registrar of companies	5 years	To be estimated by AUC	National budget and levies	AU SME STRATEGY

Continental Table 23 (Pillar 4, Strategic Issue 3: Technology and Innovation)

CT 23								
Pillar 4: Skills Development and R&D								
Total Cost in US \$								
Strategic Issue 3: Technology and Innovation								
Objective 1: Enhance access to cleaner, modern and affordable technologies and encourage adaptation, adoption and reverse engineering								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Encourage reverse engineering, technology transfer, technology adoption and adaptation to suit the needs of local industries.	New and innovative local products developed	New and innovative technologies	Number of new and innovative products developed	National stats. National Research and Scientific council	5years	To be estimated by AUC	National budget Partners	AU STISA-2024 Technology development institutions
Promote the use of cleaner technologies as well as information and communication technologies (ICT) in the commodities sector	Increased use of ICT and clean technologies in the commodity sector	Efficient use of technology in the commodity sector	Growth in value of investment in ICT and clean technologies	Government reports and data. National research and scientific councils Technology Readiness Index	5years	To be estimated by AUC	National budget Partners	AU STISA-2024 Technology development institutions

Continental Table 24 (Pillar 4, Strategic Issue 3: Technology and Innovation)

CT 24								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 2: Provide Incentives to foster and incubate innovation to accelerate the development of commodities in Africa								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Introduce R&D and innovation culture on commodities in education systems and industries	Entrepreneurial based economy developed	Entrepreneurial based R&D and innovation curricula introduced	Number of countries implemented entrepreneurial based curricula %GDP of RDI investment	Ministries of Education Report %GDP of RDI investment	5years	To be estimated by AUC	National budget	AU STISA-2024
Develop mechanisms to link centres of excellence to the commodities industries	Enhanced efficiency in the commodities industries	Linkages between centres of excellence and the commodities industries established.	Number of linkages (CoE – industry). Value of centres of excellence commodity sector R&D.	National stats. Annual reports	3 years	To be estimated by AUC	National budget	Technology development institutions

Continental Table 25 (Pillar 4, Strategic Issue 3: Technology and Innovation)

CT 25								
Pillar 4: Skills Development and R&D								
Total Cost in US\$								
Strategic Issue 3: Technology and Innovation								
Objective 3: Provide opportunities for training and skills development in the use of modern and innovative digital applications in the commodity sector for the benefit of the African operators								
Results			Monitoring and Evaluation (M&E)			Financing and Resource Mobilisation		
STRATEGIC ACTIONS	OUTCOME	OUTPUT	OUTCOME INDICATOR	MEANS OF MEASUREMENT	TIME-FRAME	ESTIMATED COST IN US\$	FUNDING MECHANISMS	CORRESPONDING/ ONGOING INITIATIVES
Promote the establishment of community-based training institutions and e-learning platforms for SMEs and other relevant operators	Improved productivity and standards at community level	Community based training institutions and e-learning platforms established	Increased market share of local products.	National statistics	5 years	To be estimated by AUC	National Budget	AU STISA-2024
Promote the establishment of commodity-oriented tech-hubs and start-ups	Increased uptake and scaling up of technologies produced by start-ups.	Recognised start-ups.	Number of and extent of uptake of start-up technologies.	Ministry of Science and Technology.	5 years	To be estimated by AUC	National budget	AU STISA-2024
Invest in national capabilities to harness the Fourth Industrial Revolution technologies and leapfrog development challenges in the commodities value chains	Competitive products produced efficiently	Fourth industrial based technologies available.	Use of new technologies in the production line.	National Industrial Statics	5years	To be estimated by AUC	National Budget	AU STISA-2024