



Economic Commission for Africa

ECA **Business Plan**

2007-2009



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Acronyms

ADF	African Development Forum
AfDB	African Development Bank
AGDI	African Gender and Development Index
AGF	African Governance Forum
AGR	African Governance Report
AISI	African Information Society Initiative
AMCOW	African Ministerial Council on Water
APR	African Peer Review
APRM	African Peer Review Mechanism
ARIA	Assessing Regional Integration in Africa
ATPC	African Trade Policy Centre
AWDR	African Water Development Report
AWPS	African Women's Progressive Scoreboard
AWR	African Women's Report
DPP	Development for Peace Programme
ePol-NET	Global e-Policy Resource Network
ERA	Economic Report on Africa
FAS	Femmes Afrique Solidarité
GSI	Gender Status Index
IGWA	Inter-Agency Group for Water in Africa
ILEAP	International Lawyers and Economists Against Poverty
ISP	Institutional Strengthening Programme
IWRM	Integrated Water Resources Management
MRU	Mano River Union
MRB	Mano River Basin
NICI	National Information and Communication Infrastructure
PRSP-LG	African Learning Group on Poverty Reduction Strategy Papers
RBB	Results-based Budgeting
REC	Regional Economic Community
SPA	Strategic Partnership with Africa
TF	Trust Funds
UNTFAD	United Nations Trust Fund for Africa Development
WSIS	World Summit Information Society
XB	Extrabudgetary Resources

Preface

Africa today is going through a period of great renewal. Important global and regional developments over the past decade have created an enabling environment for the continent to make positive changes that advance its socio-economic development agenda. At the Millennium Summit in 2000, world leaders adopted the Millennium Development Goals (MDGs) to mobilize the international community to act as one in combating poverty and underdevelopment. This was followed in 2001 by the adoption, by African leaders, of the New Partnership for Africa's Development (NEPAD) as the strategic framework for the continent's development. The MDGs and NEPAD now provide a common practical framework for international action to assist Africa's development. This political momentum received another boost in 2005 at the G-8 Summit in Gleneagles, where these countries pledged to double aid to Africa by 2010.

In spite of an increasingly favourable international environment, the 2005 Midterm Review of Progress towards the targets of 2015 revealed that sub-Saharan Africa (SSA), if current trends continue, will be the only region not to reach the MDGs. This troubling state of affairs led the international community, in the Outcome Document adopted at the 2005 World Summit, to reiterate the special needs of Africa and recommit itself to increase support for Africa. The United Nations itself, through a wide-ranging process of reform, continues to seek ways to strengthen the impact of its work in Africa.

As the regional arm of the United Nations Secretariat in Africa, with a mandate to promote the economic and social development of the region, the Economic Commission for Africa (ECA) will continue to play a crucial role. I have followed developments at ECA, and in Africa, very closely, and welcome the steps taken by ECA to respond to the recommendations of the World Summit Outcome, the UN reform process and the new priorities of Africa as collectively articulated by African leaders through the African Union. This Business Plan for the years 2007 to 2009 shows how a repositioned ECA intends to scale up its support for the region's development efforts. The special emphasis on regional integration and capacity building for the African Union is particularly appropriate. I hope all of Africa's governments and partners will continue working closely with ECA in the period ahead in pursuit of our common objectives.



Kofi A. Annan
Secretary-General of the United Nations

Foreword

Africa's destiny is in African hands. Of this there is no doubt and no longer any dispute. The recent creation of the African Union is a manifestation of the collective will to achieve this destiny of a brighter future for all of Africa's peoples in a focused and diligent manner. In that regard, we have in recent years made noble strides in our quest to tackle the myriad challenges before us on this continent. We have recorded significant progress in the efforts towards attaining peace, stability and security in many corners of the continent. Structures such as the African Union Commission (AUC), the Peace and Security Council, the Economic, Social and Cultural Council, the Pan-African Parliament, and the African Court on Human and Peoples' Rights have been created to address the multifaceted needs of the regional socioeconomic and integration agenda. Meanwhile, the adoption of the New Partnership for Africa's Development (NEPAD) by the African Union (AU) has provided a viable framework for the creation of a united, prosperous and harmonious continent. At the same time, the African Peer Review Mechanism (APRM) process is also making an important contribution towards the advancement of good governance on the African continent. Yet, several daunting challenges remain, particularly in the battle against poverty and disease.

To accompany Africa's efforts to meet these challenges, the recent commitment of the international community to comprehensively increase support to Africa and address the special needs of African countries is most welcome. It is also timely, as it has followed a change in the regional institutional landscape that has seen the birth and early steps of the AU and its related organs. Support from all our partners can play an important role in advancing the African regional agenda at this stage.

The AUC is therefore most encouraged by the steps that are being taken by the United Nations family to upscale support and to deepen partnership with it across the board. In this context, the Economic Commission for Africa (ECA) clearly has an important and primary role in assisting and facilitating the work of the AU and the Regional Economic Communities (RECs).

This business plan articulates a comprehensive programme of action that seeks to support the development priorities of AU and its NEPAD programme. Together with AU and the African Development Bank (AfDB), ECA's role in helping to realize this continental vision and action plan is unquestionably crucial. The three institutions are now committed to enhancing their cooperation, and have put a mechanism in place to avoid duplication in key areas and thus maximize their combined development impact.

The AUC fully endorses the ECA vision and business plan, as it provides a viable framework through which partners can significantly upscale support and also provide valuable assistance to the implementation of AU's strategic programme of action and Africa's overall development objectives.



Alpha Oumar Konare
Chairperson, African Union Commission

Introduction

Early in March this year, I commissioned a task force to review the strategic direction, programmes, organizational structure, management and administrative processes of the Commission. The task force completed its work and submitted its recommendations in June 2006. The outcome of the review exercise was fully endorsed by the African Union Summit of African Heads of State and Government held in Banjul, Gambia on 1 and 2 July 2006. The Summit further reaffirmed the role of the Economic Commission for Africa (ECA) as a key and necessary United Nations institution in Africa to assist and facilitate the work of the African Union Commission (AUC) and the Regional Economic Communities (RECs). A major outcome of the Review is the repositioning of ECA to better address Africa's development challenges and the resultant reprioritization and refocusing of the Commission's work programme.

The 2007–2009 Business Plan is therefore a strategic articulation of ECA's programme of work in the coming three years. The Plan outlines how the Commission has repositioned itself to better address Africa's development challenges, and how it plans to deepen its work in identified priority areas in the next three years. It also highlights how the Commission plans to work with the AUC, the African Development Bank (AfDB), the RECs, and other development partners to address the continent's emerging priorities.

This Business Plan consists of four parts. The first part highlights the major development challenges facing Africa, and how ECA has repositioned itself to address the challenges. It also highlights the ECA comparative advantage in better addressing the challenges. It further outlines ECA's plan to reposition and strengthen the five Subregional Offices to play an enhanced role in the delivery of its work programme; and the strengthening and modernizing of its business processes, including among others, human resources management, planning, budget and financial services, to achieve improved effectiveness, cost effectiveness, cost consciousness and competitiveness. Part two presents ECA's ongoing priority projects/activities as well as new project initiatives during the period 2007 – 2009 in response to emerging priorities and the current needs of African States. Part three provides the financial requirements needed to carry out the priority projects and activities presented in the earlier part, as well as ECA's new and ongoing initiatives toward enhancing its partnerships at both bilateral and multilateral levels.

As I have made known in our Partners' meeting of June this year, ECA depends on two principal sources of finance to implement its work programme - the Regular Budget (RB) through which the United Nations General Assembly appropriates resources to the Commission, and the Extrabudgetary resources (XB) - contributions from bilateral and multilateral donors. However, over the past ten years, RB appropriations have continued to decline in real terms or have remained stagnant at best, in line with the budgetary constraints within the UN. It has therefore become very clear that the ability of the Commission to effectively carry out its work programme and assist the key elements of Africa's regional development framework depends critically on the XB resource funding support from partners and donors.

Looking to the future, a substantial and sustained amount of XB resources would be needed not only to continue and consolidate current efforts, but also to respond adequately to the emerging priorities outlined in the subsequent sections of this Plan.

Your renewed partnership, particularly in budget support, provides a more predictable, continuous and assured funding that enables the Commission to respond easily to the emerging priorities and demands of member States.

I urge our friends and partners to assist in ensuring that the necessary resources are made available so that we can fulfill our renewed mandate. I remain very grateful for all your encouragement and support since my assuming the position of Executive Secretary of ECA, and I look forward to deepening our collaboration and partnerships in the years ahead.

A handwritten signature in black ink, reading "Abdoulie Jannet". The signature is written in a cursive, flowing style.

Abdoulie Jannet
Executive Secretary
Economic Commission for Africa

I. Africa's Development Challenges and ECA's Response

1. Major development challenges in Africa

Maintenance of an environment of peace and security is one of Africa's foremost development imperatives. Apart from its costs in human and material terms, conflict impedes production, damages infrastructure, prevents the reliable delivery of social services and disrupts societies. In addition to the imperative of ensuring peace and security, there are four major challenges that need to be addressed, namely:

- *Achieving the MDGs: strategies to promote growth and reduce poverty.* Africa is the region with the highest proportion of people living on less than one dollar a day and the only one in which poverty has risen in absolute and relative terms since 1980. Its major challenge therefore is to reduce the high incidence of poverty. To meet this challenge and achieve the MDGs, African countries must build and pursue strategies to promote sustainable and equitable growth and development.
- *Integrating for development.* Africa is the most subdivided continent, with a large number of small economies. In spite of the long-standing commitments and the emphasis placed by African leaders on the process of regional integration, progress has been slow and this remains a major challenge. Regional integration is necessary to overcome the limitations inherent in Africa's small and fragmented economies and also to give the continent greater voice in the management of international economic processes.
- *Benefiting from globalization.* Globalization has brought changes in the functioning of the international economic system and poses major challenges for African countries, which continue to be marginalized from its benefits. It is important to articulate viable policy responses based on a sound understanding of the process of globalization and its implications for African development.
- *Strengthening institutions and capacity development.* African countries face challenges related to the creation of capable States, strengthening of institutions, and their institutionalization in the improved governance of the development process. The NEPAD framework recognizes the important role of institutions in the development process. The African Peer Review Mechanism (APRM) enables African countries to learn from the best practices of their peers and obtain a candid assessment of their own performance in this area.

Many African countries have in recent years, taken ambitious steps to address their individual and collective challenges. A key advance noted has been the transformation of the Organization of

African Unity (OAU) to the African Union (AU) and articulation of the NEPAD framework. ECA has played an important role in supporting these initiatives from their conception.

2. An ECA repositioned to better address Africa's development challenges

ECA's dual role as a regional arm of the United Nations (UN), and as a part of the regional institutional landscape in Africa, positions it well to make unique contributions to member State efforts. Its strength derives from its role as the only UN agency mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. This is particularly important because the perspectives of AU and NEPAD are also primarily regional and subregional. This comparative advantage is also reflected in ECA's leadership role in coordinating UN inter-agency support to NEPAD.

In order to achieve results in the most efficient and effective manner, ECA's contribution to meeting Africa's development challenges must be shaped by continental priorities. It is in this context, that ECA has now repositioned itself and strategically realigned its programme priorities with the priorities of the AU and NEPAD.

2.1 Strategic refocusing of ECA programme priorities

In accordance with its mandate and the AU agenda, ECA has refocused its programme priorities while maintaining its analytical and knowledge-sharing capacity across the full range of development themes. The Commission has now focused its operations on a more limited set of sectors and areas where its competence and contributions and comparative advantage are widely acknowledged. In this context, ECA will strive to achieve results in two related and mutually supportive areas:

- *Promoting regional integration in support of the AU vision and priorities.* ECA support to the implementation of AUC regional integration agenda will focus on undertaking research and policy analysis on the issues. It will also seek to strengthen capacity and provide technical assistance to institutions driving the regional integration agenda, including RECs, and working on a range of trans-boundary initiatives and activities in sectors vital to the regional integration agenda;
- *Meeting Africa's special needs and the emerging global challenges.* ECA recognizes the importance of focusing attention on Africa's special needs, particularly within the context of achieving the MDGs. In this regard, ECA will place emphasis on supporting efforts to eradicate poverty, placing African countries on the path of growth and sustainable development, reversing the marginalization of Africa in the globalization process, and accelerating the empowerment of women.

As a critical part of its efforts in these two areas, ECA will enhance its support to the APRM and promote peer learning, to encourage sharing of good practices in a wide range of development areas.

2.2 Expected outcomes

The strategic focus of ECA work on these two pillars is matched by a clear articulation of results and outcomes and by establishment of outputs that can be measured and monitored. All of this is aimed at improving capacity development in Africa with a view to achieving sustainable and integrated growth and development. The development outcomes that are expected to emerge from ECA work include:

- Increased regional integration and integration into the global economy;
- Accelerated progress toward achieving the MDGs, including poverty reduction, sustainable development and gender equity;
- Improved macroeconomic policies, political and economic governance;
- Enhanced development of ICT and participation in the knowledge economy;
- Improved statistical capacity of member States to enable planning for achieving the MDGs and for monitoring progress; and
- Strengthened and better-networked institutions and centres of excellence.

Some of the outcomes are in cross-cutting areas, such as more gender-sensitive structures, improved governance, appreciable post-conflict development, and a more human rights-based approach to development. ECA's work will contribute to support these results in the entirety of its work programme. Results in all areas will be underpinned by emphasis on knowledge management, quality and strengthening of the relevant capacity of member States, RECs and other regional institutions.

2.3 Repositioning and strengthening SROs

ECA will place special emphasis in the next three years on implementing the Action Plan for its SROs, which the Secretary-General presented to the sixty-first session of the UN General Assembly. This programme to strengthen the SROs was a response to the assessment conducted by the UN Office of Internal Oversight Services (OIOS) in 2004. The SROs are the natural interface between headquarters, member States and RECs. ECA has since embarked on developing a markedly stronger subregional presence by empowering SROs to play an enhanced role in the delivery of the Commission's work programme. Informed by the priorities and concerns of member States and RECs, the SROs will, in particular:

- Lead in shaping ECA's agenda and implementation at the subregional level;
- Promote and support specific subregional priorities and programmes; and
- Operate subregional nodes for knowledge management and networking.

The modalities through which the SROs function will now seek stronger partnerships and networking channels with other relevant actors. Specifically, they will have increased capacity and resources and be better positioned to:

- Act as privileged partners of the RECs;
- Partner with AUC subregional offices and institutions;

- Engage member States through UN Country Teams; and
- Participate in a Joint AU-AfDB-ECA Programme on Regional Integration.

Box 1: ECA's Support to the REC Subregional Agenda

In addition to the strategic partnerships with AU and AfDB, working with and in support of the RECs, there is another important cornerstone of the repositioned ECA, its SROs. It is on this basis that the Report of the Secretary-General on enhancing the role of the Subregional Offices of the Economic Commission for Africa, has put particular emphasis on their role, as “privileged” partners of the RECs and has called for partnership agreements with them for multi-year programmes. The RECs have indicated either directly through written requests to ECA or through their respective strategic plans, the areas in which ECA partnerships would be most needed and would bear the best results.

The main areas of ECA support to RECs are in regional integration and trade. These areas were selected to urge increased REC capacity in order to a) better monitor the performance of the process of regional integration; b) assist respective member States to design and implement better macroeconomic and sectoral policies and programmes, assist member States to achieve sustainable development consistent with the AU vision and the priorities of NEPAD; c) facilitate consensus building and enhanced knowledge in support of increased regional integration and integration into the global economy; and d) ensure subregional-level implementation of the NEPAD infrastructure initiatives, in a consistent and coordinated manner.

Other areas identified in which ECA can support and interact with RECs include:

- Meeting the MDGs and addressing gender and social development with a focus on increased capacities to monitor performance for achieving MDGs, and other gender and social development goals, and accelerating progress toward achieving the MDGs including poverty reduction, gender equality and sustainable development;
- Ensuring good governance and public administration, focusing on enhancing the capacity of member States to apply better economic and corporate governance and peace building, and facilitate public-private sector dialogue;
- Establishing Information and Communication Technologies (ICTs) and Science and Technology subjects, with a focus on the resulting increased skills and awareness, and on stronger, better networked institutions and centres of excellence; and
- Statistics and statistical capacity aimed at strengthening REC capacity to track performance in implementing MDGs, and other regional or global initiatives.

The areas of support that are unique to each particular subregion, and the expected products, are detailed in annex 1.

2.4 Leveraging through partnerships

Collaboration among continental institutions, UN Agencies and development partners working for Africa is key to harnessing the required resources, ensuring coherence and avoiding duplication of activities. Building and strengthening partnerships is therefore integral to ECA's strategic orientation. In addition to the RECs, core partners with whom ECA will be working closely include:

The AUC and AfDB. ECA has long-standing close relationships with the AU and AfDB. The partnership will be facilitated by the AU-ECA-AfDB Joint Secretariat, which will be resuscitated. ECA will support AUC on building consensus and advocacy for Africa's development as well as joint implementation of projects and activities in the areas of Regional Integration and Trade; Promotion of Gender and Empowerment of Women; Agriculture, Water, Land policy and Sustainable Development; Peace-building and Post-conflict Development; Governance and State capacities; and other areas as may be identified and mutually agreed by the two organizations.

ECA and AfDB have institutional arrangements to govern their cooperation and collaboration, including a Memorandum of Understanding (MOU) in the areas of mutual cooperation. The partnership was reinforced following the joint ECA-AfDB senior management meeting held in September 2006, in Tunis. A Collaboration Agreement has been signed between the two institutions for partnership and joint implementation of projects and activities in a wide range of areas.

Box 2: ECA-AfDB Cooperation

The new leadership at AfDB and ECA renewed their commitment to a strong, results-oriented partnership that is directed at avoiding duplication, exploiting synergies, and maximizing combined development impact. The two organizations defined a framework for collaboration based on complementary activities in the following key development themes:

Regional integration, RECs, trade and private sector: To collaborate on issues related to the rationalization of RECs, the NEPAD Infrastructure programme as well as its Spatial Development Initiative, Customs Unions, free movement of goods and services, private sector profiles, and developing the African perspective on the Aid-for-Trade Initiative;

Agriculture, natural resources, energy, environment/water and sustainable development: To work on integrated agricultural subsector and private-sector agri-business development, productivity activities, land policy and natural resource management, and Spatial Development Initiative projects;

Promoting gender equality and women's empowerment: The proposed collaboration targets the strengthening of a gender-responsive policy environment, strengthening gender-responsive programme implementation and monitoring capacities, and greater empowerment of women in the business and trade sectors;

Governance in post-conflict, fragile States: ECA and AfDB will conduct assessments of National Action Plans under APRM, engage in joint technical assistance missions to APRM participating countries, support the acceleration of the APRM process, and assess the challenges and requirements of building a capable State; and

Knowledge management, capacity building, and statistics: The two institutions agreed to collaborate in the following areas: research; statistics; training and capacity building; conferences, seminars and symposia; knowledge management; and special initiatives. Both institutions recognize that good statistics provide a basis for sound decision-making, help governments to identify the best courses of action in addressing problems, are essential in managing the effective delivery of basic services, and are indispensable for accountability and transparency.

AfDB and ECA will work jointly on the annual Economic Report on Africa (ERA), the Big Table, and the African Development Forum (ADF).

UNDP and other United Nations Agencies: ECA will work with UNDP and other UN agencies to enhance coordination of UN activities in Africa, including the provision of technical assistance and advisory services, particularly at the subregional level. Accordingly, ECA is taking steps to enhance coordination of activities of the UN family through the regional consultative mechanism chaired by its Executive Secretary, toward the joint delivery of services. Specifically, the SROs and the Regional Service Centers of the UNDP will work together at the subregional level, while at the same time exploring the option of re-establishing joint divisions with UN Specialized Agencies in key sectors. Partnership between ECA and other UN Agencies will cut across a broad spectrum of services.

Bilateral and other partners: Bilateral partners have supported ECA's activities through funding, the sharing of experiences and joint delivery of services. Most of the current bilateral partners are members of the Development Assistance Committee (DAC), of the Organization for Economic Cooperation and Development (OECD). The strong economic performance of several non-

OECD countries, such as Brazil, China and India, provides ECA with an opportunity to widen its partnership base. The Commission will also further expand its partnership among African States through the United Nations Trust Fund for African Development (UNTFAD).

Universities, research institutes and civil society organizations: As part of its commitment to creating and managing knowledge in the continent, ECA will partner with African universities and research institutions, as well as civil society organizations (CSOs) working on development issues. These groups are natural partners for ECA, as they are well placed to complement its work on the two pillars, especially in the area of capacity development and knowledge management. Partnership with CSOs will revolve around policy analysis, consensus building and advocacy, in line with the strengths of such organizations.

II. Planned Activities: 2007-2009

The new strategic orientation of ECA will inform the priorities to be addressed and the activities to be undertaken by the Commission over the three-year period of this Business Plan. Thematic activities will be complemented by special initiatives to promote consensus-building and develop an African voice on key issues. All of ECA's work will be underpinned by an emphasis on more effective knowledge management and peer learning. A focus on results will be reflected in systematic attention to and monitoring of the quality of ECA outputs. Finally, important measures have been taken as part of the Commission's repositioning to ensure that it has the capacity for effective delivery of the proposed plan.

1. Thematic activities

Within the two pillars of ECA's work -- *promoting regional integration* and *helping to meet Africa's special needs* -- the Commission will focus on the following thematic areas:

- Regional integration, infrastructure and trade;
- Meeting the MDGs with a special emphasis on poverty reduction and growth, sustainable development and gender;
- Promoting good governance and popular participation;
- ICT, and Science and Technology (S&T) for development; and
- Statistics and Statistical Development.

The first thematic area reflects the consistently stated desire of African countries for greater integration of the continent and within the global economy. The second will ensure that ECA continues to place due emphasis on issues such as the eradication of poverty as well as the need to place African countries on the path of sustainable growth, while accelerating the empowerment of women. Good governance is central to improving Africa's development prospects because of the crucial role of institutions in development, and popular participation is vital in establishing legitimacy and reducing the potential for conflict.

ICT as well as S&T are key not only in the provision of infrastructure but also in promoting the progress of African countries towards joining the knowledge economy. A scaled-up, key activity in the strategic orientation of ECA is in the area of Statistics and Statistical Development, which is aimed at supporting the establishment of strong statistical systems in African countries and enabling proper tracking of the progress made in attainment of the MDGs.

The choice of activities to be undertaken under each thematic cluster is driven by the demand expressed by member States and the RECs in various forums as well as by the specific competencies of ECA. They have also been informed by the potential for synergy and leverage through ECA's partnerships (Part I). The focus of ECA service delivery will be at the regional and subregional levels. The plan is that each strengthened SRO will take the lead in its respective subregion.

At the regional level, the thrust of ECA activities will predominantly be focused in the two areas mentioned. First, ECA will play a significant role in monitoring and reporting on the progress being made on meeting global and continental commitments, thus supporting progress in mutual accountability. ECA will build on its Poverty Reduction Strategies (PRS) peer-learning experience to foster knowledge dissemination and sharing of best practice through peer-learning groups, on a wide range of topics. Second, ECA will continue its significant contribution in the area of advocacy and consensus building, including development of common positions to give Africa a stronger voice in global forums.

With regard to subregional activities, particular emphasis will be placed on advisory services and technical assistance to the RECs to implement their agendas and, particularly, to promote regional integration. Multi-country initiatives undertaken with partners including the RECs, AU, AfDB, United Nations Development Programme (UNDP) and other UN agencies will lead to an impact at both levels.

An overarching ECA priority over the next three years will be to support and build the capacity of the RECs and the NEPAD Secretariat for the implementation of NEPAD programmes, including for monitoring and evaluation. The Commission will also work towards strengthening the existing regional consultative mechanism among the UN Agencies to improve coordination and coherence in their work in Africa in the seven thematic areas of NEPAD. This is in line with the ongoing UN reforms aimed at coherence and harmonization. The specific activities to be undertaken within each thematic area for each subregion and the continent as a whole are elaborated in annex 1. They are summarized below by theme.

1.1 Regional integration, infrastructure and trade

African countries are increasingly realizing the virtue of regional cooperation and integration as a strategy to achieving robust and self-sustaining economic recovery and growth and to becoming an important and effective player in the global economy. To this end, African countries and governments, through the RECs and AU, are pursuing programmes that will eventually converge toward an African Economic Community (AEC).

To achieve deeper integration and development, Africa needs efficient infrastructure and services. ECA's work over the next three years will concentrate on supporting the NEPAD infrastructure development initiatives. ECA's commitment to the strengthening of infrastructure on the continent lies in its strong belief that sound interregional and overseas transport and communications contribute to the facilitation, promotion and expansion of international and intra-regional trade and of sustainable economic growth and poverty alleviation.

A. Regional integration and economic cooperation

ECA has been supporting the process of regional integration as part of Africa's strategy for economic transformation and for integration into the global economy. In this critical area, ECA will monitor progress in integration-building capacities for implementing the Abuja Treaty for Establishing the African Economic Community, promoting NEPAD initiatives particularly in infrastructure development, sectoral issues, and peer learning.

Assessing Regional Integration in Africa (ARIA). Credible analysis and assessment of progress in regional integration is essential for strategic policy and decision-making. The *Assessing of Regional Integration in Africa (ARIA)* report series, which was initiated about four years ago, provides a tool for monitoring and tracking progress in achieving integration in key sectors at the subregional and regional levels. ARIA III (2007) will focus on the challenges of monetary integration and macroeconomic policy convergence, while ARIA IV (2009) will examine the issue of infrastructure development.

Policy and institutional aspects of regional cooperation and integration. ECA will assist member States, AU and the RECs in building their technical and institutional capacities for implementing the Abuja Treaty and the integration objectives of NEPAD. This includes enhanced support for strengthening integration in the minerals, industrial, agriculture, money and finance, transport and communications sectors, as well as assisting RECs to integrate their programmes towards establishing the AEC. Working through its five SROs, ECA will act in concert with selected UN country teams to support the implementation of regional integration initiatives. It will also support AU in the context of the AU/UN framework for collaboration. The SRO-West Africa will provide the platform for supporting the economic cooperation and integration activities of the Community of Sahel-Saharan States (CENSAD) while SRO-Central Africa will lead in providing support in transforming the *Commission Internationale du Bassin Congo-Oubangui-Shanga* into a more effective organization.

Promoting intra-Africa trade. The desire for increased intra-African trade lies at the core of regional integration efforts and several RECs have plans to transform into free trade areas or Customs Unions. ECA will support these efforts in accordance with the priorities of the various subregions and current stage of integration. This would give momentum to the implementation of the Abuja Treaty for establishing the AEC.

Peer Learning Group on natural resources management. ECA will establish a Peer Learning Group on natural resources management as part of its knowledge management and peer-learning activities to provide a forum for policymakers to share experiences and identify best practices in this area. This Peer Learning Group will bring natural resources development practitioners together, from government, the legislature, private sector, academia and civil society, to raise their awareness on the potential significance of natural resources in supporting long-term economic development and growth. It will also provide them with tools for policy design and implementation and enhance their knowledge and capacity on natural resources development and management issues.

Fostering implementation of NEPAD's infrastructure initiatives. Africa's capacity to finance its infrastructure needs is very weak. To overcome this problem, NEPAD has focused on infrastructure and launched a new Spatial Development Initiative (SDI) to scale up the delivery of infrastructure services including a review of policy, legal and regulatory frameworks. ECA will provide strategic support to NEPAD's infrastructure activities and help with reviewing existing feasibility and studies in transport, energy, water resources, and natural resources aimed at promoting regional integration.

The Commission will work across all the five subregions to support harmonization of infrastructure development while providing technical assistance in support of the East African Power Pool and *Electricité des Grands Lacs* and SINELAC. Support will also be given for the establishment of a financing mechanism for infrastructure projects in Central Africa and for energy initiatives in North Africa and Southern Africa.

ECA will support member States to monitor progress in implementation of the liberalization of the African air transport market under the Yamoussoukro Decision. In addition, new mechanisms for financing transport infrastructure and equipment and addressing issues related to liberalization, safety and security, reduction of transportation costs, and the use of ICT will be articulated for use in this sector. At the subregional level, ECA will support the Economic Community of West African States (ECOWAS) Secretariat in the implementation of its transport infrastructure programmes, and the Central African countries, to improve air transport connectivity in their subregion. SRO-East Africa will provide similar assistance for management of transport corridors in East Africa, while support will be given to the development of integrated transport plans and policies in North Africa.

Enhancing effective development and management of water resources. ECA will work in the area of water resources to enhance the capacity of member States to develop and manage water resources by promoting implementation of the *African Water Vision 2025*. In this regard, it will provide assistance to member States, River Basin Organizations and RECs on integrated river-basin and watershed-management strategies and plans, and publish the biennial African Water Development Report (AWDR) as an input to the UN World Water Development Report. ECA will also help strengthen human and institutional capacities for implementing water-related initiatives including the African Water Information Clearing House (AWICH) and the Pan-African Implementation and Partnership Conference on Water (PANAFCON).

The Commission will also provide technical assistance to improve integrated water resources management, including promoting trans-boundary cooperation in the use of shared water resources. In Central and Southern Africa, ECA will help prepare studies on the sustainable and efficient management of shared waterways, while in East Africa, it will help with the preparation of a comprehensive Development Strategy and Action Plan for Sustainable Economic Development of the Lake Victoria Basin and of the Great Lakes River Basin. In North Africa, ECA will promote the use of market incentives to preserve biodiversity through an action plan for the management of water and the environment.

B. International trade, finance and economic policies

A major challenge for African countries is to reach and sustain high levels of economic growth. Key to reaching this objective are factors such as stable and conducive macroeconomic policies, access to development finance, integration into the international trading system and development of appropriate industrial and sectoral policies. ECA will focus its work in this sector in these areas over the next three years.

Economic Report on Africa (ERA). This has become a key instrument for tracking the Continent's economic performance. As in previous years, ECA will devote significant resources to produce the ERA and each report has a thematic focus supplemented by in-depth country case studies. ERA 2006 addresses issues related to resource mobilization and outlines policy recommendations for enhancing resource flows in support of the continent's development. ERA 2007 to 2009 will focus on topical economic issues of interest to its member States. The content of the reports will be improved through the use of reliable forecasting models and identification of appropriate and timely policy interventions.

Trade capacity building. ECA's African Trade Policy Centre (ATPC) will continue to be the fulcrum of its trade capacity-building activities. The Centre will organize continental and regional workshops on various aspects of ongoing trade negotiations in the World Trade Organization (WTO) and other multilateral forums and conduct research on trade-related issues of interest to African countries. It will also help to convene subregional and regional meetings to build consensus on major trade issues. The Commission will provide support in trade capacity building in the RECs across all subregions and work towards building consensus for international negotiations in which they are engaged.

Trade negotiations units. African countries are being continuously called upon to make decisions relating to WTO and Economic Partnership Arrangements (EPAs) that have major consequences for their economic development. Many countries do not have the capacity to undertake the technical work required to enable informed decisions and have often turned to ECA for technical assistance. ECA will help African countries to strengthen or establish trade negotiations units and build their capacity to undertake technical work on trade negotiations. At the same time, it will continue to undertake short-term technical advisory services and missions to member States.

Financing development in Africa. One of the key challenges facing African countries is how to mobilize domestic and international resources for development. ECA will monitor this issue taking into account major developments that have occurred after the G8 Summit in Gleneagles where decisions were taken on debt cancellation and up-scaling of the volume of aid given to Africa. This will generate new challenges for African countries, including an increase in public spending to reduce poverty. ECA will continue monitoring developments in this area and will help African countries to design beneficial economic policies.

Supporting African industry. Along with the United Nations Industrial Organization (UNIDO) and AU, ECA plays an important role in organizing the biennial Conference of African Ministers of Industry (CAMI). CAMI is an important platform for consensus building on issues of industrial development and for reviewing progress that has been made in the industrialization of the continent. In addition to providing support for convening and organizing the conference, ECA will provide policy-oriented papers and other technical studies for the consideration of the African Ministers of Industry.

Economic policy analysis. In view of the considerable capacity constraints that African countries face in designing appropriate policies, assessing the effect of external shocks or analysing the impact of alternative policy scenarios, ECA will assist them to build the required technical capacity

through the strengthening or establishment of economic policy analysis units. This will enable better analysis of initiatives such as debt-relief, aid-for-trade, and new generation PRSs using more rigorous analytical tools. At the same time, ECA will continue to provide short-term technical advisory services in response to specific requests.

In the same context, ECA will provide technical assistance to member States in Central, West and East Africa on the process of achieving macroeconomic convergence, while in Southern Africa it will assist the Southern African Development Community (SADC) Secretariat to undertake an evaluation of the existing macroeconomic convergence programmes. It will undertake an assessment of the impact of a second common currency in West Africa as well as on the harmonization of trade and fiscal policies in East Africa. ECA will also support the development of a framework for the promotion of trade and investment between North African and SSA countries.

Knowledge sharing and networking. ECA intends to promote knowledge sharing and networking among development practitioners in Africa, including exposure to the latest theoretical perspectives and empirical evidence on global development through an annual *African Conference on Economic Development* (ACED) starting in 2007. ACED will serve as a forum for sharing the outcome of policy research and analysis with ECA and a network of partners and other stakeholders. The theme of each conference will vary annually and will cover a wide range of economic issues. The proceedings of the meeting will be published and widely disseminated.

1.2 Meeting the Millennium Development Goals and addressing gender and social development challenges

African countries have made real effort to integrate the MDGs into their national development plans and budgets. However, given the current trends and contexts, with few exceptions, it is generally feared that Africa as a continent may not meet most of the MDG targets within the set timeframes. Over the next three years, ECA's work on MDGs will revolve around growth and poverty reduction, sustainable development and food security, gender and social development.

A. Growth and poverty reduction

African economies must achieve high and sustained growth rates in order to reduce the extent of poverty on the continent. ECA will undertake activities in this area to track and monitor progress in achieving the MDGs and to help design appropriate poverty reduction strategies. It will also foster peer learning to share experience and improve understanding of important issues.

Poverty Reduction Strategies. An essential element in achieving the MDGs is the capacity of African countries to design and implement appropriate national strategies and programmes for achieving growth and poverty reduction. ECA will work towards strengthening the capacity of member States in this area, with an emphasis on pro-poor growth, MDG-consistent growth and employment generation, income inequality, and pro-poor financing mechanisms. In Central, East, West and Southern Africa, the respective SROs will support the subregional MDG Centres and Millennium Village Projects. ECA will also: assist the ECOWAS Secretariat to formulate and implement a subregional poverty reduction strategy; in East Africa, support the Earth Institute Office in Addis

Ababa; and, in Central and Southern Africa, support national measures for implementation of the Ouagadougou Action Plan on poverty reduction and employment creation.

Peer Learning on PRS. Within the context of its knowledge management and peer-learning initiatives and the experiences and lessons learned from the African Learning Group on PRSPs, including the 2006 African Plenary on PRSPs, ECA will provide a forum for the exchange of best practices and identification of weaknesses in the design and implementation of PRSPs. It will also chart the course for the development of the second generation of African PRSPs, providing an opportunity for African policymakers to examine various policy options.

ECA will support the peer-learning process by undertaking research and advocacy to ensure that second-generation PRSPs are more gender sensitive and address health-related issues such as HIV/AIDS and malaria. The Commission will also work in the SADC area to establish a network on the implementation of the Regional Indicative Strategic Development Plan and national PRSPs.

B. Sustainable development and food security

ECA will track and monitor progress in achieving sustainable development, and will promote food security and the growth of agribusiness in Africa.

Sustainable Development Report on Africa. Widespread poverty, hunger and food insecurity, ill-health, illiteracy, lack of access to safe drinking water, and environmental and natural resource degradation are common features in many African countries. ECA will therefore focus on monitoring the implementation of regional visions on sustainable development, especially through its biennial *Sustainable Development Report on Africa (SDRA)*. The second edition of this report will use key indicators of sustainable development and related economic, social environmental and institutional factors to monitor performance, share best practices, and provide in-depth policy analysis of the process of agricultural and rural economic transformation in Africa. ECA will, in addition, produce a manual on the monitoring framework and indicators to help build the capacity of member States and RECs to assess and monitor sustainable development trends at national and subregional levels.

Ensuring food security through agricultural and rural economic transformation. ECA will assist its member States in enhancing regional food security through support for the creation of regional agricultural market information systems and databases. To further foster broad-based agricultural growth and poverty reduction, ECA will undertake in-depth studies on strategic food and agricultural commodity chains with emphasis on regional integration aspects. The Commission will also focus on harnessing land and water resources to help trigger an African Green Revolution.

In this regard, it will facilitate the promotion of regional-level, public/private trade and investment partnerships in agriculture, including promoting cross-country private/public investments on irrigation projects for the development of strategic agricultural commodities. Given the importance of food security to most African countries, ECA will also work in all subregions to assist in the development and implementation of Action Plans on Food Security. In East Africa, it will also provide technical assistance to support the establishment of agro-forestry networks.

Promoting the development of agribusiness. ECA will seek to develop methods and approaches that efficiently integrate research, market access and development of community agribusinesses. This will require building capacity among farmers to identify and evaluate market opportunities, develop profitable enterprises, and intensify their agricultural production while sustaining the natural resource base upon which their livelihoods depend. In recognition of the key role of women in food security in Africa, particular attention will be given to enhancing their capacity to increase production, market sizeable volumes of products, and add value through the processing of these products.

Managing land resources. ECA is part of the AUC-ECA-AfDB initiative on strengthening integrated management of land resources in Africa. This initiative will focus on building consensus among key players in Africa on the vision of a successful land policy/land reform and agreeing on a comprehensive framework and guidelines for the formulation and implementation of land policy in Africa. The AUC-ECA-AfDB consortium will work in partnership with key stakeholders including member States, RECs, civil society groups, centres of excellence and development partners to develop guidelines for land policy and land reform and strengthen coherence of the respective agendas on land issues in Africa. Within the same framework, ECA will develop a Virtual African Land Policy and Administration Facility to help harness and manage knowledge in support of the implementation of the land policy framework and guidelines, and organize regional workshops for strengthening capacity in monitoring and assessing progress in land policy and administrative reforms.

Promoting the implementation of World Summit and Social Development (WSSD) commitments. The WSSD outcome called for balanced integration of the economic, social and environmental dimensions of sustainable development into policies at the national, subregional and regional levels. In this regard, ECA will continue strengthening the capacities of member States to design policies, strategies and institutional arrangements that promote integration and/or integrate the three dimensions of sustainable development. ECA will also continue to develop and promote the application of integration tools such as natural resources accounting and integrated assessments in the development of national, subregional, regional and sectoral policies, programmes and projects.

C. Promoting gender equality and social development

Gender inequality remains one of the main challenges facing African countries. These inequalities manifest themselves in various forms - ranging from women's limited access to, and control of, factors of production and social services, and socio-economic opportunities, to low representation in decision-making spheres. ECA will therefore place emphasis on mainstreaming gender concerns into national development strategies, and tracking progress.

African Women's Report (AWR). The next edition of the *African Women's Report* will be published in 2007. The Report will provide further insights and assessments with regard to progress in achieving gender equality in Africa. The AWR will also allow for in-depth analysis of individual indicators and trends in monitoring gender policies. In addition, ECA plans to produce two issues of the *GenderNet* newsletter annually to showcase and disseminate best practices in gender mainstreaming in Africa.

Mainstreaming gender. ECA activities in this area will focus on assisting member States to mainstream gender concerns in national policies, programmes and strategies. This would include designing a gender package that can be used in the PRSs, and which will help improve women's access to financial resources. The Commission will also promote the use of gender-aware macroeconomic models and provide technical assistance in the implementation and monitoring of regional and global commitments on women's human rights. ECA will support availability of gender-disaggregated data through capacity building of national statistical agencies and systems, so that they can collect and disseminate gender-disaggregated statistics for evidence-based policymaking, planning and tracking progress towards national and international development targets.

The Commission will also provide advisory services and group training of stakeholders on gender analysis and gender budgeting, including for public sector officials and private sector managers across the subregions. It will also work in support of the institutional strengthening of the ECOWAS Centre for Gender and Women. It will support the integration of gender dimensions in outputs delivered to member States by undertaking regular training of staff in the Commission and designing sector-specific tools and indicators for their use.

Monitoring social development. ECA will track and follow-up on progress made in the implementation of international commitments relating to social development at the subregional and regional levels. Its monitoring and tracking will focus on the Dakar-Ngor Declaration (DND) on Population and Development and on the recommendations of the International Conference on Population and Development Programme of Action (ICPD-PA); the Madrid International Plan of Action on Ageing; mandates emanating from the September 2006 High Level Dialogue on international migration and development; and those relating to HIV/AIDS, education, health, population, urbanization, human settlements, employment, sustainable livelihoods and youth. ECA will also work with member States and other partners to identify bottlenecks and provide solutions including through capacity development activities.

1.3 Promoting good governance and popular participation

Good governance and sound institutions are central to promoting economic development and enhancing popular participation in the development process. The NEPAD framework underscored the importance attached to this area, and ECA will endeavour to promote and monitor progress towards good governance in all its dimensions. It will also support the APRM, promote the institutional effectiveness of governance institutions, encourage participatory development, and support actions to strengthen the African media.

African Governance Report (AGR). ECA conducts research aimed at developing Africa-specific mechanisms and indicators for measuring and monitoring good governance trends on the Continent. The results are published in the *African Governance Report*, the first edition of which (*AGR-I*) was issued in 2005. The second edition of the report, to be published in 2007, will include updated information on the 27 countries already surveyed in *AGR-I*, and assess progress towards good governance in 12 additional African countries. This activity will also provide technical inputs to the APRM technical review missions.

Supporting the APRM. Some 26 African countries have now acceded to the APRM and have designated ECA as a strategic partner in this process. The Commission will accordingly provide technical support to the peer review process including the provision of staff and experts for APRM country missions. In addition, the ECA APRM Support Unit will be actively engaged in all key activities of the process, including the management of a database of country benchmarks against which critical and credible assessments can be conducted. ECA will align its governance capacity-building support to the needs and priorities of member States as identified through the peer review process and work with the APRM Secretariat and other strategic partners to encourage more African countries to accede to the process.

Promoting effectiveness of governance institutions. ECA will provide support to member States on political, economic and corporate governance and on institutional-effectiveness issues. This will help address the capacity deficits in governance institutions identified in the ECA country governance surveys and in country assessments under the APRM. Such support will include training for senior policymakers and other stakeholders focused on issues relating to the principles and objectives of good economic and corporate governance. The Commission will, in this regard, support the North African subregion to develop a strategic framework that enhances competitiveness and diversification in the subregion. It will also provide technical assistance to Central and East Africa to develop a framework for the creation of subregional stock markets and other financial institutions to support the private sector. The Commission will also promote Public-Private Partnerships (PPP) initiatives and dialogues in relevant subregions.

Harnessing traditional governance institutions. Traditional institutions can play an important role in the governance of modern States. Within the next three years, ECA will undertake pilot projects in at least four African countries (Cameroon, Kenya, Nigeria, South Africa) on integrating modern and traditional institutions in a manner that promotes democratic governance, peace building and conflict prevention. The project entails providing policy advisory services, training and technical assistance to members States and traditional authorities, and will be undertaken in collaboration with SROs and relevant subregional and regional partners. This project is expected to strengthen the role of traditional governance in the democratic system, thereby reducing some of the protracted conflicts experienced in many African countries.

Corruption and economic development. ECA sees building and strengthening accountable and transparent governance institutions as critical elements in the fight against corruption. To this end, it will analyse the impact of corruption on development (to serve as an advocacy tool) and organize training programmes and workshops on corruption for relevant stakeholders among CSOs, policymakers, the judiciary, government institutions, procurement agencies and schools. This will enable the sharing of best practices and experiences from other developed and developing nations and highlight the negative impact of corruption on the fight against poverty as well as the important role of an independent judiciary and of watchdog organizations.

ECA will, at the same time, build support for ratification of the AU Convention on Preventing and Combating Corruption, as well as for monitoring and implementation of its provisions. Meetings of policymakers and stakeholders will be organized at subregional level, to popularize the Convention

along with training for civil society and other advocacy groups needed for promoting its adoption, ratification and monitoring of progress towards ratification and/or enforcement.

Promoting participatory development. ECA plans to strengthen the capacity of CSOs to participate effectively and promote good governance for strengthening the democratization process in Africa through the revitalization and strengthening of the African Centre for Civil Society (ACCS). The Centre will serve as a repository of knowledge and information on issues relevant to CSOs, strengthen the contribution of African CSOs to the continent's development, and facilitate their interface with the AU Economic, Social and Cultural Council. The Commission will also collaborate with the Africa Governance Institute (AGI) to jointly build capacity and carry out innovative research, advocacy, training and cutting-edge response to Africa's political, economic and corporate governance issues.

Support for peace-building and post-conflict countries. Overcoming the effects of violent conflict is a major challenge facing several African countries and initiatives have been put in place in support of this process. The UN has established a Peace Building Commission while AU has a Peace and Security Council in place. ECA will support collaboration with AU and the Peace Building Commission in enhancing capacity in the affected countries, for formulation and implementation of post-conflict reconstruction and development programmes and projects. These activities will be carried out through the SROs in Central, East, West and Southern Africa.

Strengthening African media. ECA is committed to playing a role in advancing the media development agenda within the context of its overall promotion of good governance and capable States. In a follow-up to the recommendations of the UK Commission for Africa report, ECA has played a lead role in the *Strengthening Africa's Media* (STREAM) initiative, which explores ways to enhance media capacity-building efforts in Africa. It will now work with regional and international partners to support the development and implementation of an *African Framework for Media Development* aimed at up-scaling support to the media sector. The main activities will focus on co-organizing a Stakeholders Conference and a Donors Conference, co-organizing an Annual African Media Development Forum, and promoting the launch of regional and subregional media-development initiatives.

1.4 ICT and S&T for Development

Appropriate use of science and technology (S&T) is essential for achieving Africa's industrialization and sustainable development, within today's global, competitive environment. ECA activities will be anchored accordingly on:

- Promoting the use of information and communication technology (ICT) for development;
- Building awareness on the information society and knowledge economy;
- Supporting geo-information for development; and
- Advancing S&T and innovation for development.

ICT for development. ECA will focus on supporting strategies for building the African Digital Economy (comprising e-finance, e-transactions, e-commerce, e-trade, e-content) and creating an

enabling environment for the knowledge economy (legal and regulatory frameworks - e-legislation, cyber laws and strategies). ECA will also endeavour to build e-security capacity for securing networks and infrastructure for the knowledge economy, improving government services to citizens and business, and strengthening the role of small- and medium-scale enterprises (SMEs) and other stakeholder groups in the digital/knowledge economy.

The role of ICT in fostering regional economic integration, including facilitating intra-regional trade, will also be enhanced. To facilitate dialogue and sharing of experiences among countries, ECA will support harmonization of policies and regulations at the regional level, based on the AISI and NEPAD frameworks, and will work in all subregions to develop a harmonized subregional ICT policy and monitoring framework.

Monitoring implementation of the World Summit on Information Society (WSIS) commitments.

The WSIS outcome reiterated support to regional and international integration efforts aimed at building a people-centred, inclusive and development-oriented information society in which people everywhere can create, access, utilize and share information and knowledge. ECA will provide support to member States by organizing consultations, providing advisory services, monitoring and reporting on progress towards bridging the digital divide, and coordinating implementation of the African Regional Action Plan on the Knowledge Economy.

Promoting awareness on the information society and knowledge economy. To prepare African countries for effective participation in the knowledge economy, ECA will promote awareness of the importance of the information society and knowledge economy among key stakeholders. Activities will address the following themes and issues: the Digital Economy, ICT in Trade, Commerce, Industrialization, Internet Governance, and Intellectual Property Rights in the Knowledge Economy. Advocacy and consensus-building in this area will be undertaken through the Committee on Development Information (CODI) which brings stakeholders together from all parts of the continent.

Geo-information for development. This involves the use of geo-information systems (GIS) to collect data that can aid policymaking and assist productive activity. Specific activities to be undertaken in this area include: development of GIS for various socio-economic sectors (land, environment, agriculture, and rural development) in three countries; development of an African Regional Geospatial Data Infrastructure (ARGDI) and the deepening of ongoing work on the development and maintenance of the standards-based African Geo-information Clearinghouse at ECA. The Commission will also provide support to member States in the area of GIS for peace and security, and metadata creation, analysis and maintenance.

S&T and innovation for development. ECA will promote the use of science, technology and innovation in economic development by helping to articulate S&T and innovation systems for Africa's development. It will support the NEPAD S&T Consolidated Plan of Action, and promote establishment of S&T parks and incubators in member States. Research and development activities will also be undertaken on selected emerging issues and topics of importance. As part of its work to promote the application of S&T for development, ECA will provide support to selected centres of excellence in the various subregions and facilitate networking among them.

1.5 Strengthening Statistics and Statistical Capacity in Africa

African countries need to be able to generate credible, reliable and comprehensive data in order to design and implement effective policies and track performance towards achieving the MDGs and other national development goals. ECA's work programme on statistics in the next three years will focus on: monitoring progress of statistical capacity building; strengthening the coordination and harmonization of statistical development activities; supporting the implementation of National Strategies for the Development of Statistics; and providing technical assistance and capacity building to member States.

African Centre for Statistics (ACS). ECA has established the ACS to undertake research, carry out studies, and provide technical assistance to improve the range and quality of data for policy analysis and decision-making especially with regard to achieving the MDGs and NEPAD objectives. Other related activities will include the harmonization and coordination of programmes, methods, concepts and standards, and the development and networking of national, subregional and regional statistical and information systems. Details of the Commission's strategic Business Plan on Statistics and Statistical Development are available in a separate document – “*Better Statistics for Better Policies and Development Outcome*”.

Coordination and harmonization of statistical development activities. ECA will continue its collaboration with partners in the Advisory Board on Statistics in Africa (ABSA) and the Forum for African Statistical Development (FASDEV) to identify emerging issues as well as explore ways of promoting and disseminating best practices in statistical development to member States and subregional organizations. It will advocate for and provide support in the implementation of the 1993 System of National Accounts (SNA 93) in African countries. It will also work at the regional level in the implementation and monitoring of the Regional Reference Strategic Framework (RRSF) for Statistical Capacity Building in Africa.

Implementing national strategies for the development of Statistics. ECA intends to expand its activities to support the implementation of the National Strategies for the Development of Statistics in Africa, and assist member States on the 2010 World Programme of Population and Housing Censuses. As a closely related priority, ECA will support member States in developing national databases and also work through its SROs to establish national database structures and mechanisms for updating data. The Commission will, at the same time, help in compiling a regional database that will provide a source of statistical information that is directly accessible to potential users in member States, to partners and within the ECA Secretariat for tracking progress in economic performance in Africa over time.

2. Special Events: African Development Forum and the Big Table

One of the challenges for Africa and its Organs is to build consensus around key African development issues and articulate common African perspectives and positions. The African Development Forum and the Big Table present unique avenues to advance Africa-driven development agenda through dialogue, and mobilize consensus and partnership around African stakeholder goals.

African Development Forum (ADF). The ADF has become a major gathering for discussion and building consensus on critical and emerging issues. It is designed to generate sharply defined actionable programmes that can be implemented within the capacity of African countries. Working closely with partners, ECA will continue to strengthen ADF to follow up and implement its outcomes. ADF-V will be convened on the theme: “*Youth and Leadership in the 21st century*” in November 2006. All four previous forums have helped launch new initiatives and activities, as well as important blueprints that have had wide ranging impacts. ADF-VI will be convened in 2008 on a theme to be determined later.

The Big Table. This is a high level consensus-building initiative established by ECA in 2000 to promote frank dialogue between African Ministers of Finance and their OECD counterparts. The format and agenda are designed to allow for maximum interactive dialogue, with no formal statements. Past Big Tables have discussed the MDGs and the PRSP process, NEPAD and the APRM, and mutual accountability between African countries and their development partners in ensuring development effectiveness. Future Big Tables will be co-convened by the AU-AfDB-ECA joint Secretariat. The next meeting is scheduled to take place in the first quarter of 2007 on the theme of natural resource management.

3. Promoting Knowledge Management and Peer Learning

ECA's Knowledge Management (KM) strategy builds on the recommendations of a recent report commissioned by the UN Committee for Programme Coordination (UNCPC). The strategy reflects a renewed emphasis on knowledge networking focusing on a combination of information, collaboration and peer interactions, supplemented by steps for integrating knowledge sharing fully into work processes.

Knowledge Management and Peer Learning. KM will play a critical role at different levels in ECA, through the implementation of KM strategy focused on its staff, the ECA itself, its partners and most importantly its clients. ECA will deliver Flagship outputs, support the APRM and Peer Learning, deliver demand-driven studies and policy papers, and promote the collection and use of data and statistics.

ECA plans to gradually transform its internal and external operations in order to achieve its goal to be a knowledge-based organization. Major activities will be focused on enhancing knowledge content in ECA operations and outputs, providing knowledge services to partners and clients, and becoming a Centre of Excellence on knowledge about African development. This will be carried out in three phases. *Phase I* will focus on internal processes to lay the foundation for a knowledge-based organization, including the acquisition of necessary information management systems and tools, the human resource capabilities and the networking modalities. *Phase II* will focus on the provision of knowledge services, working closely with partners and clients. The nature of ECA products and services to support Africa's development agenda will be refined. This phase will also introduce a virtuous feedback loop between ECA's delivery of services and its own internal working modalities. In *Phase III*, ECA will aim to be fully positioned as a lead Centre of Excellence for African development. Through its partnerships and relationship with clients it will be at the forefront of development thinking and development programming in its core areas of intervention. It will

be a key partner for both donors and programme countries as they seek to achieve the Millennium Development Goals and other regional priorities.

Closely aligned to ECA's knowledge management activities are the peer learning activities. These will be undertaken across all thematic clusters and would entail the building of "communities of practice" (COP), which will provide forums for policymakers and other stakeholders at the regional and subregional level to share experiences in their various fields. A COP has been defined as peers who have "a common sense of purpose and a real need to know what the other knows". The peer learning groups to be established by ECA will also help to identify best practices and how to adopt them for implementation and also build a critical mass of informed practitioners. Peer learning groups will also be used to articulate and refine tools for policy analysis and implementation and altogether enhance knowledge and capacity in ECA's thematic clusters. The peer-learning activities will be underpinned through its knowledge-management platforms.

ECA's Knowledge Management and Peer Learning Initiative will facilitate the efficiency and effectiveness of all the other components of ECA Repositioning Programme. Through effective KM, ECA will deliver continuous improvement in performance and standards of service delivery and global outreach, and underpin its efforts to be a repository of development-related information on Africa.

4. Implementing Planned Activities with Enhanced Quality

The activities described above represent a significant scaling up of ECA's work programme to a level that is more commensurate with Africa's development challenge. They represent an ambitious plan for the upcoming 3-year period to pursue targeted results by focusing on the selected thematic areas within ECA's two strategic pillars — promoting regional integration and meeting Africa's special needs. A repositioned ECA is well positioned to deliver on this plan through:

Improved programme clustering and management process: The ECA repositioning exercise has regrouped related activities into bigger and more coherent programme clusters for greater impact. New management practices and processes have been put in place for greater efficiency and improved decision-making. The Senior Management Team (SMT) has been revamped and made more inclusive while an Executive Committee has been established to take quick decisions and manage risks on a timely basis. An Advisory Committee on Administrative and Budgetary Matters has been established as part of the process of ensuring transparency and equity in the allocation of resources, and to follow-up and evaluate the use of regular and extrabudgetary resources. In addition, enhanced human resources management and improved administrative processes have been put in place to provide high-quality service delivery.

Strengthened SROs: The report of the Secretary-General on enhancing the role of the SROs of the ECA, has put particular emphasis on SROs acting as "privileged" partners of the RECs and has called for partnership agreements with them for multi-year programmes (see section 2.3). In this regard, the SROs have been strengthened through additional operational resources and deployment of regional advisory services, thus placing them in a better position to take up the expanded tasks of meeting the increased demands for assistance from the RECs. In the recent past, the Commission had a high vacancy rate resulting from a recruitment freeze but this situation has been progressively

redressed with the bringing in of staff with quality skills who are poised to take up the challenge of responding to Africa's special needs. Some of these staff resources are now redeployed to the SROs.

Strengthened Partnership with AU and AfDB for better programme delivery: The Assembly of the African Union Commission, in July 2006, in Banjul, Gambia, reaffirmed the ECA as a “key and necessary United Nations institution in Africa to assist and facilitate the work of the AU and the RECs.” The Assembly in a number of its resolutions has mandated AUC to collaborate with the ECA and AfDB to implement a number of development initiatives aimed at addressing identified Africa's development challenges. The implication is a significant scale-up in both the Commission's work programmes and its resource requirements.

Box 3: Highlights of ECA Support to the AUC Agenda	
Decisions of the Assembly of the African Union and Executive Council	ECA's Work Programme
Regional Integration and Trade	
1. Implement the roadmap for the rationalization process of the RECs (studies, seminars and workshops) and submit a report to the Assembly in July 2007. (Assembly/AU/Dec. 113(VII))	<ul style="list-style-type: none">Assessing Regional Integration in AfricaBuilding institutional capacities of the RECs' Secretariats
2. Provide technical support to member States on international trade negotiations. (Assembly/AU/Dec. 119(VII))	<ul style="list-style-type: none">Establishment/strengthening of Trade Negotiating UnitsBuilding consensus in trade negotiationsAssist member States establish a free-trade area/Customs Union and promote intra-African Trade.
3. Provide technical support to member States to make informed decisions on the Economic Partnership Agreements negotiations. (EX.CL//Dec.298(IX))	
4. Assist and facilitate the work of the AU and the RECs in defining, articulating, advocating common positions on development policies and issues and goals, and in promoting and supporting social economic development in Africa. (Assembly/AU/Dec. 122(VII))	<ul style="list-style-type: none">Track Africa's progress on economic development.Establishment/strengthening of Economic Policy Units in REC Secretariats and member StatesProvide technical assistance/advisory assistance to member States to achieve macroeconomic convergence
5. Implement a Comprehensive Action Plan on the revival of electricity subsector in Africa. (EX. CL/Dec.293(IX))	<ul style="list-style-type: none">Promote energy initiatives in subregionsProvide technical assistance to member States to improve air transport connectivity and implement the Yamoussoukro DecisionProvide support to REC Secretariats to implement transport infrastructure programmesProvide technical assistance/support to member States on the harmonization of infrastructure development policies in priority areasProvide support for the implementation of NEPAD programme institutional support for NEPAD Secretariat, and technical support to NEPAD infrastructure initiatives
6. Implement a Comprehensive Action Plan for the improvement of civil aviation in Africa. (EX. CL/Dec.295(IX))	
7. Implement a Comprehensive Action Plan for the improvement of railway transport in Africa. (EX. CL/Dec.294(IX))	
8. Prepare a Common African External Air Transport Policy (EX.CL/Dec.295(IX))	
MDGs and Social Development Challenges	
1. Strengthen capacity of NEPAD and RECs to improve coordination of initiatives on food and nutrition security and develop intra and inter regional trade in food products. EX.CL/Dec.297 (IX)	<ul style="list-style-type: none">Provide technical assistance for the development/implementation of action plans on food security in the subregionPromote agribusiness development and Intra-African trade in food and agriculture
2. Assist member States in advocating and mobilizing resources for implementing national programmes monitoring progress. (EX.CL/Dec.297(IX))	

Decisions of the Assembly of the African Union and Executive Council	ECA's Work Programme
3. Establish follow-up mechanisms for the implementation of Abuja Declaration on Fertilizers for an African Green Revolution and provide biannual reports to the Executive Council of the AU. (Assembly/AU/Dec. 117(VII))	<ul style="list-style-type: none"> • Assist member States to formulate/ implement land management policies • Support implementation of AUC-ECA-AfDB Land Policy Initiative • Promote Implementation of African Water Vision • Support Sustainable Modernization of Agriculture and Rural Transformation • Monitor progress on sustainable development
4. Assist member States develop and implement sound migration policies. (EX.CL/Dec. 304 (IX)) and coordinate and advocate implementation of African Common Position on Migration and Development. (EX.CL/Dec.305 (IX))	<ul style="list-style-type: none"> • Monitoring internationally agreed commitments on social development (population, migration, human settlement, HIV/AIDS)
Governance and Public Administration	
1. Implement the Post-Conflict Reconstruction and Development Policy (PCRD) Framework at regional and national levels; establish database of African Experts on PCRD; and strengthen capacity of relevant African NGOs to address post-conflict issues. (EX.CL/Dec. 302(IX))	<ul style="list-style-type: none"> • Provide technical assistance, in collaboration with AU and the Peace Building Commission, to build capacities of affected countries for the formulation and implementation of post-conflict reconstruction and development programmes and projects
ICT, Science and Technology for Development	
1. Promote Information and Communication Technology on the continent. (EX.CL/Dec.291 (IX))	<ul style="list-style-type: none"> • Promoting the effective functioning of an African Digital Economy. • Support implementation of NICI and Scan-ICT programmes in member States. • Assist member States in application of Science and Technology and Innovation for development. Support Research and Development activities: • Assist member States in application of geo-information systems for development
Statistics	
1. Support the implementation of the Regional Strategic Framework for Statistical Capacity Building in Africa and the harmonization of Statistics in support of African regional integration	<ul style="list-style-type: none"> • Track performance in implementation of MDGs • Track progress on implementation of Regional Strategic Framework for Statistical Capacity Building in Africa and Harmonization of Statistics in support of African regional integration • Assist member States on the 2010 World Programme of Population and Housing Census and Household Surveys • Assist member States in developing national databases and with advisory services in various areas of statistics

Improved results through higher quality: The results that ECA delivers to RECs and member States in implementing this scaled-up programme are highly dependent on the quality of its deliverables and outputs. Learning from the practices of other knowledge-based development institutions, ECA will immediately introduce standard processes, embedded in clear processing guidelines, to assure the quality of its outputs. The underlying processes will ensure that each ECA activity is relevant and responsive to client needs, is assigned to experienced teamleaders and suitably qualified teams, and is delivered to high-quality standards thus leading to better results. Teamleaders and their managers will be held accountable for compliance with the processes and for quality; and the accountability for quality will be reinforced through performance evaluation. Standard business processes will be linked directly to the knowledge-management system.

The emphasis on quality will go well beyond the introduction of standard processes. ECA will develop and implement a quality-enhancement system -- again leveraging the experience and good practices of other comparable institutions. The system will be founded in a shared understanding of the different elements that constitute quality and lead to desired results. Clear criteria and an agreed, objective methodology will enable measurement of quality and monitoring of quality trends.

Since ECA's RB is expected to remain limited by the zero-growth policy of the UN Secretariat, implementation of the plan will be critically dependent on a substantial increase in the extrabudgetary resources available to ECA. Part III of this Business Plan spells out the implications of this scaled-up activity level for ECA resources - both core budget and extrabudgetary resources. It also outlines ECA's recent and ongoing efforts to put mechanisms and arrangements in place that will strengthen partnerships with donors and, importantly, ensure efficient and effective management of resources, including monitoring and reporting on their use.

III. Delivering Through Enhanced Partnerships

The UN mandatory zero growth policy has constrained ECA's regular budget. Substantial extrabudgetary resources are therefore critically required to leverage the regular budget, to implement its work programme effectively and efficiently, and to increase the impact of ECA's staff capacity. The Commission launched its strategic ECA Partnership Programme in 2001 and has benefited from extrabudgetary resources amounting to \$46million between 2001-2005; extrabudgetary resources are expected to amount to \$10million for 2006. ECA will require a substantial increase in this amount not only to continue and consolidate current efforts but also to respond to the emerging priorities outlined in Part II of this Business Plan.

1. Scaling up to meet demand

This Business Plan reflects a significant increase in ECA activities based on the introduction of new programme and project initiatives, and increased operational involvement of the Commission in the implementation of the AUC, NEPAD, and RECs agendas at the regional and subregional levels.

The assembly of the AUC in a number of its resolutions, mandated the AUC to collaborate with the ECA and AfDB to implement identified development initiatives aimed at addressing Africa's development challenges. Some of these initiatives and activities are listed in box 3.

Similarly, the RECs have repeatedly called upon ECA to support them in the implementation of their work programmes and the Commission has responded accordingly. In this regard, the SROs have been strengthened through additional operational resources and deployment of regional advisory services, thus making them better placed to take up the expanded tasks of meeting the increased demands for assistance from the RECs. ECA has put particular emphasis on SROs acting as "privileged" partners of the RECs and has called for partnership agreements with them for multi-year programmes. Areas of ECA's support to the RECs are also listed in box 1.

All these have placed increased demand on ECA, and the implication is a significant scale-up in both the Commission's work programmes and its resource requirements.

2. Resource Implications for 2007 – 2009

The total funding requirement for the three-year period 2007 – 2009 amounts to \$278.3 million. (See table 3.1). Of this amount, \$177.8 million or 64 per cent is to be funded through the RB of the Commission. Extrabudgetary resources from grants provided by ECA donors are required to cover the remaining \$100.5 million or 36 per cent of the total budget. The proportion of XB requirements has increased significantly relative to previous years (22 per cent in 2003-2006) in

line with the scaling-up of ECA programme activities at both Headquarters and SROs to deliver improved results.

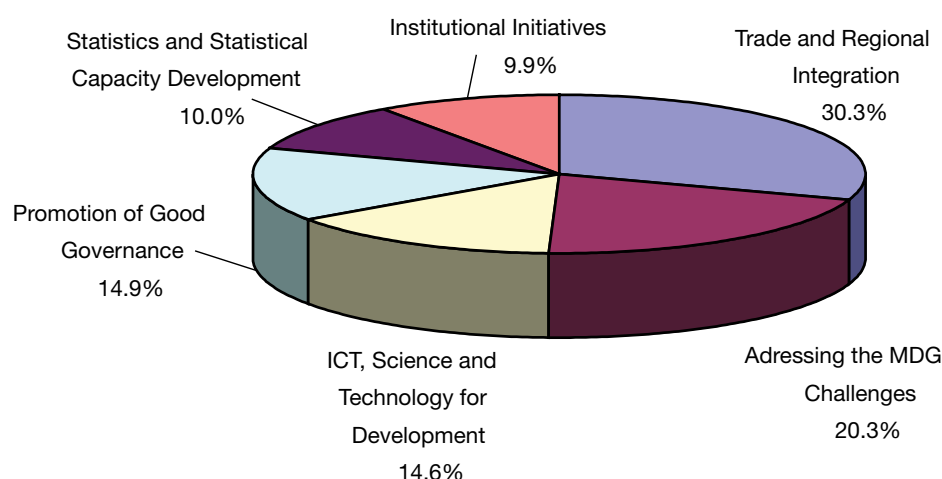
Table 3.1: Regular Budget (RB) and Extrabudgetary (XB) Funding 2007 – 2009

Year	Amount (US\$ millions)			Percentage Share	
	RB	XB	Total	RB	XB
2007	56.6	30.6	87.4	65%	35%
2008	60.6	32.7	93.3	65%	35%
2009	<u>60.6</u>	<u>36.9</u>	<u>97.6</u>	62%	38%
2007-2009	177.8	100.2	277.9	64%	36%

The proportional distribution of the triennium budget by thematic areas is summarized in table 3.2 and illustrated in figure 3.1 below. Regional Integration - one of the two pillars of ECA's strategic focus, accounts for 37 per cent of the total resources and 30 per cent of the extrabudgetary resources. This is followed by ECA's efforts at addressing the challenges of meeting the MDGs at both regional and subregional levels with 25 per cent of the total and 20 per cent of XB resources. ECA's programme for promoting good governance constitutes 15 per cent and 12 per cent of the total and XB resources, respectively, as does the programme for ICT, and S&T for Development. In line with ECA's renewed emphasis on the development of statistics and on building statistical capacities in member States, Statistics and Statistical Capacity Development constitute 10 per cent of XB resources. The strategic institutional initiative, as well as the renewed efforts towards enhancing the Commission's partnerships with such major development partners as AUC, AfDB, UN agencies and other multilateral and bilateral partners, account for a share of 10 per cent. A detailed breakdown of the budget is presented in annex 2.

Table 3.2: Resource Requirements by Theme 2007-2009

Thematic Area	XB	%	RB*	%	Total	%
1 Trade and Regional Integration	30.4	30.3	47.9	43.7	78.3	37.3
2 Addressing the MDG Challenges	20.3	20.3	31.9	29.0	52.2	24.9
3 Promotion of Good Governance	14.9	14.9	10.9	10.0	25.8	12.3
4 ICT, Science and Technology for Development	14.7	14.6	10.9	10.0	25.6	12.2
5 Statistics and Statistical Capacity Development	10.0	10.0	1.8	1.6	11.8	5.6
6 Institutional Initiatives	9.9	9.9	6.2	5.7	16.0	7.7
Total	100.2	100.0	109.6	100.0	209.70	100.0
7 Administration	-		68.1		68.1	
Grand Total	100.2		177.7		277.9	

Figure 3.1: Thematic Distribution of XB Resource Requirements 2007-2009

3. Towards Enhanced Partnership

ECA is committed to strengthening its engagement with partners and building their level of confidence by enhancing the level of information made available to them. The Commission plans to implement the following projects during the period 2007–2009, including strengthening institutional capacity to manage the resources and improving the effectiveness of financial resources planning.

ECA Partners Forum

The ECA Partners Forum remains a very useful medium for interaction and information sharing between ECA and partners on how the funds entrusted to the Commission are being used. The Forum, through its quarterly meetings, enables an exchange of views on the emerging development

priorities for Africa as well as a discussion of the key ECA initiatives in support of these priorities. Constructive comments and suggestions at these meetings have helped considerably in strengthening donor confidence and promoting greater accountability and transparency in ECA operations.

In order to deepen this partnership process, a thematic working group of the Partners Forum will be established at the technical level. Discussions at this level would focus on the review of progress on coordinated partnerships and on concrete proposals for collective arrangements and implementation modalities. It is envisaged that the deliberation and exchanges at this forum will further enrich the partnership process, increase partners' participation and strengthen donor confidence.

Management of extrabudgetary resources

To further enhance oversight of its strategic management of extrabudgetary resources, and ensure integrated planning, budgeting and management of core and extrabudgetary resources, an Advisory Committee on Administrative and Budgetary Matters (ACABM) was established on 13 October 2006. The Committee will oversee the management and allocation of extrabudgetary resources, with the same due diligence as for RB resources, ensure distribution of XB resources linked to strategic ECA and donor priorities, and encourage multidisciplinary programme implementation.

Enhancing staff knowledge in the management and reporting of Trust Funds through the Trust Funds Learning and Accreditation Programme (TFLAP)

To manage Trust Funds (TF) effectively and efficiently and promote better understanding of the required policies and procedures, ECA plans to initiate TFLAP for Programme Managers, Task Force Teamleaders and others involved in TF operations. This new initiative will promote accountability, transparency, and effectiveness in their use. The initiative is especially designed to ensure that staff has adequate appreciation of the Commission's fiduciary responsibilities, command of the policies and procedures, and information on the resources available for efficient TF management. The accreditation of staff will entail an examination, and only staff members who have passed the accreditation tests will be permitted to manage TF resources.

Trust Funds Management and Reporting System

Over the past couple of years, ECA has intensified its efforts to improve the format, quality and timeliness of financial and narrative project reports. However, the preparation of these reports has not been without serious systemic and operational difficulties. The report formats in the United Nations-wide Integrated Management Information System (IMIS) often do not match the format agreed with donors, and as a result, a combination of manual and semi-automated processes has to be devised in order to produce regular financial reports for the use of donors and ECA internal management. This process is not only cumbersome but also time consuming.

ECA has therefore planned to develop a customized simple and flexible Financial Information Management System that will improve its internal management and monitoring of XB-funded programmes and projects, and make the production of regular financial reports and project reports smoother. The establishment of these two systems will be completed by 2007.

ECA Donor Portal

The Portal is a web-based application designed to provide personalized information to donors and partners on the management of ECA TF activities. ECA donors and partners will be able to log on remotely and access relevant information in relation to their funds and other ECA TF activities. Information to be provided on this network will include: the un-audited TF financial statements, TF annual reports, the *ECA Annual Report*, a short profile of ongoing projects, progress and terminal project reports, and other relevant information. Further functional details are provided in the *ECA Donor Portal Handbook*, which has been made available to all partners.

Annex 1: ECA Activities by Theme and Subregion/Region

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Collection of data and information on regional Integration in the subregions as inputs into the reports on the status of regional integration in Africa Collection of data and information on trends and policies in socioeconomic developments in the subregions as inputs into Economic Report on Africa					Assessing Regional Integration in Africa Output: <ul style="list-style-type: none">Report on the Status of Regional Integration in Africa (ARIA III (2007) & ARIA IV (2009)) Tracking Africa's progress on economic development.
					Output: <ul style="list-style-type: none">Economic Report on Africa (ERA (2007), ERA (2008) & ERA (2009))
Assist member States establish a free trade area and promote intra-African trade. Outputs: <ul style="list-style-type: none">Expert Group Meetings (2007 & 2009))Workshops and seminars on trade facilitation for senior policymakers and other key stakeholders (2007 & 2009)	Assist member States establish a customs union and promote intra-African trade (ECOWAS). Outputs: <ul style="list-style-type: none">Expert Group Meetings (2007 & 2009))Workshops and seminars on trade facilitation for senior policymakers and other key stakeholders (2007 & 2009)	Assist member States establish a free trade area and promote intra-African trade. Outputs: <ul style="list-style-type: none">Expert Group Meetings (2007 & 2009))Workshops and seminars on trade facilitation for senior policymakers and other key stakeholders (2007 & 2009)	Assist member States establish a free trade area/ customs union and promote intra-African trade. Outputs: <ul style="list-style-type: none">Expert Group Meetings (2007 & 2009))Workshops and seminars on trade facilitation for senior policymakers and other key stakeholders (2007 & 2009)	Building institutional capacities of the REC Secretariats Outputs: <ul style="list-style-type: none">Training of national experts in the subregion to implement the RECs initiatives (2007)Workshop to train RECs staff (2007)Workshops on mainstreaming regional integration at national level for staff of the RECs (2007, 2008 & 2009)	Increased capacity of member States to better understand and monitor performance of African economies, with particular emphasis on regional integration.
Build capacity through the work of selected UN country teams at the national level to implement regional integration initiatives Output: <ul style="list-style-type: none">Training workshops for government officials and key stakeholders on mainstreaming regional integration at the national level (2007, 2008 & 2009)					Enhanced capacity of member States through effective participation in the UN country teams.

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Provide technical support/advisory services for trade capacity building in the subregions					
<p>Outputs:</p> <ul style="list-style-type: none"> • Training workshops for government officials on mainstreaming trade into national policies (2007, 2008 & 2009) • Training workshops for government officials on international trade negotiations (2007, 2008 & 2009) • Field missions to member States on trade-capacity building 					
<p>Strengthening trade and investments between North African countries and sub-Saharan African countries (CENSAD/UMA)</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Report on trade and investments between North Africa and sub-Saharan countries (2007) • Experts group meetings (2007) • Workshops and seminars for government officials, private sector and key stakeholders (2008 and 2009) <p>Develop North Africa Regional Integration Observatory</p> <p>Output:</p> <ul style="list-style-type: none"> • Establish and maintain database on regional integration initiatives (2007, 2008 & 2009) 	<p>Provide technical assistance/advisory services to member States to achieve macroeconomic policy convergence.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Workshops and seminars for senior officials of Ministries of Finance and Central Banks of member States to develop appropriate convergence targets and indicators (2007, 2008 & 2009) • Field missions to member States (2007, 2008 & 2009) <p>Provide technical assistance to member States towards the establishment of a second monetary zone in West Africa.</p> <p>Output:</p> <ul style="list-style-type: none"> • Reports on progress towards the establishment of a second common currency in the subregion (WAMZ/ECOWAS) (2007, 2008 & 2009) 	<p>Provide technical assistance/advisory service to member States to achieve macroeconomic policy convergence.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Workshops and seminars with senior officials of Ministries of Finance and Central Banks of member States to develop appropriate convergence targets and indicators (2007 & 2008) • Field missions to member States (2007, 2008 & 2009) <p>Provide technical assistance to member States in the harmonization of trade and fiscal policies (COMESA/IGAD/EAC)</p> <p>Output:</p> <ul style="list-style-type: none"> • Workshops and Seminars with senior officials of Ministries of Trade, Finance and Transport on the harmonization of trade and fiscal policies (2007 & 2008) 	<p>Provide technical assistance/advisory assistance to the SADC Secretariat on the formulation and implementation of macroeconomic convergence programmes in member States</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Workshops and seminars with senior officials of Ministries of Finance and Central Banks of member States to develop appropriate convergence targets and indicators (2007 & 2008) • Field missions to member States (2007, 2008 & 2009) <p>Provide technical assistance to member States and senior officials of Ministries of Finance and Economic Planning of member States (2007, 2008 & 2009)</p> <p>Field missions to member States (2007, 2008 & 2009)</p> <p>Establishment/strengthening of Trade Negotiating Units</p> <p>Output:</p> <ul style="list-style-type: none"> • Training workshops for staff of Ministries of Trade of member States on international trade negotiations (2007, 2008 & 2009) 	<p>Provide technical assistance & Quick Response Facilities:</p> <p>Establishment/strengthening of Economic Policy Units in the REC Secretariats and in African countries</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Training workshops for staff of Ministries of Finance and Economic Planning of member States (2007, 2008 & 2009) • Field missions to member States (2007, 2008 & 2009) <p>Establishment/strengthening of Trade Negotiating Units</p> <p>Output:</p> <ul style="list-style-type: none"> • Training workshops for staff of Ministries of Trade of member States on international trade negotiations (2007, 2008 & 2009) 	<p>Strengthened national capacity for enhancing international trade and regional integration</p> <p>Enhanced capacity of member States and RECs to design and implement macroeconomic and sectoral policies and programmes for increased economic cooperation and regional integration</p>

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
<p>Provide technical assistance/advisory services to the CENSAD Secretariat to promote economic co-operation and integration among CENSAD member States</p> <p>Outputs:</p> <ul style="list-style-type: none"> Report on a strategic policy framework for CENSAD Secretariat on regional cooperation and integration (2007) Workshop to train government officials, private sector and key stakeholders on mainstreaming regional integration in national policies and programmes (2007) Field missions to member States (2007, 2008 & 2009) <p>Provide support to ECOWAS Secretariat to implement transport infrastructure programmes in the subregion.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Training workshops for the staff of the ECOWAS Secretariat (2007 & 2008) Training workshop for government officials and key stakeholders in the subregion to implement the ECOWAS infrastructure initiatives (2007) 	<p>Provide technical assistance to member States on:</p> <p>Improving air transport connectivity in the subregion: implementation of the Yamoussoukro Decision at national level</p> <p>Promoting sustainable and efficient management of shared water ways in the subregion</p> <p>Transforming Commission Internationale du Bassin Congo-Oubangui-Shanga (CICOS) into an effective full-fledged organization</p> <p>Developing mechanism for the financing of NEPAD and Central Africa infrastructure projects</p> <p>Outputs:</p> <ul style="list-style-type: none"> Meeting of senior government officials and key stakeholders in the aviation sector to improve connectivity and strengthen air transport (2007) Workshops and seminars for government officials and key stakeholders on shared water resources (2007, 2008 & 2009) 	<p>Provide technical assistance to member States on:</p> <p>Preparation and implementation of a comprehensive development strategy and action plan for the sustainable economic development of Lake Victoria Basin (EAC)</p> <p>Development of the Great Lakes Basin (Burundi, DR Congo and Rwanda)</p> <p>Transport corridors and management</p> <p>Implementation of the Eastern Africa Power Pool</p> <p>Strengthening <i>Electricité des Grands Lacs</i> (EGL) and SINELAC</p> <p>Outputs:</p> <ul style="list-style-type: none"> Meetings of senior government officials and key stakeholders on Lake Victoria Basin (2007, 2008 & 2009) Meetings of senior government officials and key stakeholders of the Great Lakes countries (2007, 2008 & 2009) Workshops and seminars with senior officials of Ministries of Trade, Infrastructure, and corridor management agencies on trade facilitation (2007 & 2008). 	<p>Provide technical assistance to member States on:</p> <p>The sustainable and efficient management of shared water ways in the subregion</p> <p>Output:</p> <ul style="list-style-type: none"> Workshops and Seminars for government officials and key stakeholders on shared water resources (2007, 2008 & 2009) 	<p>Provide support for the Implementation of NEPAD programme:</p> <p>Capacity building for mainstreaming NEPAD at the national level</p> <p>Technical support for NEPAD Secretariat</p> <p>Monitoring and evaluating NEPAD Implementation</p> <p>Outputs:</p> <ul style="list-style-type: none"> Training workshops for staff of NEPAD secretariat and implementing agencies of NEPAD (2007, 2008 & 2009) Report on evaluation of the NEPAD programme (2007) Workshop on capacity-building strategy for Africa (2007) Report on the capacity building for Africa (2007/2008) Field missions to member States (2007, 2008 & 2009) 	<p>Enhanced capacity in adopting policies and implementing programmes for infrastructural development consistent with the AU vision and the priorities of NEPAD</p>

ECA Activities at the Regional and Subregional Levels (2007-2009)						
Regional Integration, Infrastructure and Trade						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
		<ul style="list-style-type: none">• Experts Group meeting on the future of CICOS (2007)• Workshops and seminars with senior officials of Ministries of Finance and Infrastructure on bridging the financing gaps of infrastructure development (2007 & 2008).	<ul style="list-style-type: none">• Meetings of senior government officials and key stakeholders on East African Power Pool (2007 & 2008)			
					Special event for African Economists focusing on development challenges in Africa Output: <ul style="list-style-type: none">• Conference of African Ministers of Industry• Symposium of African Economists (2007, 2008 & 2009)	Enhanced consensus on economic analysis
Promoting consensus-building activities for international negotiations Output: <ul style="list-style-type: none">• Workshops for senior officials of Ministries of Trade and key stakeholders in the subregion (2007, 2008 & 2009)					Building consensus in trade negotiations Output: <ul style="list-style-type: none">• Experts Group Meeting for Trade Negotiators (2007, 2008 & 2009)	
Provide technical assistance support to member States on the harmonization of infrastructure development policies in priority areas Output: <ul style="list-style-type: none">• Workshops for senior officials of Ministries responsible for infrastructure and other key stakeholders in the subregion (2007, 2008 & 2009)					Provide technical support to the NEPAD infrastructure initiatives Outputs: <ul style="list-style-type: none">• Establish a GIS infrastructure master plan (2007, 2008 & 2009)• Establish a database on trans-African highways (2007-2008 & 2008)• Field missions to member States (2007, 2008 & 2009)	Enhanced consensus on regional integration, infrastructure and trade issues.

ECA Activities at the Regional and Subregional Levels (2007-2009)						
Regional Integration, Infrastructure and Trade						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
<p>Promote the use of market incentives to preserve biodiversity in North Africa</p> <p>Output:</p> <ul style="list-style-type: none"> • Experts Group meeting on market incentives for biodiversity (2007 & 2009) <p>Plan of Action for the management of water resources and the environment</p> <p>Output</p> <ul style="list-style-type: none"> • Action Plan for the management of water resources and the environment in Africa (2008) <p>Development of integrated transport plans and policies.</p> <p>Output:</p> <ul style="list-style-type: none"> • An integrated transport master plan (2008) <p>Promote energy initiatives in the subregion</p> <p>Output:</p> <ul style="list-style-type: none"> • Workshops and seminars on energy initiatives in North Africa 	<p>Outputs:</p> <ul style="list-style-type: none"> • Workshops for senior energy officials and key stakeholders in the subregion (2007, 2008 & 2009) • Field missions to member States (2007, 2008 & 2009) 	Promote energy initiatives in the subregions				

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Meeting the MDGs and addressing Gender and Social Development Challenges					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
<p>Tracking progress in MDGs and gender equality in the subregions</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Reports on progress in achieving MDGs and gender equality in the subregions (2007, 2008, & 2009) • Workshops for government officials on methodologies for data collection in the subregions (2007, 2008 & 2009) • Forum on employment (2008) 					<p>Monitoring progress on sustainable development:</p> <p>Output:</p> <ul style="list-style-type: none"> • Sustainable Development Report on Africa (SDRA (2007) & SDRA (2009)) <p>Tracking progress in achieving the MDGs</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Annual MDGs reports (2007, 2008 & 2009) • Report on progress towards MDGs (2010) (2008 & 2009) • Experts Group Meetings on MDGs (2007, 2007 & 2009) • African Human Development Report (2008) <p>Tracking progress in gender mainstreaming</p> <p>Output:</p> <ul style="list-style-type: none"> • Africa Women's Report (2007 & 2009) <p>Monitoring internationally agreed commitments on social development (population, migration, human settlement, HIV/AIDS)</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Report on the implementation of the Madrid International Plan of Action on Ageing (2007) • Report on ICPD+15 Regional Review (2009) • Report on International migration (2008) • Report on HIV/AIDS (2009) • Report on Youth in Africa (2009)
					Enhanced capacity of member States to monitor performance in achieving the MDGs and assessing trends in gender and social development

ECA Activities at the Regional and Subregional Levels (2007-2009)						
Meeting the MDGs and addressing Gender and Social Development Challenges						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
<p>Provide technical assistance to Arab Maghreb Union (AMU) Secretariat in the formulation and implementation of a subregional plan for poverty reduction</p> <p>Output:</p> <ul style="list-style-type: none"> • Training workshops for government officials on mainstreaming PRS in national policies (2007, 2008 & 2009) 	<p>Provide support to the subregional MDG Centres and the Millennium Village Projects</p> <p>Output:</p> <ul style="list-style-type: none"> • Field missions to the centres and projects (2007, 2008, & 2009) 			<p>Assist member States to design policies and strategies for poverty reduction to achieve the MDGs</p> <p>Output:</p> <ul style="list-style-type: none"> • Workshops and seminars for government officials and key stakeholders on mainstreaming PRS in national policies (2007, 2008 & 2009) <p>Assistance to member States to formulate and implement land management policies</p> <p>AUC-ECA-AfDB Land Policy Initiative African Water Vision</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Experts Group Meeting to develop a framework and guidelines for land reform and present to AU Summit (2007) • Establish web-based Virtual African Land Policy and Administration Facility (2008-2009) 	<p>Assist member States to design policies and strategies for poverty reduction to achieve the MDGs</p> <p>Output:</p> <ul style="list-style-type: none"> • Workshops and seminars for government officials and key stakeholders on mainstreaming PRS in national policies (2007, 2008 & 2009) <p>Assistance to member States to formulate and implement land management policies</p> <p>AUC-ECA-AfDB Land Policy Initiative African Water Vision</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Experts Group Meeting to develop a framework and guidelines for land reform and present to AU Summit (2007) • Establish web-based Virtual African Land Policy and Administration Facility (2008-2009) 	<p>Progress made towards achieving the MDGs including poverty reduction, gender equality and sustainable development</p>
	<p>Provide technical assistance for the development/implementation of action plans on food security in the subregion</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Workshops for government experts and key stakeholders (2007, 2008 & 2009) • Field missions to member States (2007, 2008 & 2009) 				<p>Provide support to Sustainable Modernization of Agriculture and Rural Transformation (SMART)</p> <p>Output:</p> <ul style="list-style-type: none"> • Compendium of Best Practices and Indicators for the African Green Revolution (2007 & 2008) 	
			<p>Technical assistance to support establishment of agro-forestry network in subregion</p> <p>Output:</p> <ul style="list-style-type: none"> • Field missions to member States (2007, 2008 & 2009) 	—		

ECA Activities at the Regional and Subregional Levels (2007-2009)						
Meeting the MDGs and addressing Gender and Social Development Challenges						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
<ul style="list-style-type: none"> — 	<p>Institutional strengthening of ECOWAS Centre for Gender and Women's Development</p> <p>Output:</p> <ul style="list-style-type: none"> Training workshop for the staff of the Centre (2007, 2008 & 2009) 	—				
—	<p>Assist the ECOWAS Secretariat in the formulation and implementation of a subregional PRS</p> <p>Output:</p> <ul style="list-style-type: none"> Training workshops for the staff of the Secretariat (2007, 2008 & 2009) 	<p>Provide technical support for national action plans for the implementation of the Ouagadougou Action Plan on poverty reduction and employment creation.</p> <p>Output:</p> <ul style="list-style-type: none"> Field missions to member States (2007, 2008 & 2009) 	<p>Support to the Earth Institute Office in Addis Ababa within the framework of the UN Millennium project.</p> <p>Output:</p> <ul style="list-style-type: none"> Field missions to the institute (2007, 2008 & 2009) 	<p>Establish network on the implementation of Regional Indicative Strategic Development Plan (RISDP), national PRSs, and MDGs in the SADC subregion</p> <p>Outputs:</p> <ul style="list-style-type: none"> Workshops for government officials and key stakeholder on the implementation of RISDP (2007, 2008 & 2009) Field missions to member States (2007, 2008 & 2009) 		
—					<p>Promote agribusiness development and Intra-African trade in food and agriculture</p> <p>Outputs:</p> <ul style="list-style-type: none"> Establish database on regional agricultural markets and African products (2007 & 2009) High-level meeting on PPP in the agro-industry and agri-business (2008) 	<p>Enhanced awareness and capacity to achieve food security and the MDGs</p>

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Governance and Public Administration					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Provide technical assistance to member States to implement and monitor policies and measures for the promoting of good governance Outputs: • Reports on governance and public administration in the subregions (2007, 2008 & 2009) • Reports on governance of financial institutions in the subregions (2007, 2008 & 2009)					Assessing progress towards good governance: Output: • African Governance Report (2007 & 2009)
Provide technical assistance, in collaboration with AU and the Peace Building Commission, to build capacities of affected countries for the formulation and implementation of post-conflict reconstruction and development programmes and projects Outputs: • Reports on building capacity of key governance institutions in conflict countries (Rwanda, Mozambique and Liberia) 2007 & 2008) • Case studies on the root causes and consequences of conflict and State fragility in Africa (2007 & 2008) • Workshops to share and disseminate outcome of case studies (2007, 2008 & 2009)	Provide technical assistance to member States to promote private sector development: Outputs: • Report on a strategic framework to enhance private sector development and competitiveness subregion (2008) • Forum for private sector development (2008)	Provide technical assistance to develop a framework for the creation of sub-regional stock market and other financial institutions to support the private sector Outputs: • Report on a sub-regional stock market and other financial institutions (2008). • Workshops for senior government officials and other key stakeholders on the establishment of subregional stock. Provide technical assistance to the ECCAS Secretariat to strengthen programme management and budgetary process and systems	Provide technical assistance to develop a framework for the creation of subregional stock market and other financial institutions to support the private sector Outputs: • Report on a sub-regional stock market and other financial institutions (2008). • Workshops for senior government officials and other key stakeholders on the establishment of subregional stock.	Provide technical assistance to member States to promote private sector development: Outputs: • Report on a strategic framework to enhance private sector development and competitiveness in the sub-region (2008) • Forum for private sector development (2008) Provide technical assistance to SADC Secretariat to implement its Financial and Investment Protocol	Enhanced institutional and organizational capacities for peace building
	Provide technical assistance to member States to promote private sector development: Outputs: • Field missions to AGI (2007). • Workshops for senior government officials and key stakeholders (2007, 2008 & 2009) Promote the development and implementation of African Framework for Media Development.				Enhanced institutional and organizational capacities for economic, corporate governance and private sector development

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Governance and Public Administration					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
		Output: • Field missions to ECCAS Secretariat (2007).		Output: • Field missions to SADC Secretariat (2007).	Outputs • Conference of Stakeholders and Donors (2007) • Forum on African Media Development (2007, 2008 & 2009)
Expected Outcome					
Promote Public-Private Partnerships (PPP) initiatives & Dialogue					
Outputs:					
• Reports on PPP initiatives in the subregion (2007, 2008 & 2009)					
• Seminars for senior government officials, private sector operators and other stakeholders in the subregions (2007, 2008 & 2009)					
Technical support to the APRM process					
Output:					
• Field missions to member States (2007, 2008 & 2009)					
Promoting partnerships and participatory development					
Output:					
• Workshops for key stakeholders on partnerships and participatory development (2007, 2008 & 2009)					
Assessing corruption and economic development: An initiative on the economic impact of corruption on economic development					
Outputs:					
• Group Training for civil society and other advocacy groups (2007 & 2008)					
• Workshops to share experiences on fighting corruption (2007)					
• Experts Group meetings on corruption (2007, 2008 & 2009)					
Enhanced implementation of the APRM and public-private dialogue facilitated					

ECA Activities at the Regional and Subregional Levels (2007-2009)					
ICT and Science and Technology					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
<p>Support research and development activities: Identification of mechanisms to generate and utilize science, technology and innovation systems</p> <p>Outputs:</p> <ul style="list-style-type: none"> Capacity building workshops (2007, 2008 & 2009) Workshops on the implementation of R&D initiatives (2007, 2008 & 2009) Field missions to support the establishment of S&T Parks and Incubators (2007 & 2008) 					
<p>Support selected centres of excellence and facilitate their networking</p> <p>Output:</p> <ul style="list-style-type: none"> Field missions to strengthen capacities in selected centres (2007, 2008 & 2009) <p>Promoting the effective functioning of an African Digital Economy</p> <p>Outputs:</p> <ul style="list-style-type: none"> Field missions to implement NICI policies in the context of an African electronic economy (5 countries per year) (2007, 2008 & 2009) Pilot programmes on research and innovations (2 countries per year) (2007, 2008 & 2009) <p>Assist member States in the application of S&T for development.</p> <p>Output:</p> <ul style="list-style-type: none"> Workshops on the legal and regulatory framework on ICT and S&T (2007, 2008 & 2009) <p>Assist member States in the application of GIS for development</p> <p>Outputs:</p> <ul style="list-style-type: none"> Field missions to member States on establishing GIS systems in transport (2007 & 2008) Field missions to member States on the use of GIS in natural resources, land, water, minerals etc. (2007-2009) 					
<p>Promoting awareness on the Information Society and Knowledge Economy</p> <p>Output:</p> <ul style="list-style-type: none"> Committee on Development Information (CODI) (2007) 					
					Increased skills and level of understanding in ICT and S&T for development
					Enhanced development of ICTs and strengthened and better-networked institutions and centres of excellence
					Enhanced awareness on the use of science, technology, innovation and ICTs for sustainable development

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Statistics and Statistical Capacity					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Tracking performance in implementation of MDGs					
Tracking progress on the implementation of the Regional Strategic Framework for Statistical Capacity Building in Africa (RFSF)					
Tracking Progress on the Harmonization of Statistics in support of African regional integration					
Outputs: <ul style="list-style-type: none"> • African Statistical Yearbook (2007, 2008 & 2009) • Compendium of intra-African and Foreign Trade Statistics (2007, 2008 & 2009) • Establish and maintain MDG indicators and database (2007, 2008 & 2009) 					
Assist member States on the 2010 World Programme of Population and Housing Census Assist member States in household surveys Assist member States in developing national databases Support member countries through advisory services in various areas of statistics					
Outputs: <ul style="list-style-type: none"> • Workshops on resource mobilization (2007) • Workshops on the 2010 World Programme of Population and Housing Census • Workshops to train staff of selected countries on enumeration (2007, 2008 & 2009) • Workshops to train staff of selected countries on census analysis (2007, 2008 & 2009) • Establish and maintain databases in the subregions (2007, 2008 & 2009) • Field missions to member States (2007, 2008 & 2009) 					
					Strengthened statistical capacity of member States and RECs to enable planning for tracking performance of their economies and for accelerating progress toward achieving the MDGs

ECA Activities at the Regional and Subregional Levels (2007-2009)					
Special Initiatives					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Enhance the creation, use and dissemination of Knowledge in collaboration with ECA's Strategic Development Partners					
<ul style="list-style-type: none"> Global Access to Content: Facilitate access to knowledge generated by ECA and its strategic development partners Creation and Leverage of Knowledge Networks, Functions & Services: Enhance the roles, functions and services of ECA's networks and communities of practice. Peer-Learning: Promoting Cross-regional Sharing of Innovative Approaches to Knowledge Management 					
Enhancing quality assurance					
<ul style="list-style-type: none"> Ensure that stakeholder expectations, quality objectives, and programme requirements are defined, understood, implemented, and actively managed. Execute and maintain the processes defined in the Quality Management Approach. Verify that the programme Outcome meet the standards. Implement any needed programme improvements. 					
Implementing institutional change					
<ul style="list-style-type: none"> Strategic planning for improved programme delivery IT Infrastructure and Project Management Operating Systems Human Resources and Management 					
					Enhanced knowledge sharing and networking
					Enhanced Capacity for effective programme delivery and greater impact

ECA Programmes at the Regional and Subregional Levels (2007-2009)		
Special Events		
Regional		Expected Outcome
Advocacy & consensus building	African Development Forum (ADF) Big Table	

Annex 2: Resource Requirements 2007-2009 (US\$ million)

Thematic Area	2007		2008		2009		Total 2007-2009		
	XB	RB	XB	RB	XB	RB	XB	RB	Total
1.1. Regional Integration, Infrastructure and Trade									
A. Regional Integration and Economic Cooperation									
ARIA	0.22	1.12	0.22	1.20	0.22	1.20	0.66	3.52	4.18
Enhancing Transport and Communication Infrastructure	0.67	1.68	1.67	1.80	2.67	1.80	5.01	5.28	10.29
Natural Resources Development	0.50	0.73	0.50	0.78	0.50	0.78	1.50	2.29	3.79
NEPAD	0.69	1.95	0.70	2.09	0.71	2.09	2.10	6.13	8.23
Infrastructure and Development	0.97	-	0.67	-	0.67	-	2.31	-	2.31
Water Resources Management	0.50	0.91	0.50	0.97	0.50	0.97	1.50	2.85	4.35
Support to RECs	0.30	4.96	0.30	5.31	-	5.31	0.60	15.58	16.18
Support to Centres of Excellence and Millennium Village Projects	0.70	-	0.70	-	0.70	-	2.10	-	2.10
Promoting Intra-African Trade (Free Trade Areas and Customs Unions)	0.30	-	0.50	-	0.30	-	1.10	-	1.10
B. Trade, Finances and Economic Development									-
Macroeconomic analysis (incl. ERA)	0.25	0.99	0.25	1.06	0.25	1.06	0.75	3.11	3.86
Resource Mobilization and Development	0.25	-	0.25	-	0.25	-	0.75	-	0.75
Building Consensus on Trade Negotiations	1.20	-	1.20	-	1.20	-	3.60	-	3.60
Trade Negotiations Technical Assistance and Quick Response Facility	1.40	1.79	1.40	1.92	1.40	1.92	4.20	5.63	9.83
Strengthening Capacity for Economic Policy Analysis	1.20	-	0.70	-	0.70	-	2.60	-	2.60
Conference on Economic Development Knowledge and Networking	1.00	-	-	-	-	-	1.00	-	1.00
Promoting Private Investment	0.20	1.13	0.20	1.21	0.20	1.21	0.60	3.55	4.15
Total	10.35	15.26	9.76	16.33	10.27	16.33	30.38	47.94	78.32
1.2 Meeting the MDG & Addressing Gender and Social Policy Challenges.									
A. Growth and poverty reduction									
Poverty Reduction Strategies	0.70	0.36	0.70	0.39	0.70	0.39	2.10	1.14	3.24
Peer Learning on PRS	0.17	0.24	0.17	0.26	0.17	0.26	0.51	0.76	1.27
Sustainable Development Report on Africa	0.50	-	0.50	-	0.50	-	1.50	-	1.50
B. Sustainable Development & Food security									-
Promoting Agribusiness Development and Intra-African Trade in Food and Agriculture	0.40	-	0.40	-	0.40	-	1.20	-	1.20
Managing Land Resources	0.81	0.68	0.81	0.73	0.81	0.73	2.43	2.14	4.57
Monitoring the Implementation of WSSD	0.80	1.69	1.80	1.81	2.80	1.81	5.40	5.31	10.71

Resource Requirements 2007-2009 (US\$ million) cont.

Thematic Area	2007		2008		2009		Total 2007-2009		
	XB	RB	XB	RB	XB	RB	XB	RB	Total
C. Promoting gender equality and social development									
Mainstreaming gender in national policies, programmes and strategies for poverty reduction and achievement of the MDGs	0.26	2.18	0.35	2.33	0.25	2.33	0.86	6.84	7.70
Implementation and monitoring of regional and global resolutions, conventions, instruments and protocols on women's human rights (+ AWR)	1.50	1.88	0.99	2.01	1.50	2.01	3.99	5.90	9.89
Capacity-building initiatives for gender mainstreaming in member States and in ECA	0.35	1.17	0.10	1.25	0.29	1.25	0.74	3.67	4.41
Monitoring, reviewing and assessing implementation of international population and development commitments (DND/ICPD+10 and MIPAA)	0.53	0.53	0.53	0.57	0.53	0.57	1.59	1.67	3.26
Pioneering gender-disaggregated data	-	1.31	-	1.40	-	1.40	-	4.11	4.11
Assessing impact of HIV/AIDS	-	0.12	-	0.13	-	0.13	-	0.38	0.38
Total	6.02	10.16	6.35	10.87	7.95	10.87	20.32	31.92	52.24
1.3 Promotion of Good Governance & Popular participation									
Monitoring progress towards good governance (AGR)	1.80	3.49	1.10	3.73	1.80	3.73	4.70	10.95	15.65
Promote and Strengthen Partnerships and Participatory Development Approaches	0.80	-	0.80	-	1.50	-	3.10	-	3.10
Promoting effectiveness of governance institutions	0.45	-	0.45	-	0.45	-	1.35	-	1.35
Mutual review of development effectiveness	0.15	-	0.15	-	0.15	-	0.45	-	0.45
Strengthening Africa's media	0.50	-	0.20	-	0.20	-	0.90	-	0.90
Support to Africa peer review mechanism process. (APRM)	0.70	-	0.70	-	0.70	-	2.10	-	2.10
Peace building and post-conflict development	0.46	-	0.46	-	0.46	-	1.38	-	1.38
Corruption and Economic Development:	0.30	-	0.30	-	0.30	-	0.90	-	0.90
Total	5.16	3.49	4.16	3.73	5.56	3.73	14.88	10.95	25.83
1.4 Harnessing Information, Science and Technology for Africa's Development									
Policy Formulation and Implementation	1.50	2.07	1.50	2.21	1.50	2.21	4.50	6.49	10.99
Information and Knowledge Management for development	1.50	0.50	2.50	0.54	3.50	0.54	7.50	1.58	9.08
Geo-information for development	0.45	0.57	0.45	0.61	0.45	0.61	1.35	1.79	3.14
Science and Technology capacity	0.45	0.34	0.45	0.36	0.45	0.36	1.35	1.06	2.41
Total	3.90	3.48	4.90	3.72	5.90	3.72	14.70	10.92	25.62
1.5 Statistics and Statistical Capacity Development									
African Centre for Statistics	0.80	0.56	1.00	0.60	1.00	0.60	2.80	1.76	4.56
Coordination and harmonization of statistical development activities	0.70	-	1.20	-	1.50	-	3.40	-	3.40
Implementation of national strategies for the development of statistics	1.00	-	1.30	-	1.50	-	3.80	-	3.80
Total	2.50	0.56	3.50	0.60	4.00	0.60	10.00	1.76	11.76

Resource Requirements 2007-2009 (US\$ million) cont.

Thematic Area	2007		2008		2009		Total 2007-2009		Total
	XB	RB	XB	RB	XB	RB	XB	RB	
2. Special Events									
African Development Forum and the Big Table	0.10	0.18	0.70	0.19	0.70	0.19	1.40	0.56	1.96
Total	0.10	0.18	0.70	0.19	0.70	0.19	1.40	0.56	1.96
3. Special Initiatives									
Promoting Knowledge Management & Peer Learning	1.00	0.49	2.50	0.52	2.50	0.52	6.00	1.53	7.53
Joint Reviews of Development Effectiveness	0.14	0.78	0.14	0.83	-	0.83	0.28	2.44	2.72
Quality Assurance: Access and Culture	0.35	-	0.35	-	-	-	0.70	-	0.70
Strategic Planning	0.20	0.52	-	0.56	-	0.56	0.20	1.64	1.84
IT Infrastructure, and Project Management Operating Systems	0.75	-	0.20	-	-	-	0.95	-	0.95
Human Resources and Management	0.10	-	-	-	-	-	0.10	-	0.10
Enhancing Partnership - AUC, AfDB, ECA Joint Secretariat	0.10	-	0.10	-	0.10	-	0.30	-	0.30
Total	2.64	1.79	3.29	1.91	2.60	1.91	9.74	5.61	14.14
4. Administration									
Administrative Support	-	21.67	-	23.19	-	23.19	-	68.05	68.05
Total	-	21.67	-	23.19	-	23.19	-	68.05	68.05
Grand Total	30.57	56.59	32.66	60.55	36.98	60.55	100.21	177.71	277.92