



Economic Commission for Africa

ECA Business Plan

2010-2012





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ECA

BUSINESS PLAN

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Acronyms

ACPC	African Climate Policy Centre
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
ANEW	Regional Civil Society Network for 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
CAADP	Comprehensive Africa Agriculture Development Programme
CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CoDA	Coalition for Dialogue on Africa
ClimDev	Climate Information for Development
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
ICPD+15	Fifteen-year Review of the International Conference on Population and Development
ICPD PoA	International Conference on Population and Development Programme of Action
ICT	Information and communications technology
IGWA	Inter-Agency Group for Water in Africa
ILEAP	International Lawyers and Economists against Poverty
ISP	Institutional strengthening programme
IWRM	Integrated water resources management
NICI	National information and communication infrastructure
PRSP-LG	African Learning Group on Poverty Reduction Strategy Papers

RB	Regular budget
RBB	Results-based budgeting
REC	Regional economic community
SPA	Strategic Partnership with Africa
SRFS	Senior Research Fellowship Scheme
TF	Trust funds
UNTFAD	United Nations Trust Fund for Africa's Development
WSIS	World Summit on the Information Society
XB	Extrabudgetary resources

Foreword

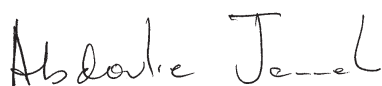
The period 2007 to 2009, which coincides with the timeframe of ECA's 2007-2009 Business Plan was in several respects a watershed moment for the entire world, Africa included. The outbreak of the global economic and financial crisis brought about a process of deep reflection on how best to manage the collapse of domestic demand and improve international economic management while the challenge of climate change and the need for more ambitious targets in a post-Kyoto deal moved to the forefront of global concerns.

The imperative of acting swiftly and collectively to the global economic and financial crisis and on reaching meaningful outcomes in climate change negotiations only served to reinforce the validity of ECA's strategic orientation of promoting regional integration in support of the African Union vision, and helping Africa to meet its special needs. Africa's articulated and coordinated response to these two things also remind us that Africa's development challenges though huge are not insurmountable. On its part, ECA remains committed as ever to putting itself at the disposal of the continent using its widely recognized technical expertise and comparative advantage in knowledge generation, advocacy and capacity building.

This Business Plan covering the period 2010-2012 is a strategic articulation of ECA's programme of work in the coming three years. It outlines the achievements of the 2007-2009 Business Plan and highlights how ECA plans to deepen its work in identified priority areas in partnership and collaboration with the AUC, AfDB and the RECs. It also underscores the importance that ECA attaches to the close collaboration with other UN agencies and development partners to achieve better results and have greater impact on Africa emerging priorities. This Plan specifies the resource requirements needed for its successful implementation as well as activities that will be undertaken to further enhance implementation.

A key purpose of this Business Plan is to secure additional resources to supplement ECA's regular budget. Extrabudgetary resources of this nature enable the Commission to deepen its work in identified priority areas and give it the flexibility to respond adequately to emerging issues that cannot be captured in a static planning framework.

I take this opportunity to thank all the partners who have supported ECA over the past years and in particular during the period of the last Business Plan. I am optimistic that by working together with renewed vigour and commitment our efforts will contribute in no small measure to improving Africa's development prospects.



Abdoulie Janneh

United Nations Under Secretary-General and
Executive Secretary of the Economic Commission for Africa

Part I: Strategic Context

1.1 Africa's development challenges

1. Africa faces multiple and diverse development challenges. The ECA Business Plan 2007-2009 identified four key challenges:

- Achieving the Millennium Development Goals (MDGs), which in turn requires sustained high growth rates and accompanying job creation;
- Integrating for development, with a focus on expanding intra-African trade;
- Benefiting from globalization, by better harnessing the potential of Africa's rich natural resource endowment to underpin broad-based growth and economic diversification; and
- Strengthening institutions and building capacity, including improving governance of the development process, which has an important causal effect on economic outcomes.

2. Two additional challenges have since emerged: mitigating the impacts of the global financial and economic crisis, and addressing the risks associated with climate change.

Economic growth and the impact of the global financial and economic crisis

3. Compared to that of 2007, Africa's economic performance declined in 2008 and slid further in 2009. The immediate effects of the global economic and financial crisis on African economies have included the weakening of currencies and the decline of stock markets, especially some of the biggest on the continent. Moreover, African countries have had to deal with tighter credit conditions in domestic financial markets and an increase in risk premiums and difficulties in obtaining funds from global capital markets. The crisis is also affecting African economies indirectly with the decline in global economic growth. Overall, Africa is likely to continue experiencing enormous challenges from the crisis, including a decline in foreign direct investment, workers' remittances and revenues from tourism. There is also a concern that developed countries would be cutting down on flows of official development assistance (ODA) to Africa, which would be a major setback for the region.

Addressing climate change

4. Climate change poses a serious challenge to growth and socioeconomic development in Africa, and could constrain efforts to improve living conditions on the continent and progress towards the MDGs. Its potential adverse impacts include increased water stress and water-related conflicts; constrained agricultural production and greater food insecurity; increased energy constraints; rising sea levels degrading livelihoods and coastal environments; loss of biodiversity, forests and other habitats; expanding range and prevalence of vector-borne diseases; and increased risk of conflicts related to migration. Consequently, Africa must ensure that its concerns are adequately reflected in any future international climate change regime.

1.2 Strategy and focus of the Business Plan 2010-2012

5. The Business Plan 2007-2009 was underpinned by the strategy formulated in the context of the repositioning of ECA, which was built on the two pillars of: promoting regional integration in support of the African Union vision and NEPAD; and helping Africa to meet its special needs including MDGs.

6. This strategy remains robust and responsive to Africa's development challenges. Accordingly, emphasis will continue to be placed on delivering results in these two areas through the existing service lines of knowledge generation, knowledge-sharing and networking; advocacy and consensus-building; and advisory services and technical cooperation. ECA will continue to focus its work on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

7. The Commission will continue to develop a markedly stronger subregional presence by empowering its subregional offices (SROs) to play an enhanced role in the delivery of its activities, and placing a stronger focus on the specific needs of the RECs. To ensure integrated programme delivery and impact, ECA will harness its expertise in many areas, and build on synergies across its programme divisions and SROs to "deliver as one".

8. The Business Plan 2010-2012 builds on the strategy discussed above and draws from the experience of the Business Plan 2007-2009. It reflects two crosscutting thrusts: consolidation and continuance of the gains achieved during 2007-2009; and continued scaling up of the impact and results of its activities for member States and the continent.

9. The Business Plan 2007-2009 used partnerships as leverage to ensure that resources were committed to support the Commission's programme. Following a virtual hiatus in 2004-2006, ECA signed agreements amounting to \$50 million, including a significant commitment for the high-priority climate change agenda. The current expectation is that this figure would reach the \$70 million mark by December 2009. The programme supported by these resources will be consolidated in 2010-2012.

10. ECA will increase the impact and results of its activities by, inter-alia, intensifying and regularizing the delivery of its mandate to monitor and report on development progress on the continent, including response to global commitments; engaging in greater dialogue on relevant policymaking forums based its studies on and other research/analytical reports at continental, subregional and member State levels; and providing capacity-building assistance to create a sustained impact on policy formulation and implementation. To this end, all ECA flagship outputs that serve a monitoring and reporting purpose will be delivered at predictable, regular intervals. Publication would be followed by extensive dissemination at both the subregional and the continental levels.

11. The Business Plan builds on and is fully consistent with the programme of work and priorities of ECA for 2010-2011.

Part II: Delivery of Results from the Business Plan 2007-2009

2.1 Salient results from the Business Plan 2007-2009

12. The Business Plan 2007-2009 was both a framework and a vehicle for addressing Africa's development challenges and mobilizing the requisite resources to implement key thematic programme activities and initiatives. It also enabled ECA, through its repositioning strategy and, in collaboration with its other two continental partners (AU and AfDB), to help African countries achieve positive gains in their socioeconomic development and governance agenda. The following sections highlight the salient results achieved in the different thematic areas during 2007-2009.

2.1.1 Regional integration, infrastructure and trade

13. ECA contributed to the continental drive towards regional integration by participating in the debate, supporting integration institutions, and promoting trans-boundary cooperation. The second and third *Assessing Regional Integration in Africa* (ARIA II and III) reports contributed to the debate on integration. ARIA II dealt with harmonization and rationalization of the RECs, while ARIA III addressed the issue of monetary and financial integration in Africa. The African Union subsequently adopted a decision limiting the number of recognized RECs to eight. Similarly, the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC) and the East African Community (EAC) agreed to harmonize their trade policies by establishing a single free trade area. The multi-year programme between ECA and COMESA also assisted the 19 member countries of that REC to successfully launch a customs union in June 2009.

14. In addition to advancing the debate on integration, ECA provided substantial support directly to integration, institutions including AUC and the RECs. This included technical contributions and support across sectors and, in the particular case of the RECs, the adoption of multi-year programmes of support (MYPs). These programmes are explained in more detail later in the Business Plan. A specific example worth mentioning here is the mainstreaming of SADC and COMESA protocols into national programmes by member States in the Eastern and Southern African subregions. This is a direct result of the cooperation between ECA and the Eduardo Mondlane University (UEM) in Mozambique to organize a joint forum/workshop on mainstreaming regional integration into national development plans from 28 to 29 May 2009 in Maputo, Mozambique. Collaboration is also ongoing to develop the UEM Centre for Studies on Regional Integration and SADC Law.

15. Key achievements were also recorded in promoting trans-boundary cooperation, including in the areas of mining, water, energy, transport, infrastructure and trade facilitation. In 2007, ECA and AfDB organized a Big Table Forum on the management of natural resources, which led to the establishment of a multidisciplinary international study group (ISG) on mining. The work of the ISG, which was coordinated and supported by ECA, led to the development of an African mining

vision, which was adopted by the AU Heads of State in February 2009. The vision advocates “transparent, equitable and optimal exploitation of mineral resources to underpin broad-based sustainable growth and socioeconomic development”.

16. The African Water Information Clearing House (AWICH), designed to improve international cooperation based on ready access to sound data and information in the water resources sector, continued to be maintained. ECA used this mechanism to assist the Government of Southern Sudan to implement a water information clearing house mechanism for the region. ECA also contributed to the ECCAS initiative to successfully transform the existing CICOS (Commission International du Congo, Oubangui, Sangha) into an effective river basin organization for the Congo Basin. The Commission also contributed to the outcomes of the 11th African Union Summit held in Sharm El Sheik, Egypt, on 1-2 July 2008, whose main theme was on water and sanitation.

17. In the energy sector, ECA helped member States to acquire a better understanding of operation and management of regional electricity markets. Some of the activities undertaken in this regard included a study tour for energy experts from existing power pools as well as the AU Commission and the RECs. In the area of transport, the work of ECA on road safety helped to raise awareness of the matter with the adoption of the “Accra Declaration on Road Safety”, which called on member States to promote road safety as a health, transportation, law enforcement, education and development priority.

18. The outcome of the African regional review of the Almaty Programme of Action organized by ECA contributed to the global review process, which ended up retaining most of the recommendations made by African countries. In addition, ECA prepared a framework — adopted by African countries at a conference in Dar es Salam in 2009 — for monitoring the implementation of the recommendations of the Accra Road Safety Conference.

19. Trade facilitation is a major requirement for regional integration and is a key element of Aid-for Trade priority intervention areas. ECA and its African Trade Policy Centre (ATPC) helped to establish the Pan-African Alliance on E-Commerce, which will deepen the process of trade facilitation in Africa. The Commission also assisted African countries in articulating their common position for the implementation, monitoring and review of the Aid-for-Trade Initiative.

2.1.2 International trade, finance and economic policies

20. During the 2007-2009 Plan period, African countries had to grapple with several international processes relating to trade and finance. With regard to trade, key negotiations for Africa were the Doha Round and the Economic Partnership Agreements (EPAs) with the European Union. ECA helped by drawing up a template to assist African countries in their decision-making during the EPA negotiations.

21. With regard to institutional capacity development, trade policy units were established or strengthened at national (Mali and Kenya) or regional (EAC, ECOWAS, and SADC) levels, with the support of ATPC. The support provided to Mali led to the establishment of the Mali Initiative,

a network of French-speaking trade policy experts (for the sharing and dissemination of knowledge pertaining to economic analysis of trade policy).

22. Financing for development was also high on the global agenda during the 2007-2009 Plan period. A major outcome of the work of ECA was the strong participation of Africa in the review process for the implementation of the commitments made under the Monterrey Consensus on Financing for Development. Documents prepared by ECA captured African perspectives which were discussed at a special review session of its Ministerial Conference in 2008. The Commission similarly undertook studies and advocacy activities that resulted in recommendations for improved fiscal policy and better domestic resource mobilization in Africa. These contributions made it easier to understand the issues involved and informed resolutions adopted by the 2009 Conference of Ministers of Finance, Planning and Economic Development to enhance domestic resources mobilization, especially within the context of the financial crisis.

23. ECA collaborated with AUC and AfDB to fashion a continental response to the economic and financial crisis. In addition to servicing the Committee of Ten comprising ministers of finance and governors of central banks, ECA prepared background documents that informed Africa's participation in the path-breaking G20 Summit in London in April 2009. Several of the recommendations made in ECA papers, including the provision of more funds for international development banks, the issuance of additional special drawing rights, gold sales and a review of the debt sustainability framework, were presented by the African delegation and accepted by the G20, as reflected in the final communiqué of the London meeting. ECA also supported ECCAS in organizing a subregional meeting which led to the adoption of a common subregional response to mitigate the impact of the global financial and economic crisis.

24. In terms of economic policy, the 2008 Economic Report on Africa (ERA) helped to strengthen Africa's preparations and negotiations for the Accra High-Level Forum on Aid Effectiveness as well as the Doha Financing for Development Conference. ERA 2009 provided policy recommendations and strategies for African countries to develop their agricultural sector through regional value chains, as a basis for long-term growth and development. Another major achievement was the re-emergence of strong substantive technical support by ECA to the Joint AU-ECA-UNIDO Conference of African Ministers of Industry (CAMI). The last conference discussed the strategy for implementing the plan of action for the accelerated industrial development of Africa.

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

Sustainable development and food security

25. ECA has promoted a regional approach for implementing the pillars of the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP), especially the development of regionally coordinated value chains of selected strategic food and agricultural commodities. Effective advocacy resulted in the adoption of this strategy by the African Union Conference of Ministers of Agriculture in April 2009 and the African Union Summit in July 2009. Furthermore, member States of COMESA have undertaken, with support from ECA and the Food and

Agriculture Organization (FAO), to use the strategy to develop a common market of strategic food and agricultural commodities. The Ministers of Agriculture of UMA adopted the common food security strategy in 2008.

26. With regard to land policy, the African Regional Land Policy Framework and Guidelines (ALPFG) were officially adopted by the African Union Conference of Ministers in Charge of Land in April 2009 and the African Union Summit in July 2009. This was the outcome of the AUC-ECA-AfDB joint Land Policy Initiative (LPI), to which ECA provided technical leadership. Key considerations in this regard were to ensure the formulation and implementation of comprehensive land policies, and to achieve economic efficiency, social equity and environmental protection.

27. Climate change has become one of the defining challenges of the current era and ECA has accordingly put it at the forefront of its support to its member States. This support contributed significantly to the elaboration and adoption of a common African negotiating position on climate change by a special session of the African Ministerial Conference on the Environment (AMCEN) in May 2009, and the endorsement of this position by the African Union Summit in July 2009. Consequently, all African countries will be represented during the Copenhagen climate change negotiations by a unique delegation led by a single team of Heads of State and Government, thus ensuring adequate reflection of the region's concerns, interests and expectations in the post-2012 global agreement on climate change. The Commission, together with AUC and AfDB, has established the African Climate Policy Centre and the Climate Information for Development in Africa Programme (ClimDev-Africa), to ensure effective integration of climate information and services into development planning, and the mainstreaming of climate considerations into policies and programmes directed towards achieving the MDGs and sustainable development in Africa.

Promoting gender equality and social development

28. There is common agreement that Africa's development will be accelerated if issues of gender equality are properly addressed. In this regard, and as part of their commitment to play a leading role in addressing gender issues in Africa, ECA and its partners devoted the sixth session of the African Development Forum (ADF VI) to the theme "Action on gender equality, women's empowerment and ending violence against women". The Forum, which attracted over 800 participants, adopted an action plan that included recommendations to launch an Africa-wide campaign to eliminate violence against women and girls; scale up efforts to improve financing for gender equality; and strengthen the collection of reliable data on gender equality, women's empowerment and violence against women.

29. As a result of support from ECA, over 44 countries have submitted reports for the 15-year review of the implementation of the Beijing Platform for Action. This is an indication that countries realize the importance of monitoring and reporting on the implementation of global and regional gender-related instruments. The overall picture emerging is that a large number of countries have developed gender policies as well as adopted the Convention on the Elimination of All Forms of Discrimination (CEDAW), and acceded to the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women. Member States have also adopted, with ECA support,

a regional tool for the monitoring of these international instruments with a view to streamlining reporting at country level.

30. Given the renewed emphasis on human and social development arising from the ECA repositioning, the Commission scaled up its work on issues relating to migration, youth development, and population policies. The Commission prepared the International Migration and Development Report, which provided background data and analysis on migration from an African perspective. The report sensitized African countries to the importance of international migration and made recommendations on how to manage it in order to maximize its expected benefits. The African Union's programme on youth development was shaped partly as a result of documents produced by ECA, including the African Youth Report 2009 on the theme: "Expanding opportunities for and with young people in Africa". Similarly, ECA contributed to the preparation of the draft African Union Plan of Action for Youth Development that is to be implemented during the African Union's Youth Decade 2009-2018.

31. ECA has been promoting policymaking and political action on the Millennium Development Goals. Beginning in 2007, it has, in collaboration with the African Union Commission and the African Development Bank, published an annual report entitled "Assessing Progress in Africa Toward the Millennium Goals". This Report, which is mandated by the African Union Assembly of Heads of State and Government, has been the basis of recent AU resolutions on the MDGs. Furthermore, ECA has assisted African countries in their voluntary presentations on progress towards the MDGs at the Annual Ministerial Review (AMR) of the United Nations Economic and Social Council (ECOSOC). It has also developed the MDG Mapper, a monitoring and reporting tool to assist member States in tracking, and monitoring progress and planning the scaling-up of public sector investments in order to achieve the MDGs. This tool has been further refined for use at the subnational level.

32. As part of its contribution to monitoring the progress that has been made so far, ECA prepared a detailed report on policy formulation, development of appropriate legal frameworks, and adoption of relevant international instruments by African countries for the implementation of the International Conference on Population and Development Programme of Action (ICPD-PoA) and the MDGs. The report was presented at the 15-year review meeting of the International Conference on Population and Development (ICPD+15) that took place in Addis Ababa from 19 to 23 October 2009. The report served as an advocacy tool to sensitize member States to accelerate progress in implementing ICPD-PoA, and also made proposals in areas requiring some more work by African countries.

2.1.4 Promoting good governance and popular participation

33. African countries continue to reaffirm their commitment to improve governance in the continent, including through increased popular participation. To this end, they need information on the status of governance in the continent, and ECA supports this process through its African Governance Reports. The first report (AGR I) was issued in 2006, the second report (AGR II) in 2009, covering an expanded number of countries. These reports and their accompanying country reports have helped improve the stock of knowledge and understanding of governance in Africa,

upscaled governance dialogue on the continent, and assisted member States in formulating appropriate policies to address their capacity challenges and improve the capacity of their research institutions to conduct governance research and analyses. Furthermore, the country reports constitute major background material for member States undertaking the African Peer Review Mechanism (APRM) process. The African Governance Reports remain the most comprehensive reports on governance in Africa, and are used by scholars, policymakers, policy intellectuals, civil society organizations, regional and national institutions, and the international development community to gauge progress on governance in the continent.

34. Between 2007 and 2009, ECA undertook eleven APRM country support and review missions. Continued support to the APRM process has helped increase the capacity of member States to conduct the APRM; support the continental secretariat of the APRM based in Midrand, South Africa to manage the process better; and the mobilize national stakeholders to be engaged in and support the national APRM process. A practical demonstration of these joint efforts is that more countries have acceded to or are completing the APRM process. In 2007, the number of countries that had acceded to the APRM process was 26; this increased to 29 in 2009, with 13 completing the process, and two in the final process of self-assessment and monitoring review.

35. Another key area of governance in which ECA is making a difference is anti-corruption, as its research and training workshops have contributed to the scaling-up of the fight against corruption in Africa. In addition, more countries have signed and ratified the United Nations and African Union conventions against corruption and designed national strategies to combat corruption. In 2007, there were 41 signatories and 26 ratifications of the AU Convention on Preventing and Combating Corruption; these numbers increased to 43 and 30 respectively in 2009. ECA also convened an international conference on institutions, culture and corruption in Africa (in conjunction with the Council for the Development of Social Science Research in Africa-CODESRIA) in October 2008. The conference was a major intervention in knowledge production, policy articulation and the showcasing of best practices in anti-corruption in Africa.

2.1.5 Information and communications technology and science and technology for development

36. Information and communications technology (ICT) continues to play an important role in both national and regional development, and member States are increasingly seeking the support of ECA to develop and fine-tune their policies and improve their use of ICT applications in governance, education, health, finance and trade. In this regard, ECA provided support to Benin, Mali, Niger, the Nigeria, Rwanda, Sierra Leone, Swaziland and the Gambia to develop comprehensive national information and communications infrastructure (NICI) plans and sectoral e-strategies to facilitate the attainment of their development goals through the use of ICT. Furthermore, ECA provided ICT support to rural schools in Cameroon through a project known as the Electronic Rural Schools in African Languages (ERELA) Initiative, launched in collaboration with the National Association of Cameroonian Languages Committee (NACALCO). Over a three-year period, a computer-based linguistic model was developed in local languages for use in rural schools and is currently being piloted. Three training manuals in local languages for supervisors, teachers and students were developed, and specialized software packages in local languages have been installed in the schools.

As a result of this initiative, rural school children in Cameroon will have access to computers and will be able to use them in their own local languages. One thousand students are expected to benefit from this initiative.

37. Similarly in Ethiopia, ECA supported the University of Addis Ababa in developing applications using mobile technology that would provide increased access to health services. As a result of this programme, an input method for hand-held devices using the Amharic script as well as an online payment system were developed. The next stage of this programme is the design and development of an SMS-based mobile health and demographic data reporting and communication system (MHeDReCS) as part of the “Butajira Rural Health Programme”, in collaboration with the Faculty of Medicine, University of Addis Ababa.

38. In Central Africa, ECA supported the development of an e-employment project for using ICT to reduce unemployment in the Congo. The project is supporting the training of 120 unemployed young graduates in the Congo to develop their job search capacity. As a result, a number of young graduates have found jobs in the Congo using the project facilities. The project will be expanded ultimately to other parts of the Congo as well as to other countries in Central Africa.

39. The Science with Africa (SWA) Initiative was one of the major achievements of ECA in 2008. As a result of the initiative, ECA launched an African Innovation Endowment Fund to boost research and development and support innovators and inventors through a unique public-private partnership arrangement that includes Africa’s leading business leaders and institutions. The aim is to create an African-led financial support mechanism to encourage innovation in Africa’s development process. As of October 2009, contributions have been received from private sector companies in Nigeria and Ethiopia as well as pledges from Governments and regional institutions. It is estimated that grants from the endowment fund will support the development new ideas, which will lead to the creation of new enterprises.

40. Through the advisory and technical assistance received from ECA, its member States are developing national spatial data infrastructure (NSDI) which will enable them to implement custodial arrangements for data production and sharing, in order to eliminate data redundancy and reduce costs. Beneficiary countries include Côte-d’Ivoire, Niger, Sierra Leone, Swaziland, Kenya and Nigeria. In addition, five reference stations have been donated to the African Reference Frame (AFREF) Project which was negotiated by ECA. Member States are also benefiting from the development by ECA of spatial databases on fundamental and thematic datasets, including the Transport Infrastructure Database; the Second-Level Administrative Boundaries (SALB) Database; and the Programme for Infrastructure Development in Africa (PIDA) Database, which are all used to develop and implement infrastructure master plans in member States. The Commission also developed the MDG Mapper, a tool for visualizing progress towards the MDG targets; and the Agricultural Commodity Value Chain Database, which helps countries to identify potential areas for the cultivation of specific crops.

2.1.6 Statistics and statistical development

41. The African Centre for Statistics (ACS) was established during the 2007-2009 Plan period by resolution of the African Ministers of Finance, Planning and Economic Development to strengthen the role of ECA in enhancing the statistical capacities of member States, improving economic management, and tracking progress towards nationally, regionally and internationally agreed development goals, including the MDGs.

42. During the period, the Centre focused on the following areas: promotion, coordination, and advocacy for statistical activities in Africa, and monitoring progress in statistical capacity-building; establishment of a data hub at ECA for the provision of development data on Africa; implementation of the 1993 System of National Accounts (1993 SNA) in Africa; support for statistical training programmes; establishment of a regional programme for population and housing censuses; and technical assistance in various areas of statistics.

43. Given the increasing need for quality statistical information in support of Africa's development efforts, ACS established a repository on Africa through its database, providing data aggregated at the regional level, the subregional level, and the country level. With the collaboration of other regional institutions, namely the African Development Bank and the African Union Commission, a data collection mechanism was set up and the first-ever joint African Statistical Yearbook (ASYB) was produced.

44. Support for the 2010 Round of Population and Housing Censuses (PHC) has been one of the backbones of the programme of work of ACS, along with advocacy for census-taking during the 2010 round; support for countries at different stages of census-taking; provision of countries with manuals and handbooks for proper census-taking; and ensuring exchange of best/bad practices among member States. With respect to participation, it is noteworthy that since the beginning of the 2005 Round, 18 countries have already undertaken their censuses, while 23 countries are expected to undertake theirs during the period 2009 to 2011. If the trend continues, it is more likely that the participation of African countries in the 2010 Round of PHC will be far better than what was observed during the 2000 Round, when only 37 countries undertook a PHC. This is the result of strong advocacy mounted by the Centre through the Africa Symposium on Statistical Development (ASSD). The Centre has also developed a number of census materials specific to the African context which are being extensively used by member States to conduct successful censuses. These materials include the Africa Addendum on the Principles and Recommendations on Population and Housing Censuses; the Handbook on Census Planning; and the Handbook on Census Data Processing.

45. The Centre has also provided a number of technical advisory services in different areas of statistical development in support of evidence-based decision-making, accountability, multilateral surveillance and convergence programmes, especially for subregional integration and monitoring progress toward the Millennium Development Goals. The advisory services were in the areas of price statistics, trade statistics, education, health, agriculture, trade and gender. Noteworthy are the joint missions of the AfDB, PARIS21, ECA and the World Bank for the designing of national strategies for the development of statistics (NSDS), especially in fragile States such as Angola, Burundi, the Democratic Republic of the Congo and Djibouti.

2.1.7 Knowledge initiative

46. In line with its objective to build and disseminate knowledge, share best practices, and provide technical expertise to the RECs and member States, ECA implemented its knowledge management strategy during the Plan period. This has generated greater awareness and increased demands from member States, through the SROs, for assistance in mainstreaming knowledge management and knowledge-sharing into their national activities.

47. During the period, ECA built and launched several knowledge networks, such as the “United Nations Support to AU/NEPAD Regional Consultation Mechanism”, with the United Nations agencies and other organizations working in Africa as the target audience. This knowledge network has become a very critical tool for ECA and the network members for monitoring progress toward building capacities for implementing the Abuja Treaty for the establishment of the African Economic Community, and for promoting NEPAD initiatives, particularly in infrastructure development, sectoral issues, and peer learning. Another important achievement is the launch of the “Observatory on Regional Integration” as a knowledge network. It has become a primary source of knowledge to assist policymakers, member States and the RECs with timely and actionable information on current progress, challenges and issues of regional integration. ECA also built and launched a knowledge network on trade issues for the preparation of the Africa-South America trade ministerial meeting; and trained trade experts designated by member States to use the knowledge network to discuss and exchange ideas on trade-related issues. It revitalized the African Learning Group on Poverty Reduction Strategies and the Millennium Development Goals (PRS/MDGs-LG) and implemented its expanded knowledge management strategy.

48. Agenda-setting is a critical part of ECA work. The Commission therefore worked closely with AfDB and AUC to establish the Coalition for Dialogue on Africa (CoDA). CoDA combines the best elements of the former Global Coalition for Africa and the Big Table in a manner that ensures African ownership and creates an all-inclusive platform to tackle emerging sensitive issues and build advocacy around policy options for responding to such matters.

49. The Commission also worked in collaboration with AfDB to organize the African Economic Association Conference, a meeting aimed at bridging the economic policymaking and research gaps in the continent.

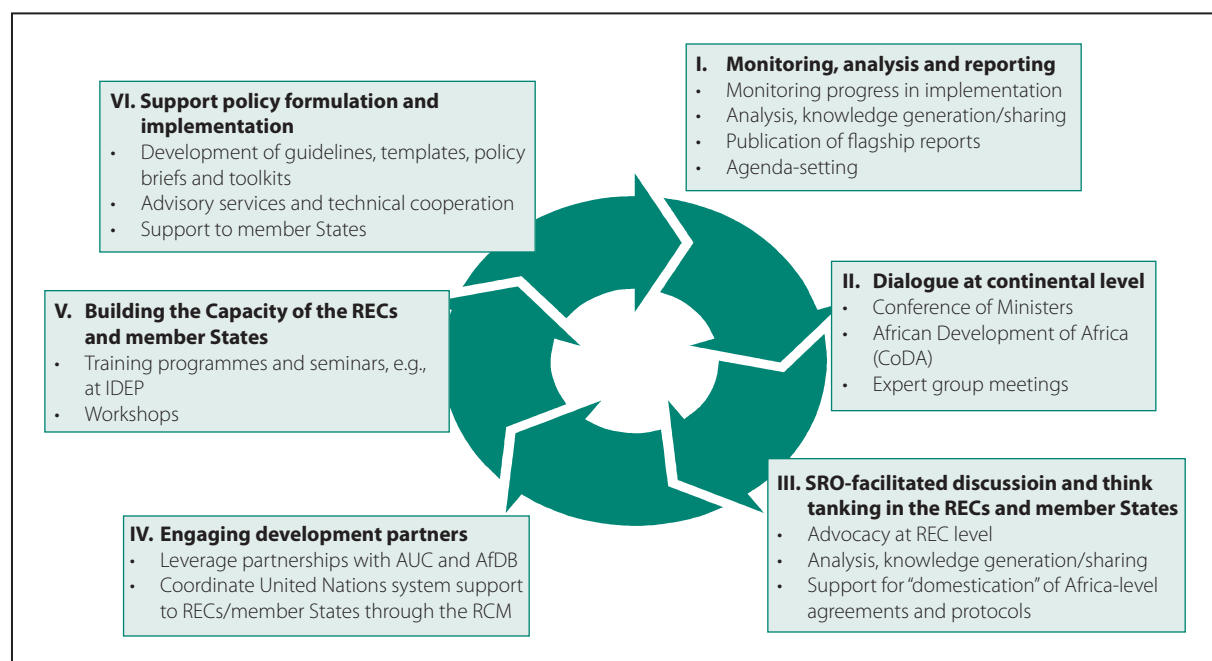
Part III: Building on Past Progress and Partnerships

3.1 Consolidation of gains achieved from the Business Plan 2007-2009

50. Through its knowledge generation, knowledge-sharing and networking service line, the Commission undertakes research and policy analysis in the various aspects of its work. The related outputs, mainly its flagship publications, will continue to inform decision-making and policy formulation, and promote peer learning activities across all sectors of its work, using its knowledge management initiative and workshops/seminars.

51. ECA will continue to leverage its different roles to maximize the results and impact of its work for the continent, as schematically reflected in figure 1. The depiction and its related discussion apply equally to economic development and policies (ERA), regional integration (ARIA), governance (AGR), gender mainstreaming (AWR), and other outputs.

Figure 1: ECA business model to scale up impact



52. The Commission will combine its monitoring and reporting mandate across different development areas and themes with research and policy analysis to produce its flagship publications as a basis for setting the policy agenda and informing policy formulation and related decision-making.

53. Discussion of the flagship publications at the continental level such as at ministerial conferences or at the African Development Forum will help consensus-building on key policy positions and shape common African positions and the continent's voice in key global forums.

54. Advocacy and consensus-building around the key recommendations of these flagship publications will be employed not only at the continental level, but also systematically with the RECs through the SROs. ECA will help the RECs and member States to adapt continental agreements and protocols to their respective circumstances. It will also assist member States to coordinate their efforts and harmonize their positions with regard to their continental, subregional and global objectives and related processes.

55. In all its efforts, ECA will leverage its existing partnerships and networks. Of particular importance is its alignment with the AUC strategic plan 2009-2012 as well as the tripartite partnership with AUC and AfDB. ECA will continue to use the Regional Coordination Mechanism (RCM) to push for coherent and concerted United Nations action in Africa, both at the continental and the subregional level through its SROs. Furthermore, stronger and more coherent support will be provided for the advancement of South-South cooperation as a key instrument for enhancing capital inflows to Africa, a source of technology and skills transfer to the continent, and a way of increasing diversity in opportunities for development cooperation.

56. The Commission will also continue to provide research support to African countries on issues related to the current global economic and financial crisis, and provide African countries with technical assistance, as requested by the 2009 Cairo Conference of African Ministers of Economy, Finance and Planning. In so doing, it will enable them to build their capacity for policy design and implementation, including deepening economic reforms, strengthening the regulation of financial institutions, harmonizing fiscal and monetary policies, improving governance and accountability, diversifying export structures, using public revenue judiciously, and improving debt management. Capacity development support will also be extended through training programmes, workshops and seminars organized out of Addis Ababa, through the SROs and, importantly, by the Institute for Development and Economic Planning (IDEP).

57. Finally, through its advisory service and technical cooperation service lines, ECA will assist its member States and the RECs in designing and implementing various economic development and sectoral policies. The Commission will also reinforce steps already taken to deploy regional advisers to its SROs, thereby bringing its advisory services closer to the clients.

58. Some of the expected results from the work of ECA over the next three years (2010-2012) include:

- Accelerated progress towards achieving the MDGs, including poverty reduction, sustainable development and gender equity;
- Development of priority productive sectors;
- Improved economic policies, political and economic governance;
- Increased regional integration and incorporation into the global economy;
- Enhanced development of ICT and participation in the knowledge economy;

- Improved statistical capacity of member States to facilitate planning for achieving the MDGs and for monitoring progress; and
- Strengthened and better-networked institutions and centres of excellence.

59. Some of the expected outcomes are in crosscutting areas, such as more gender-sensitive structures, improved governance, and appreciable post-conflict development. ECA will help support these outcomes throughout its work programme. Efforts in all areas will be underpinned by emphasis on knowledge management, knowledge quality and the strengthening of the relevant capacities of member States, the RECs and other regional institutions.

3.2 Support to the African Union Commission (AUC) and the Regional Economic Communities (RECs)

Support to the African Union Commission

60. The strong partnership with the African Union Commission in support of Africa's development agenda received a further boost with the recent formulation of the AUC Medium-Term Strategy. The ECA Business Plan 2010-2012 is substantially aligned with that strategy (see table 2). Ongoing collaboration with AUC, particularly in the areas of trade, gender, ICT, S&T, governance and public administration, land policy and climate change, has been streamlined and strengthened. The collaboration will continue through various joint initiatives in the area of knowledge outputs (ERA, ARIA, MDG Report), and joint activities, including the Conference of Ministers of Finance, Planning and Economic Development.

Table 1: AUC strategic pillars/strategic objectives and corresponding ECA programmes/Activities

AU Strategic Pillars / Strategic Objectives	ECA Programmes / Activities
<p>1. Pillar 1: Peace and security</p> <p>Strategic objectives</p> <p>1.1. Reduce conflicts to achieve continental security and stability</p> <p>1.2. Achieve the necessary continental security and stability as a prerequisite for development and integration</p>	<p>Maintaining peace and security for economic growth and development</p> <p>Political institutions and conflict management in the context of fragile States</p> <p>Support for post-conflict countries and State-building</p> <p>Monitoring of commitments for effective development in Africa</p> <p>Providing technical assistance in peace and security to AU, RECs and member States</p> <p>Collaboration with AU, RECs and member States in implementing the continent's peace and security agenda</p>
<p>2. Pillar 2: Development, integration and cooperation</p> <p>Strategic objectives</p> <p>2.1 Promote sustainable economic development</p> <p>2.2 Promote sustainable social and human development</p> <p>2.3 Establish frameworks for developing and sharing Africa's statistics, and research and development</p> <p>2.4 Strengthen continental integration</p> <p>2.5 Build and strengthen continental and global cooperation</p>	<p>Meeting the MDGs and addressing gender and social development challenges</p> <ul style="list-style-type: none"> • Monitoring of Africa's progress towards achieving the MDGs • Promotion of food security and sustainable development in member States. • Monitoring of social developments at regional and sub-regional levels • Enhancement of statistics development and capacity for long-term planning • Assistance to member States on the 2010 World Programme of Population and Housing Censuses and Household Surveys • Assistance to member States for the development of national databases and provision of advisory services in various areas of statistics • Building of knowledge and capacity on regional integration processes • Assessment of regional integration in Africa • Promotion of private sector development and investment, and implementation of public-private partnerships (PPP)
<p>3. Pillar 3: Shared values</p> <p>Strategic objectives</p> <p>3.1. Promote good governance, democracy and human rights</p> <p>3.2. Strengthen Africa-wide humanitarian response and action</p> <p>3.3. Promote inter-African solidarity</p> <p>3.4. Promote African cultural renaissance and the protection of Africa's cultural heritage</p> <p>3.5. Promote the active participation and contribution of all segments of the African society in Africa's development and integration</p> <p>3.6. Promote the ratification and entry into force of all outstanding legal instruments adopted by the AU Assembly</p> <p>3.7. Promote gender equality</p>	<p>Promoting good governance and popular participation</p> <ul style="list-style-type: none"> • Support and strengthening of the APRM process • Enhancement of the effectiveness of governance institutions • Scaling-up of the fight against corruption • Harnessing of traditional governance institutions • Addressing election challenges in relation to conflict and violence • Promotion of participatory development through the strengthening of civil society organizations (CSOs) • Support to AUC 2010 Head of States Summit on information and communication technologies in Africa. • Promotion of gender equity and social development

AU Strategic Pillars / Strategic Objectives	ECA Programmes / Activities
<p>4. Institution and capacity-building</p> <p>Strategic objectives</p> <p>4.1. Strengthen the capacity and enhance the operational efficiency of the African Union Commission</p> <p>4.2. Promote synergies, linkages and good working relations with all AU organs</p> <p>4.3. Promote effective cooperation and collaboration with member States and the RECs</p> <p>4.4. Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages</p>	<p>Delivering results through partnerships/special initiatives</p> <ul style="list-style-type: none"> • Support for institution-building efforts and technical capacity of AUC • Implementation of the African Union Commission-United Nations 10-year capacity-building plan • Consolidation and strengthening of support for Africa's development agenda • Undertaking of joint initiatives in the production of knowledge products (ERA, ARIA, MDGs Report, Conference of Ministers, NEPAD, African Land Policy Initiative, and the ClimDev-Africa Programme) • Development and implementation of the African Regional Action Plan on the Knowledge Economy (ARAPKE) • Coordination of United Nations inter-agency support to NEPAD • Maintaining of partnerships between SROs and RECs • Establishment of subregional coordination mechanisms • Facilitation and promotion of the Coalition for Dialogue in Africa (CoDA) • Strengthening of the African Development Forum • Establishment of the donor support group • Establishment of a senior research fellowship scheme • Support for AUC to develop its capacity to deliver on its mandate and strategic objectives through the "Results for Africa Initiative"

Support to the regional economic communities

61. A key outcome of the Business Plan 2007-2009 was the strengthening of partnerships between the ECA subregional offices and their respective regional economic communities. Efforts will be pursued to maintain and sustain these partnerships in the 2010-2012 period.

62. The SROs will continue to be the first port of call for the RECs and member States, and a source of direct support for the RECs based on established subregional priorities and initiatives. This mode of support has already been captured in various multi-year programmes signed between the SROs and their respective RECs. The SROs have updated and refined their multi-year programmes for the forthcoming period of the new Business Plan.

63. A critical component of SRO engagement with the RECs in the coming period is the coordination of activities at subregional level through the establishment of subregional coordination mechanisms akin to the Regional Coordination Mechanism which ECA coordinates on behalf of the United Nations system in Africa. This function will be expanded to include the coordination of partner relations on behalf of the RECs.

Box 1: ECA Support to the regional economic communities

With a view to deepening, scaling up and enhancing the effectiveness of its support at the subregional level, ECA (through its SROs) has reached partnership agreements with key RECs in the form of multi-year programmes. Such programmes have been prepared and signed with ECOWAS, ECCAS, CEMAC, SADC and UMA. Experts from EAC, CEPGL and COMESA also met in 2007 and adopted a number of multi-year programmes to be jointly implemented with ECA. In addition, ECA and UMA have agreed to sign a memorandum of understanding to define a framework for collaboration between the two institutions.

ECA support to the RECs is concentrated in regional integration and trade. These areas were selected to increase the capacity of the RECs to: (a) better monitor the performance of the process of regional integration; (b) assist their respective member States in designing and implementing better macroeconomic and sectoral policies and programmes, and achieving sustainable development consistent with the AU vision and the priorities of NEPAD; (c) facilitate consensus-building and knowledge enhancement in support of increased regional integration and integration into the global economy; and (d) ensure consistent and coordinated implementation of the NEPAD infrastructure initiatives at the subregional level.

In the area of trade, ECA, through its African Trade Policy and Research Centre (ATPC), has embarked on creating or strengthening trade policy units at EAC, SADC and ECOWAS. This entails providing software and hardware for trade policy analysis as well as training in their use. One of the pillars of ATPC is the provision of fully integrated trade capacity-building for the RECs.

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

- Building capacities to accelerate progress toward achieving the MDGs, including poverty reduction, gender equality and sustainable development, and performance monitoring;
- Ensuring good governance and public administration, focusing on enhancing the capacity of member States in economic and corporate governance and peacebuilding, and facilitating public-private sector dialogue;
- Establishing information and communications technology and science and technology curriculums, with a focus on improving skills and awareness, and creating stronger, better-networked institutions and centres of excellence;
- Developing statistics and statistical capacity in order to strengthen REC capacity to track MDG implementation and other regional or global initiatives;
- Implementing the Climate Information for Development (ClimDev-Africa) Programme; and
- The areas of support are unique to each particular subregion and are detailed in annex I, together with the planned outputs.

3.3 Programme activities planned for 2010-2012 by theme

64. The choice of activities for the 2010-2012 Plan is generally guided by Africa's ongoing and emerging development challenges and the ECA strategic framework. The planned activities are therefore broadly categorized under the following themes: economic and social development; regional integration, infrastructure, and trade; gender; governance; ICT, science and technology for development; statistics and statistical capacity; and food security. The major advances made by ECA with respect to the climate change agenda are discussed separately under "special initiatives".

3.3.1 Economic and social development

65. Promoting social and economic development to improve the well-being of the people of the continent continues to be Africa's primary challenge. This requires that policies adopted by African countries are backed by the necessary knowledge, including best practices from within and outside the continent. ECA will accordingly continue to contribute to efforts to improve and monitor macroeconomic policy development and economic performance in Africa through the annual publication of its flagship *Economic Report on Africa* (ERA). The report will continue to be central to the Commission's efforts to strengthen member States' capacity for macroeconomic analysis and forecasting, and to foster dialogue among policymakers and experts on the role of macroeconomic policies in regional economic integration, as well as to improve income distribution and reduce poverty.

66. Similar efforts will be made to promote knowledge-sharing and networking among development practitioners, with the organization of the African Economic Conference in 2010 and 2011, in partnership with AUC and AfDB. This will enhance policymakers' access to the latest research findings on economic issues, thus improving economic policymaking in Africa. The Commission will also scale up macroeconomic monitoring and enhance experience-sharing on how countries are coping with the current global financial and economic crisis. Since trade and investment are key channels through which African countries could experience the full effects of the crisis, ECA will expend substantial resources in its work on macroeconomic analysis, as well as on its review and analysis of Africa's trade performance.

67. Financing for development remains a key intervention area for ECA. The Commission will provide a platform for African experts and private sector practitioners to exchange views and identify research priorities to inform ministerial-level discussions on the subject by organizing a regional forum in 2011. In addition, ECA will examine the latest developments in Africa's debt situation and propose policy recommendations to ensure debt sustainability. Furthermore, ECA will help to organize the Fourth United Nations Conference on the Least Developed Countries and to formulate the successor to the Brussels Plan of Action.

68. ECA recognizes that industrial development is key to the diversification of African economies. Accordingly, the Commission will undertake action to strengthen the capacities of African policymakers and experts in data collection for industrial policy design management implementation

and monitoring. ECA will also continue to collaborate with UNIDO and AUC in organizing and servicing the biennial Conference of African Ministers of Industry (CAMI).

69. In relation to achieving the Millennium Development Goals (MDGs) and addressing social development challenges, ECA will undertake activities in the areas of growth and poverty reduction, as well as in social policy analysis and capacity-building. It will also continue to monitor progress towards achieving the MDGs. In that regard, the Commission will continue to prepare the report “Assessing Progress in Africa Towards the Targets of the MDGs” on an annual basis. It will also work to build the capacities of member States to develop health financing strategies, which constitute an important component of health systems and the effort to achieve the MDGs.

70. Beyond the MDGs, ECA will track, review and assess the implementation of international commitments relating to social development at the regional and subregional levels, and support the formulation of appropriate policies and action plans for their implementation. In addition, ECA will foster peer learning to share experiences and improve understanding of important social development issues.

71. The private sector has an important role to play in the economic and social development of Africa. In this connection, ECA will organize a private sector development forum, an African investment forum, and public-private partnership meetings. Overall, these activities are expected to help enhance public-private partnerships in Africa; showcase Africa’s investment potential; promote South-South business partnerships; and build the capacity of small and medium-scale enterprises on the continent.

72. Another key area of the mandate of ECA is conducting policy studies and research, and generating and disseminating knowledge on existing and emerging challenges to Africa’s development. The Commission plans to introduce a new initiative – the Senior Research Fellowship Scheme (SRFS) – under the Business Plan 2010-2012. The primary objective of this new initiative is to establish and promote an institutionalized research enterprise and culture. The programme will engage renowned academics and development practitioners on African issues, and develop a databank of research findings as knowledge material and inputs for policy analysis and decision-making. The fellows will be based at ECA headquarters and their research will focus on areas related to the Commission’s work programme. The outputs of the fellowship programme will include research and session papers and policy briefs which will be compiled for publication as an ECA journal.

73. The African Institute for Economic Development and Planning (IDEP) continued to design and implement programmes to enhance the technical and analytical skills of policymakers and experts in the public and private sectors who perform the essential functions of strategic economic management in member States. The Institute’s technical and analytical skills training programme is structured around three main components: the 18-month Masters of Arts degree programme in economic policy and management; short-term courses with a duration of one to six weeks; and tailor-made training programmes which are designed and implemented at the request of the African stakeholders of IDEP.

74. During this Plan period, the institution will be repositioned and its capacity strengthened to: (a) enhance its institutional relevance to member States; (b) update its programmes and activities to take account of changing regional and global economic management and development contexts; (c) strengthen its synergies and collaboration with the various programmatic divisions of ECA; (d) establish itself as the frontline centre for training and capacity renewal in economic development and planning for African policy makers; (e) renew old institutional partnerships and forge new ones with a view to renewing and reinforcing its leadership role; (f) deepen its relations with policy makers across various arms of government in Africa while developing relations with policy communities in the private sector and civil society; (g) tap into the large pool of alumni from its capacity development and training activities; and (h) radically revamp its programme profile, institutional visibility and organizational presence in development research and training circles.

3.3.2 Regional integration, infrastructure, and trade

75. Africa's leaders have identified regional integration as a key strategy for the economic development of the continent. As part of its contribution to this effort, ECA will continue to monitor progress in regional integration in Africa and present its findings in its flagship report *Assessing Regional Integration in Africa* (ARIA). The next two editions of the report (ARIA IV and ARIA V) to be published in the period covered by this Plan, will focus on intra-African trade and enhancing cross-border movements of factors of production, respectively.

76. ECA will also provide support to AU, the RECs, and member States for the promotion of intra-African trade; development of sound policies and strengthening of the institutions of regional cooperation and integration; improved implementation of infrastructure programmes; promotion of sustainable development and management of natural resources; and maintenance of the Observatory on Regional Integration in Africa, which is a “one-stop shop” for data, analyses, views, public opinions and information on progress in regional integration.

77. The RECs are embarking on programmes to transform their territories into free trade areas (FTAs), customs unions or common markets. ECA will support these efforts based on the priorities of the various RECs and taking into consideration their respective stages of integration. Most of the support to the RECs will be provided through multi-year programmes established between the RECs and ECA. In addition, ECA will partner with selected United Nations country teams to support the implementation of regional integration initiatives. Furthermore, the Commission will support AU in the context of the African Union/United Nations framework for collaboration.

78. In addressing Africa's infrastructure needs, ECA will continue to collaborate with AUC, the NEPAD secretariat, AfDB and the RECs in promoting the Programme for Infrastructure Development in Africa (PIDA). To that end, it will provide strategic and technical support for the formulation of policies and strategies to improve infrastructure development and related services, including strategies to finance infrastructure projects. ECA will also support member States and the RECs in improving road safety; enhancing trade and transport facilitation; and monitoring progress in the implementation of the Yamoussoukro Decision on the Liberalization of Air Transport Services. The Commission will continue to play a prominent role as a partner in the sub-Saharan African Transport Policy Programme (SSATP).

79. In supporting natural resources development, ECA will follow up on the work of the International Study Group (ISG) on Review of Africa's Mining Regimes in collaboration with AUC. It will also be involved in developing a strategy for implementing the African Mining Vision. In addition, the Commission will provide technical assistance to improve integrated water resources management, including promoting trans-boundary cooperation in the use of shared water resources. ECA will seek to enhance the capacity of member States to design strategies and enter into institutional arrangements that promote integration; and to develop and manage water resources by promoting the implementation of the African Water Vision 2025. In that regard, it will publish the biennial African Water Development Report. ECA, as the secretariat of the United Nations-Water/Africa Group, will play a key role in coordinating partners' efforts in the water sector, in the context of the Regional Coordination Mechanism.

80. African countries still require support to strengthen their capacity to formulate and implement sound trade policies and increase their share of international trade. Two major areas in that regard are mainstreaming trade into national development strategies; and effective participation of African countries in multilateral, regional and bilateral trade negotiations. With regard to negotiations, ECA will scale up its efforts to help member States to strengthen or establish trade policy units and build their capacity to undertake technical work on trade negotiations. The Commission will also provide technical assistance to member States to help implement the outcomes of the Economic Partnership Agreements (EPAs) and the WTO Doha Round of negotiations during the Plan period. As requested by the Fifth Ordinary Session of the African Ministers of Trade, ECA will initiate studies related to the African Growth and Opportunity Act (AGOA) of the United States of America.

81. Further to deepening its work in trade negotiations, ECA will continue to strengthen the capacity of African countries to derive maximum benefits from trade-related initiatives such as that of Aid-for-Trade (AfT). This is critical, as African countries will only realize the potential gains from bilateral, regional and multilateral trade agreements if they optimize their supply-side capacities. This work will be complemented by the activities of the African Trade Policy Centre (ATPC), whose focus in the Plan period is to provide fully integrated trade capacity-building for the RECs; providing comprehensive capacity-building for other trade stakeholders, including member States, private sector practitioners, and civil society organizations; and to mainstream crosscutting issues such as gender, environment and HIV/AIDS into trade policy. In addition, ATPC will build on its ongoing support to strengthen trade policy units in EAC, SADC and ECOWAS by extending similar activities to ECCAS and UMA.

3.3.3 Gender

82. In 2010, the world will review the performance of Governments in addressing gender inequality and women's empowerment in the "Beijing plus 15 Review". Initial results from the review of Africa's performance in implementing the critical areas of concern of the Beijing Platform for Action showed that whilst there has been some progress, the gains are being eroded by emerging challenges such as the threat to food security and the global financial and economic crisis. ECA will therefore continue to give priority to its work in the area of gender, especially as it pertains to economic policy; women's human and political rights; and gender mainstreaming.

83. Concerning gender mainstreaming, ECA will continue to promote women's and gender issues in economic and development policies through analytical research and advocacy using tools such as the Gender-Aware Macroeconomic Model (GEM) and the Africa Gender Development Index (AGDI). The Commission will focus on building the capacity of national experts to integrate a gender dimension into development policies, and support the availability of gender-disaggregated data through capacity-building of national statistical agencies and related institutions in collecting and disseminating gender-disaggregated statistics. In addition, the Commission will implement the outcomes of the Sixth African Development Forum (ADF VI), especially the recommendations to launch an African-wide campaign to eliminate violence against women and girls; to scale up efforts to improve financing for gender equality and to strengthen the collection of reliable data on gender equality, women's empowerment and violence against women.

84. In addition, the Commission will continue to document current and emerging issues affecting women on the continent through its flagship publication, *"The African Women's Report (AWR)"*. The report provides insights into and assessments of progress in achieving gender equality in Africa, and thus serves as an important tool for advocacy, planning and implementation of gender equality and women's empowerment programmes on the continent. The African Women's Rights Observatory (AWRO), aimed at creating a knowledge base to enable various stakeholders to monitor progress in and challenges of advancing women's human rights in Africa, will provide regular access to information and strategic reports on women's human rights on the continent. In the long term, it is expected to motivate respect for women's rights at the national level.

3.3.4 Governance

85. Good governance and democratic and effective institutions are central to economic and social development. ECA will continue to support Africa's governance agenda through its flagship publication, the *African Governance Report (AGR)*, its technical support to the African Peer Review Mechanism (APRM), and its activities to promote the role of civil society organizations and the private sector in Africa.

86. AGR I, published in 2005, covered 27 countries, while AGR II, published in 2009, expanded its scope to 35 countries. AGR III, to be published in 2011, will cover 5 additional countries and seek to foster closer synergy with the APRM. The themes for each AGR will be chosen from issues identified by the APRM process and key findings of previous AGRs. Hence, the suggested theme for AGR III is: "Elections and the Management of Diversity in Africa". By working closely with national research institutions on governance in Africa to produce the AGR, ECA helps to enhance their capacity and ensure better policy dialogue and consensus with a view to improving governance in Africa.

87. The APRM is unique as a mutually agreed instrument voluntarily acceded to by the member States of the African Union (AU) as a self-monitoring mechanism. In its capacity as a strategic partner in the implementation of the APRM, ECA will continue to provide technical support services to the process. The Commission will also assist in developing a database of experts to service the process. It is envisaged that ECA involvement in the APRM will enhance the capacity of member States to utilize the process more effectively, increase awareness and popular participation, and assist in developing a better knowledge base on the progress and challenges of the APRM process.

88. In addition, ECA will continue to assist in efforts to promote the effectiveness of governance institutions in Africa and to scale up the fight against corruption on the continent. To that end, the Commission has developed a comprehensive regional anti-corruption programme and will conduct several studies in that regard. ECA will also facilitate peer-learning, training and capacity-building for national anti-corruption institutions and other stakeholders in Africa. A major strategic objective for ECA in its regional anti-corruption programme is to facilitate the ratification, domestication, and implementation of the United Nations Convention on Corruption and the AU Convention on Preventing and Combating Corruption (AUCPCC). Furthermore, and in view of the valuable role that traditional governance institutions could play in conciliation, mediation, service delivery, conflict prevention and resolution, ECA will undertake activities aimed at integrating them into the modern State governance process.

89. Restoring peace, stability, security and effective governance is usually an arduous challenge for many post-conflict countries in Africa. Therefore, within existing United Nations and African Union frameworks, ECA, in consultation with AU and AfDB, will provide assistance to its member States that have been affected by conflict through policy research, analysis and advocacy, as well as technical services. In that context, a regional conference on peace and State-building will be held during the period covered by this Plan.

90. ECA also plans to strengthen the capacity of civil society organizations to participate effectively and promote good governance in Africa. To that end, the Commission will help in revitalizing the African Civil Society Centre and in establishing a knowledge portal on CSOs in Africa. It will also support the operationalization of the African Governance Institute, which will serve as a hub for knowledge and policy dialogue on governance in Africa.

91. The NEPAD Heads of State Implementation Committee gave ECA and the Organization for Economic Cooperation and Development (OECD) the mandate to conduct periodic reviews of commitments made by Africa's development partners and African countries to facilitate development on the continent. In this connection, the two institutions jointly prepared the framework for the review report in 2005, and produced the first report in 2009. The report will be published annually over the course of the next Plan.

92. Reforming Africa's public sectors to effectively and efficiently deliver expected services to citizens remains a major challenge. ECA will, in the next three years, implement the "Results for Africa Initiative" — a pioneering framework that involves engagement of the demand and supply sides of the public sector and is underpinned by citizen-centered values, ethics and competencies for transformational leadership, to achieve a national cohesive strategic direction. In this context, the Commission will support the African Union, the RECs, regional institutions, and member States to develop their capacities to deliver on their mandate and strategic objectives. Special attention will be given to post-conflict countries and regions, including the Mano River Union, the Great Lakes Region and the Horn of Africa.

3.3.5 ICT, science and technology for development

93. In the area of ICT, and science and technology for development, the Commission will focus on supporting gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for the knowledge economy. It will also concentrate efforts on mobilizing resources to support implementation plans and programmes in various sectoral areas such as e-health, e-government, e-education and e-commerce. This will be complemented by consolidating ongoing work to strengthen human and institutional capacities for the promotion of ICT applications for socioeconomic development. The role of ICT in fostering regional economic integration will also be enhanced through activities aimed at harmonizing ICT policies and regulatory frameworks at subregional and regional levels. In addition, technical support will be provided to the RECs, NEPAD and AU to develop continental guidelines in the area of cyber-legislation to enhance Africa's opportunity to participate in the global knowledge economy.

94. Regarding the promotion of awareness of information society and the knowledge economy, and measuring the deployment of ICT in African countries, ECA will undertake activities on the following themes and issues: the digital economy, ICT in trade and industrialization, Internet governance, and intellectual property rights in the knowledge economy. Advocacy and consensus-building will be undertaken through the Committee on Development Information and Science and Technology (CODIST), which brings together stakeholders from all parts of the continent. Activities related to measuring the deployment of ICT and monitoring the World Summit on Information Society (WSIS) outcomes in African countries will also be undertaken in the framework of the SCAN-ICT programme and the international partnership on measuring ICT for development.

95. On geoinformation for development, ECA will foster its activities on emerging concepts and techniques and disseminate the knowledge to member States. It will also continue to provide assistance in the development and implementation of spatial data infrastructure and spatially enabled government services. ECA will also be involved in building geospatial databases for priority areas defined by regional initiatives; enhancing the capabilities of African countries to effectively use geospatial information; building exemplary online applications for streamlined electronic delivery of products and services; and coordinating the implementation of a unified African Geodetic Reference Frame (AFREF) to enable consistent mapping and presentation of cross-border features.

96. ECA will continue to provide support to its member States in the use of science, technology and innovation (STI), particularly through its African Innovation Framework. This will include activities aimed at improving the capacity of member States to design and implement policies and programmes related to the promotion of science, technology and innovation to address Africa's development challenges and priorities. Pilot programmes on research, innovation and business development through the African Science to Business Challenge (ASBC) will be consolidated and expanded to ensure that science and innovation benefits small and medium-size enterprises. The creation of an enabling environment to support STI will include support for the legal and regulatory framework for scientific development in Africa, particularly through stronger management of intellectual property rights on African innovation and inventions. Support will also be provided to countries to develop innovative strategies to support their S&T policies as well as to the AU/NEPAD S&T Consolidated Plan of Action.

97. The ECA “Science with Africa Conference” will continue to be used as a science and technology forum to engage African scientists, policymakers, the private sector and the development community in advocating for a stronger role for STI in the development process. The most recent conference produced a road map for science, technology and innovation activities in five broad categories: funding, African innovation, building human capital, business development, and outreach and advocacy. Backed by a resolution of the Conference of Finance Ministers in 2008, the conference also called on ECA and its partners to promote innovation. In response to this call, the Commission plans to establish an African Innovation Centre in 2010.

98. The Centre will specifically help Governments and research and development institutions to promote technology acquisition, commercialization, spin-offs, alliances and partnerships, and to invest in research and skills development. To achieve these objectives, the Centre will provide competitive grants and mentorship support to start-ups and spin-offs; offer training on technology management, technology transfer and protection; establish a network of top technology firms and African centres of excellence; assess national innovation climates of member States, upon request; and provide an online forum for exchange of experiences, practices, trends and technological developments.

99. Finally, ECA will launch its African Science and Technology Innovation Endowment Fund (STAIEF) to support African scientists and researchers in the commercialization and launching of new products and services for the development of the continent, through a unique public-private partnership.

3.3.6 Statistics and statistical capacity

100. The Commission’s work programme on statistics in the next three years will focus on: monitoring progress in statistical capacity-building; strengthening the coordination and harmonization of statistical development activities; supporting the implementation of national strategies for the development of statistics; providing technical assistance and capacity-building to member States, and addressing new and emerging issues.

101. With a view to ensuring effective consultations and consensus-building among member States and partners on relevant and emerging issues in the field of statistics, ECA will continue to convene the Statistical Commission for Africa (StatCom-Africa), the Forum on African Statistical Development (FASDEV), and the Africa Symposium on Statistical Development (ASSD).

102. In support of regional integration efforts by the regional economic communities and to ensure harmonization of economic statistics and comparability of national accounts, prices and data collected by individual member States, the Commission will organize two ad hoc expert group meetings on harmonization of price indexes for regional integration; and on harmonization of national accounts and compilation of comparable gross domestic products (GDP). The goal would be to ensure availability of quality statistical information to support the monitoring and evaluation of the MDGs.

103. Publication of the joint ECA/AfDB/AUC Statistical Yearbook to provide users with statistical information on African economies on a coordinated basis will continue. This will prevent duplication of effort and the production of conflicting data and thereby improve the quality of data on African countries. Moreover, the development of the common database among the three continental institutions will constitute a “*one-stop-shop*” on development information on African countries. In the same vein, a joint ECA/AfDB compendium of intra-African and related foreign trade statistics will be produced in 2010. In addition, several other publications are scheduled to provide countries with up-to-date reference material to support their production of needed statistics. These include the Handbook on Harmonized Price Indexes and Harmonized National Accounts (2010), and the Joint ECA/UNSD Handbook on Derivation of MDG Indicators from Censuses and Surveys (2010).

104. To provide member States with quality information in support of their development efforts, a number of technical materials will be produced during this Plan period. These include a joint ECA/UNSD Website of statistical profiles of national statistical offices (NSOs) and experts; a Website of networks of statistics practitioners; online resources; and a joint ECA/AfDB/AUC statistical database on MDG indicators, censuses, household surveys and gender statistics. Advocacy material will also be produced in order to promote greater awareness of the importance of credible, reliable and comprehensive statistical data for effective policy formulation. ECA also intends to continue producing materials for the African Statistical Day (ASD).

105. In addition, and in collaboration with AfDB, AUC and subregional organizations, the Commission will strengthen the capabilities of NSOs and the RECs to develop and use harmonized and comparable data for regional integration. Advisory services will also be provided to member States and the RECs in various areas of statistics, including the design of national strategies for the development of statistics (NSDS), population and housing censuses and national account statistics.

106. Finally, the Commission will focus on new and emerging issues such as civil registration and vital statistics systems; environmental statistics; agricultural statistics; household survey capabilities, and data management.

3.3.7 Food security and sustainable development

107. Africa faces low agricultural productivity and competitiveness, and food insecurity. To assist in addressing these challenges, ECA will undertake activities aimed at ensuring food security through agricultural and rural economic transformation. In that regard, the Commission will support the creation of regional agricultural market information systems and databases. To further foster broad-based agricultural growth and poverty reduction, ECA will also undertake in-depth studies on strategic food and agricultural commodity chains with emphasis on aspects of regional integration. The Commission will also focus on harnessing land and water resources to help trigger an African green revolution. To that end, it will facilitate the promotion of regional-level public-private trade and investment partnerships in agriculture, including cross-country investments in irrigation projects for the development of strategic agricultural commodities. ECA will support member States in all subregions of the continent to develop and implement action plans on food security. In East Africa,

the Commission will provide technical assistance to support the establishment of agro-forestry networks.

108. ECA will also promote the development of agribusiness by undertaking regional studies in partnership with other United Nations agencies. The studies will aim to assess the benefits and potential for developing regional integrated agricultural value chains for selected strategic agricultural commodities as defined at the Abuja Summit on Food Security. It is envisaged that these studies will enhance public-private partnerships for agro-industry and agribusiness development in Africa by providing concrete recommendations on the mechanisms and types of partnerships needed to catalyze agro-industry and agribusiness development on the continent. ECA will also continue its effort to link small farmers to markets. In that regard, the Commission will conduct action-oriented research to develop inclusive strategies that efficiently promote the development of rural community agribusinesses and facilitate market access. This will require the building of capacity among farmers to identify and evaluate market opportunities, as well as the development of innovative contractual arrangements with networks of traders and processors.

109. Regarding the management of land resources, and following the adoption of the Pan-African Framework on Land Policy Formulation by the AU Summit of Heads of State and Government, ECA will engage in a project to build the capacity of African countries in support of land policy and administrative reforms. The project will, among other things, develop benchmarks and indicators of good practice to track progress in land policy formulation and implementation.

110. ECA will also continue to publish the *Sustainable Development Report on Africa* (SDRA), which is one of its flagship publications and is now recognized as an important medium for monitoring and assessing sustainable development in Africa. Two issues of the report have already been published in collaboration with sister United Nations agencies. Future editions of the report will be published annually and will prioritize the identification and development of suitable indicators and frameworks covering the economic, social, environmental and institutional dimensions of sustainable development, which will be produced in the form of a manual. Overall, the capacity of the RECs and member States to undertake indicator-based integrated assessment and reporting on sustainable development will be strengthened. Special emphasis will be placed on promoting the balanced integration of the various dimensions of sustainable development.

3.3.8 Climate change

111. Climate change has become a major global challenge whose impact is projected to hit Africa hardest. Urgent actions are therefore needed to tackle this challenge, which threatens to undermine Africa's progress towards achieving sustainable development, and meeting the MDG targets. In response to this need, ECA, within the framework of the AUC-ECA-AfDB ClimDev-Africa Programme and its African Climate Policy Centre (ACPC), will provide substantial support to the African regional process in the elaboration of a common negotiating position. It will support the upgrading of observation networks and infrastructure in order to enhance the provision of essential data for climate services and policy development. It will also contribute to policy dialogue and support adaptation to climate change (ACC) and development policymaking processes at the continental, subregional, national and local levels. In addition, it will promote the application of

best practices for mitigation and adaptation to climate change through the sharing of knowledge, policy ideas and solutions across the continent. ECA will also implement a field project to build capacity in disaster risk reduction, including disaster damage and loss assessment, to support recovery and development programmes. In 2010, ECA will organize ADF-VII under the theme of climate change and sustainable development in Africa. Thereafter, ECA will organize an African climate and development conference on an annual basis.

Strategic dialogue and consensus-building

African Development Forum

112. The ADF remains a major gathering for dialogue and consensus building on critical and emerging issues, designed to generate clearly defined actionable programmes that can be implemented within the capacity of African countries. Working closely with the African Union, the African Development Bank, and other development partners, ECA will strengthen the Forum. The last ADF (ADF-VI) on the theme: “Action on Gender, Equality, Women Empowerment and Ending Violence against Women” was held in November 2008. The Forum came up with very useful recommendations on Africa-wide action to eliminate violence against women and girls; and on financing for gender equality and women’s empowerment. The next ADF will be on addressing the impact of climate change in Africa.

Coalition for Dialogue on Africa (CoDA)

113. This is a joint initiative of AUC, AfDB and ECA aimed at forming a coalition and forging strong partnerships for dialogue and building consensus around key continental issues and challenges in order to actively advocate for Africa’s development. It was established in 2009 as an institutionally independent forum for free discussion among non-State and State actors. It aims to leverage the convening power of the three pan-African institutions and their access to African leaders and policymakers.

114. The main agenda of CoDA over the next three years is very much in line with ECA support priorities and includes the following: advancing regional economic integration; Africa’s response to the global financial crisis; challenges to the scaling-up of democratic governance; and addressing the impact of climate change. These will involve the commissioning of in-depth, independent studies and evaluations of key issues such as the slow pace of regional integration in Africa and the track record of the APRM process; and small expert-level seminars on cutting-edge issues (e.g. the October 2009 CoDA seminar on transnational crime and political stability in Africa), and larger multi-stakeholder dialogue forums such as the 2009 CoDA forum on Africa’s response to the global financial crisis.

3.4 Partnerships

115. ECA has always recognized that partnerships based on comparative advantage and pooling of resources are critical to Africa's development. The Commission has progressively strengthened its partnership agenda with a wide spectrum of partners both within and outside the continent.

116. The core partners that ECA works closely with include the two pan-African institutions – AUC and AfDB – the RECs, other United Nations agencies, bilateral and multilateral partners, and other continental development institutions.

Tripartite partnership with the African Union and the African Development Bank

117. The strong ECA partnership with AUC has been extended to include the African Development Bank with the setting up of a joint secretariat. This has enabled the three institutions to collaborate in the implementation of a number of initiatives, such as the African Land Policy Initiative and the ClimDev-Africa Programme, the African Statistical Yearbook, the CoDA Initiative, and the African Development Forum. ECA also collaborates with the African Development Bank in organizing the Annual African Economic Conference, and both organizations work with OECD to publish the African Economic Outlook. These partnerships will continue to be consolidated.

Box 2: ECA-AfDB cooperation

The leaders of the two institutions remain committed to a strong, result-oriented partnership that prevents duplication, exploit synergies, and maximizes their combined development impact based on complementary activities under the following key development themes:

Regional integration, RECs, trade and private sector: To collaborate on issues related to the rationalization of the RECs, the NEPAD Infrastructure Programme as well as its Spatial Development Initiative, customs unions, free movement of goods and services, private sector profiles, and development of 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, monitoring of 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 the 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;

Knowledge management, capacity-building, and statistics: The two institutions have agreed to collaborate in the following areas: research; statistics; training and capacity-building; conferences, seminars and symposiums; knowledge management; and special initiatives.

AfDB and ECA will work jointly on the annual Economic Report on Africa, the Coalition for Dialogue on Africa, the African Development Forum and the ClimDev-Africa Programme.

Collaboration among other continental institutions, United Nations agencies and development partners

118. The partnerships built by ECA in support of Africa's development efforts will continue to be deepened during the next Plan period, because they are necessary to harness the required resources for Africa's development, ensure coherence in the activities of the various stakeholders, and avoid duplication of efforts.

United Nations Development Programme (UNDP) and other United Nations agencies

119. ECA will continue to enhance the coordination of United Nations activities in Africa, especially through the Regional Coordination Mechanism chaired by the Deputy Secretary-General of the United Nations. In addition, ECA will undertake specific activities with UNDP, especially with regard to joint reporting on major issues, consensus-building, sectoral issues and peer-learning activities. It is envisaged that an agreement will be reached on the joint delivery of such services.

Universities, research institutes and civil society organizations

120. As part of its commitment to create and manage knowledge in the continent, ECA will continue to 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, particularly in the area of capacity-building and knowledge management. Partnerships with CSOs will revolve around policy analysis, consensus-building and advocacy, in line with the strengths of such organizations.

Bilateral/multilateral partners

121. The Commission developed a strong partnership with bilateral partners during the current Plan period. In addition to specific project support in several key areas, it also formulated an innovative joint financial arrangement with a number of bilateral partners who came together as pooled fund partners, in the spirit of the Paris Declaration on Aid Effectiveness. It is intended during the next Plan period to use the instrumentality of the Donor Support Group to be jointly established with the African Union Commission to rally partnership support towards the continent's development efforts. The Donor Support Group will demonstrate the strong partnership between ECA and the African Union and establish a clear linkage between partnerships and commitments. It will also provide ECA with an opportunity to widen its partnership base, in particular through the United Nations Trust Fund for African Development (UNTFAD).

Part IV: Implementation Support and Resource Implications

4.1 Improving implementation for better results

122. The ECA Business Plan 2010-2012 is premised on the Commission maintaining its niche as a catalyst for Africa's development in the areas of research and knowledge production; policy articulation, analysis and development; and programme development, implementation and execution in support of regional institutions of the African Union, the RECs, as well as its 53 member States. ECA will enhance its performance implementation by being more efficient and effective and will help to raise productivity, improve programme delivery and enhance value addition and results for the continent. Consequently, a coordinated programme of activities will be developed to achieve a measurable reduction in bureaucratic burdens, and to ensure that the Commission gains flexibility and agility in providing enhanced programming to address Africa's development challenges. Appropriate key performance or other indicators relevant to particular programmes will be developed, taking into account strategies such as the following:

- Enhancing institutional capacities in administrative and programmatic areas to keep score on effectiveness of budgetary expenditures;
- Greater specification of project/programme objectives and result chains;
- Increased performance information (including basic data collection);
- Ongoing programme/project monitoring and evaluation;
- Systematic beneficiary assessment surveys;
- Frequent sector reviews; and
- Performance auditing and benchmarking.

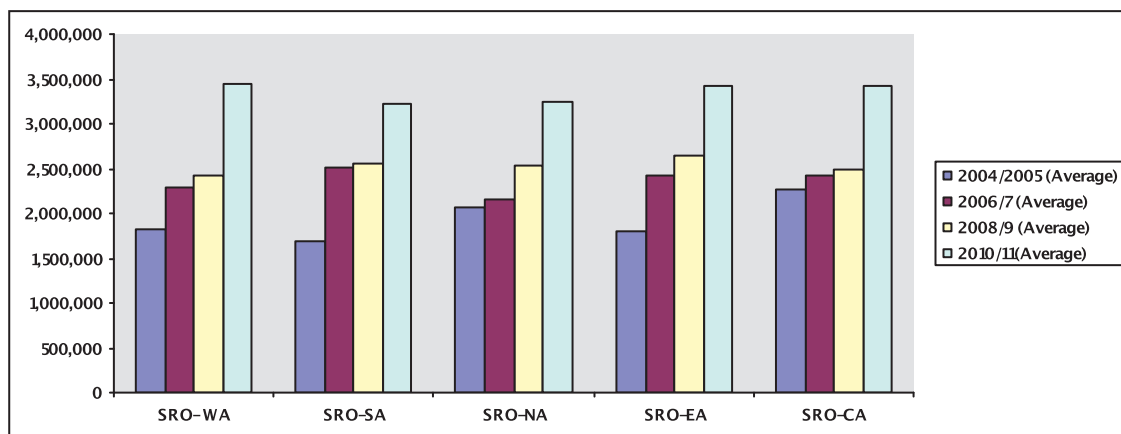
Fine-tuning elements of ECA repositioning

123. With three years of experience since the new strategic orientation of ECA was adopted together with its repositioning, ECA has conducted a stock-taking exercise to review this experience, identify its success and failures, and draw lessons in order to improve for the future. The resulting recommendations relate to both enhancing ECA capacity to deliver results and further strengthening its programme of partnership, resource mobilization and technical cooperation. Underlying measures cover improvements in management processes and fine-tuning of the organization to better align it with the priorities foreseen for the medium term. The implementation of these recommendations commenced in October 2009 and will continue in the 2010-2012 Plan period. The Commission also has planned a number of activities to strength its institutional capacity and effectiveness. These activities include:

Strengthening of the ECA Subregional Offices

124. As part of its effort to continuously enhance programme delivery, particularly at the subregional level, ECA has provided its SROs with additional human and financial resources to enable them to deliver on their enhanced role and mandate. These will continue to be scaled up over the next three years. Figure 2 shows how the financial appropriation of the SROs has been increasingly strengthened in the last two bienniums and in the current Plan.

Figure 2: ECA Subregional offices (SROs) average resources per year



Building up centres of excellence

125. As the leading knowledge institution on the continent, and as a result of its efficiency initiative, ECA will continue to strengthen itself to be able to anticipate and forecast development trends by working with highly qualified and leading experts in various fields as well as through its specialized centres or hubs catering to Africa's specialized needs. For instance, its African Centre for Statistics is the continent's designated statistical knowledge hub; its African Institute for Development and Economic Planning (IDEP) is building the capacity of policymakers and development planners in key strategic areas; its African Centre for Civil Society (ACCS), and its African Centre for Gender and Social Development, operate as divisions within the ECA structure.

126. There are also other centres of excellence providing services to meet Africa's development challenges that are embedded within ECA programming, particularly in thematic areas or emerging issues, where countries and institutions need a regional point of reference to provide focused and targeted interventions for common positions. These interventions will include providing policy analysis and/or building negotiation skills, as in the case of the African Trade Policy Centre (ATPC) and the African Climate Policy Centre (ACPC); the African Governance Institute (AGI), which is a pan-African think tank on governance that will analyze, document and disseminate knowledge on governance in Africa, and develop and reinforce capacity for governance on the continent; and the Information Technology Centre for Africa (ITCA), which specializes in ICT and S&T-focused exhibition and learning as well as the promotion of networking and capacity-building on information society issues among key stakeholders.

Development of the African digital library

127. Within the framework of the African Virtual Library and Information Network (AVLIN), and as a complement of the African Development Library and Knowledge Centre, ECA, in collaboration with the African Union Commission (AUC), will build digital and virtual libraries to support widespread learning and innovation for economic and social development. This is in line with the recommendation of the first International Conference on African Digital Libraries and Archives (ICADLA-1) held at ECA from 1 to 3 July 2009. Project activities will include normative and technical work to develop best practice centres and repositories; organization of the second International Conference on African Digital Libraries and Archives (ICADLA-2); and technical assistance to African institutions.

ECA publications and printing facility

128. ECA has a print shop that meets most of its current document and publication needs, but the printing industry is characterized by intense competition and high expectations for quality, turn-around times and cost savings. To stay abreast of modern global technological advancements, the Commission needs to continue upgrading its facilities with modern equipment, combined with integrated workflow to ensure high productivity, greater efficiency and flexibility. During this Plan period, ECA will modernize the print shop by purchasing a four-color printing machine that will meet the current workload and produce high-quality publications.

ECA publications archival and dissemination

129. In its 50 years of existence, ECA has created and maintained a vast quantity of information and knowledge in a variety of formats, including printed and electronic documents. These records represent the corporate memory, providing historical evidence of the Commission's actions and decisions. The information resources include conferences papers, research reports, strategy documents, speeches, technical papers, policy reports, feasibility study reports, and parliamentary reports, all of which outline important research that has been conducted or decisions that have been made on economic and social development in Africa. There has been lack of systematic collection, management and proper preservation of these technical outputs. Most of the earlier publications (up to 2000) are available only in print, while the more recent ones, even though digitalized, are not systematically archived. The ECA library catalogue only has metadata (bibliographic) records of some publications and an incomplete representation of all ECA publications.

4.2. Resource implications for 2010-2012

130. For the three-year period 2010-2012, ECA will require the sum of US\$303.1 million to effectively implement its planned programme and projects. Of this amount, US\$193.2 million or 63.7 per cent will be funded through the regular budget of the Commission, while the balance of US\$109.9 million (36.3 per cent) will be funded from extrabudgetary resources (XB) through

grants provided by ECA donor partners. Some of the projects carried forward from the Business Plan 2007-2009 are already partially funded, and will be financed in the current Plan period.

Table 2: Regular budget (RB) and extrabudgetary (XB) funding requirements 2010-2012 (US\$ million)

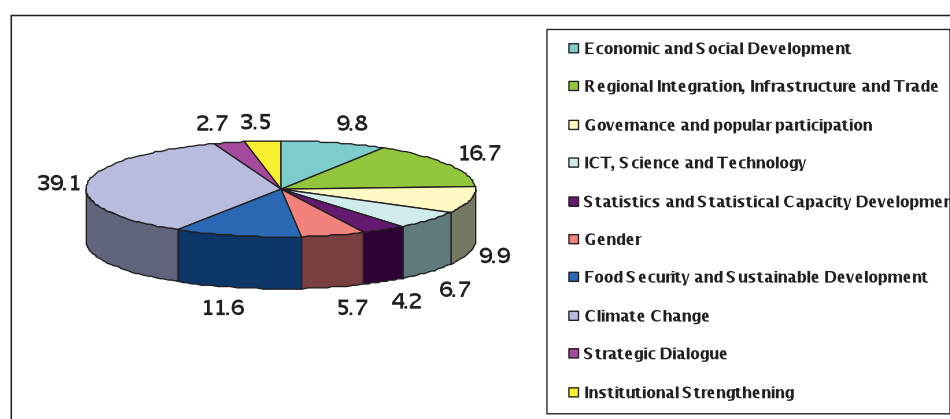
Year	Amount (US\$ million)			Percentage share	
	RB	XB	Total	RB	XB
2010	64.4	32.6	97	66.4	33.6
2011	64.4	36.5	100.9	63.8	36.2
2012	64.4	40.8	105.2	61.2	38.8
2010-2012	193.2	109.9	303.1	63.7	36.3

* The 2012 RB budget is estimated based on the zero growth United Nations budget policy

131. The proportional distribution of the three-year budget by thematic areas is summarized in table 3 and illustrated in figure 3. With 35.6 per cent of the total extrabudgetary resources, the ECA programme on climate change accounts for the single-largest share. This is followed by regional integration, infrastructure and trade, which includes the work of the African Trade Policy Centre, with 15.2 per cent. The food security and sustainable development programme constitutes the third-largest with 10.6 per cent, while the good governance programme has a share of 9.0 per cent. A detailed breakdown of the budget is presented in annex 2.

Table 3: Resource requirements by theme 2010-2012 (US\$ million)

	Thematic area	XB	%	RB	%	Total	%
1	Economic and social development	9.8	8.9	19	9.8	28.8	9.5
2	Regional integration, infrastructure and trade	16.7	15.2	12.9	6.7	29.6	9.8
3	Good governance	9.9	9.0	16.5	8.5	26.4	8.7
4	ICT, science and technology	6.7	6.1	13.7	7.1	20.4	6.7
5	Statistics and statistical capacity development	4.2	3.8	10.5	5.4	14.7	4.8
6	Gender	5.7	5.2	18.9	9.8	24.6	8.1
7	Food security and sustainable development	11.6	10.6	14.4	7.5	26	8.6
8	Climate change	39.1	35.6			39.1	12.9
9	Strategic dialogue	2.7	2.5	2.7	1.4	5.4	1.8
10	Institutional strengthening	3.5	3.2	1.5	0.8	5	1.6
Total		109.9	100.0	110.1	57.0	220	72.6
11	Administration, executive direction and management,	-	-	83.1	43.0	83.1	27.4
Grand Total		109.9	36.3	193.2	63.7	303.1	100.0

Figure 3: Thematic distribution XB resource requirements 2010-2012

Funding commitment carried over from 2007-2009

132. As indicated above, a number of projects that started during the 2007-2009 Plan period will continue in the current Business Plan, including the AUC/ECA/AfDB Land Initiative; the ClimDev-Africa Programme and the ACPC; the African Trade Policy Centre (ATPC); ICT for development; gender mainstreaming; and the African Peer Review Mechanism (APRM). Funding commitments already received from partners in respect of these projects amount to \$34 million (see table 4). These funds will be carried forward to the new Business Plan.

Table 4: Firm funding commitments received 2007-2009 (US\$ million)

Donor	Project(s)	Amount
Canada	African Trade Policy Centre (ATPC)	8.0
United Kingdom	Africa Climate Policy Centre (ACPC)	9.0
European Union	AUC/ECA/AfDB Land Policy Initiative	9.5
Finland	ICT for development	3.0
Norway	Africa Climate Policy Centre, and African Women Observatory	1.5
Denmark, Sweden and United Kingdom (Joint Framework Agreement)	Gender mainstreaming and APRM	3.0
Total		34.0

133. Taking into account the funding analysis in table 5 below, ECA is faced with a total extra-budgetary resource gap of US\$75.9 million for the period 2010-2012. Substantial additional XB resources are therefore required not only to continue and consolidate current efforts, but also to respond to emerging priorities outlined in the Plan. Bridging the resource gap will depend on the renewal of the multi-year agreements with its core partners, with higher commitments and more flexible budget support; and broadening of ECA partnerships to include new funding partners and technical collaborators.

Table 5: Resource gap 2010-2012 (US\$ million)

Plan Period	Amount
Funding Requirements 2010-2012	109.9
Firm Commitment from 2007-2009	34.0
Funding Gap 2010-2012	75.9

4.3 Enhancing delivery of results through partnership and dialogue

134. Partnerships have remained a constant theme in the Commission's work since the repositioning exercise of 2006. Strengthening partnerships with Africa's development partners is key to harnessing the required resources, ensuring coherence and maximizing impact. It is therefore an important anchor of ECA efforts to help advance the continent's development agenda.

ECA Partners' Forum

135. The ECA Partners' Forum remains a very useful medium for interaction and information-sharing between ECA and its partners on how the funds entrusted to the Commission are being used. The Forum, through its six-monthly 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. It is envisaged that the deliberations and exchanges at this forum will further enrich the partnership process, increase partners' participation and strengthen donor confidence.

Technical dialogue and consultations

136. Regular consultation with donor partners and stakeholders is considered essential for the continued engagement and effective implementation of ECA Programmes and the delivery of expected results. ECA developed a strong partnership with bilateral partners during the current Plan period. In addition to specific project support in several key areas, some of the bilateral partners (Denmark, Sweden and the United Kingdom) have come together under a joint financial arrangement (JFA) to form an innovative pooled fund partnership, in the spirit of the Paris Declaration on Aid Effectiveness. This joint financial arrangement will be further enhanced through regular meetings and dialogue, including regular six-monthly technical working group (TWG) meetings, chaired jointly by a nominated director from ECA and a nominated partner representative; and a six-monthly joint project implementation review. The Donor Support Group established jointly with the African Union Commission is also intended to enable a high-level buy-in for the ECA Business Plan by officials from the capitals of bilateral partners.

The ECA donor portal

137. The portal is a Web-based application designed to provide personalized information to donors and partners on the management of ECA Trust Funds (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 unaudited TF financial statements, TF annual reports, the ECA Annual Report, a short profile of ongoing projects, completed project reports, and other relevant data. The portal was completed in August 2009 and will be launched in January 2010.

Annex 1: ECA Activities at the Regional and Sub-Regional Levels (2010-2012)

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Economic and Social Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Collection of data and information on trends and policies in socio-economic developments in the sub-regions as inputs into Economic Report on Africa					Tracking Africa's progress on economic development. Output: • Economic Report on Africa (ERA (2010), ERA (2011) & ERA (2012))
Tracking progress in MDGs in the sub-regions					Monitoring progress on sustainable development: Output: • Sustainable Development Report on Africa (SDRA(2010) & SDRA(2012))
Outputs: • Reports on progress in achieving MDGs and Gender in the sub-regions (2010, 2011, & 2012) • Reports on social inclusion and safety nets (2010 & 2011)					Tracking progress in achieving the MDGs Outputs: • Annual MDGs reports (2010, 2011 & 2012) • Report on progress towards MDGs (2010, 2011 & 2012) • Expert Group Meetings on MDGs (2010, 2011 & 2012) • African Human Development Report (2010, 2011 & 2012) • Workshops and Seminars on the impact of social and cultural issues on maternal health (2010, 2011 & 2012)
					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 Sub-Regional Levels (2010-2012)					
Economic and Social Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
			<p>Promote regional growth poles</p> <p>Output:</p> <ul style="list-style-type: none"> • Reports on strategies to enhance growth in East Africa (2010) • Workshops and Seminars with senior officials on the creation of growth poles and clusters in East Africa (2011 & 2012) • Workshops and Seminars with senior officials on the framework for microfinance development in the Great lakes region (2011 & 2012) 		<p>Provide technical assistance & Quick Response Facilities:</p> <p>Establishment/strengthening of Economic Policy Units in the RECs Secretariats and 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 (2010, 2011 & 2012) • Field missions to member States (2007, 2008 & 2009)
					<p>Enhanced capacity of member States and RECs to design and implement macroeconomic and sectoral policies and programmes for increased economic growth</p>
					<p>Special event for African Economists focusing on development challenges in Africa</p> <p>Output:</p> <ul style="list-style-type: none"> • Conference of African Economists (2010, 2011 & 2012)
					<p>Enhanced capacity of member States to mobilise resources for development</p>

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)						
Economic and Social Development						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
		—			Promoting Financing for Development	Enhanced consensus on economic analysis
					Output: <ul style="list-style-type: none">Regional Forum on Financing for Development (2011)Consultative meeting on domestic and external mobilization of resources (2010 & 2011)Regional preparatory Forum to assess the implementation of Brussels Programme of Action for LDCs (2010)	
Provide support to the sub-regional MDGs Centres and the Millennium Village Projects					Assist member states to design policies and strategies for poverty reduction to achieve the MDGs	Progress made towards achieving the MDGs including poverty reduction
Output: <ul style="list-style-type: none">Field missions to the centres and projects (2010, 2011, & 2012)Mainstreaming the use and applications of Strategic Environment Assessment (SEA) in the sub-region (pilot programmes in East Africa)					Output: <ul style="list-style-type: none">Workshops and Seminars for government officials and key stakeholders on mainstreaming PRS in national policies (2010, 2011 & 2012)	

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Economic and Social Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Provide technical assistance to member States to promote private sector development:					
Outputs:					
<ul style="list-style-type: none"> • Reports on a strategic framework to enhance private sector development and competitiveness sub-region (2010 & 2011) • Forum for private sector development (2010 & 2011) 					
Provide technical assistance to REC secretariats to implement its Investment Protocols					
Output:					
<ul style="list-style-type: none"> • Field missions to REC secretariats (2010, 2011 & 2012) 					
Promote Public-Private Partnerships (PPP) initiatives & Dialogue					
Outputs:					
<ul style="list-style-type: none"> • Reports on PPP initiatives in the sub-region (2010, 2011 & 2012) • Seminars for senior government officials, private sector operators and other stakeholders in the sub-regions (2010, 2011 & 2012). 					
Provide technical assistance to REC secretariats to implement its Investment Protocols					
Output:					
<ul style="list-style-type: none"> • Field missions to REC secretariats (2010, 2011 & 2012) 					
Promoting the effectiveness of African Governance Institutions					
Outputs:					
<ul style="list-style-type: none"> • Provide technical and advisory services to African Governance Institute and others (2010, 2011 & 2012). • Workshops for senior government officials and key stakeholders (2010, 2011 & 2012) 					
Promote Public-Private Partnerships (PPP) initiatives & Dialogue					
Outputs:					
<ul style="list-style-type: none"> • Reports on PPP initiatives in the sub-region (2010, 2011 & 2012) • Seminars for senior government officials, private sector operators and other stakeholders in the sub-regions (2010, 2011 & 2012) • Reports and Workshops on Governance of Financial Institutions (2010) • Reports and Workshops on Emerging Economies in the New World Governance (2011) 					
					Enhanced institutional and organizational capacities for economic, corporate governance and private sector development..

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Economic and Social Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Provide support for the Implementation of NEPAD programme:					
Capacity building for mainstreaming NEPAD at the national level					
Technical Support for NEPAD Secretariat					
Monitoring and Evaluating NEPAD Implementation					
Outputs:					
<ul style="list-style-type: none"> • Training workshops for staff of NEPAD secretariat and implementing agencies of NEPAD (2010, 2011 & 2012) • Report on evaluation of the NEPAD programme (2010) • Workshop on capacity building strategy for Africa (2010) • Report on the capacity building for Africa (2010/2011) • Field missions to member States (2010, 2011 & 2012) 					
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 (2010, 2011 & 2012) 					
					Enhanced capacity in adopting policies and implementing programmes for infrastructural development consistent with the AU vision and the priorities of NEPAD
					Enhanced capacity of member States through effective participation in the UN country teams.

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
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 sub-regions as inputs into the reports on the status of regional integration in Africa					
					Assessing Regional Integration in Africa
					Output:
					<ul style="list-style-type: none"> • Report on the Status of regional integration in Africa (ARIA IV (2010) & ARIA V (2012))
					Increased capacity of member States to better understand and monitor performance of African economies, with particular emphasis on regional integration.

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
<p>Assist member States establish a Free-trade area and promote intra-African Trade.</p> <ul style="list-style-type: none"> Workshops and Seminars on trade facilitation for UMA and other key stakeholders (2010 & 2011) <p>Create partnerships and networks among North Africa universities:</p> <ul style="list-style-type: none"> Colloquium on Integration, Trade and Emerging Economies (2010, & 2011) 	<p>Assist member States establish a Customs Union and promote intra-African Trade (ECOWAS).</p> <p>Outputs:</p> <ul style="list-style-type: none"> Expert Group Meetings (2010 & 2011) Workshops and Seminars on trade transit Facilitation for senior policymakers ministries of Trade and Home Affairs and other key stakeholders (2010 & 2011) 	<p>Assist member States establish a single Customs Union in Central Africa and promote intra-Regional Trade.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Expert Group Meetings on the rationalization of customs codes and common external tariffs of ECCAS and CEMAC in a single common external tariff for central Africa (2010 & 2012) Expert Group Meetings on the market performance of ECCAS and CEMAC (2010 & 2012) Workshops and Seminars on trade and transport Facilitation for senior policymakers and other key stakeholders (2010 & 2011) Forum on regional integration in Central Africa (2010) 	<p>Assist member States establish Common Market and promote intra-African Trade.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Expert Group Meetings (2010 & 2011) Workshops and Seminars on the impact of EAC Common Market Protocol on the economies of its member States for senior policymakers and other key stakeholders (2010 & 2011) Workshops and Seminars on trade Facilitation for senior policymakers and other key stakeholders (2010 & 2011) Workshops and Seminars on the establishment and implementation of trade facilitation systems (trade points) in CEPGL for senior policymakers and other key stakeholders (2010 & 2011) Workshops and Seminars on the establishment and implementation regional cargo tracking system in Northern Corridor 	<p>Building institutional capacities of the RECs Secretariats</p> <p>Outputs:</p> <ul style="list-style-type: none"> Training of national experts in the sub-region to implement the RECs initiatives (2010) Workshop to train RECs staff (2010) Workshops on mainstreaming regional integration at national level for staff of the RECs, parliamentarians, senior government officials (2010, 2011 & 2012) Assist member States establish a inter-REC Free-trade areas and promote intra-African Trade Workshops and Seminars on trade Facilitation for senior policymakers, corridor management agencies and other key stakeholders (2010 & 2011) 	<p>Strengthened capacity at the national and sub-regional level for policymaking and programme design in the areas of intra-African Trade for development and regional integration</p>

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
		<ul style="list-style-type: none"> Expert Group Meeting on the management of the instruments and mechanisms of regional integration in Central Africa. Report and Expert Group Meeting on the operationalization of transit corridors (2010 & 2011) 			<ul style="list-style-type: none"> Expert group meetings on: Support to the Establishment of Inter-REC FTAs (2010 & 2011) Workshops and Seminars for senior policymakers, corridor management agencies and other key stakeholders from landlocked and transit countries on the implementation of the Almaty programme of Action (2010 & 2011)
					<p>Provide technical assistance/Advisory Services to the CENSAD Secretariat to promote economic cooperation 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 (2010) Workshop to train government officials, private sector and key stakeholders on mainstreaming regional integration in national policies and programmes (2010, 2011 & 2012)

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
<p>Develop an Observatory on Regional integration in Africa</p> <p>Outputs:</p> <ul style="list-style-type: none"> Establish and maintain database on regional integration initiatives on the continent (2007, 2008 & 2009) Training workshops for focal points at the AUC, RECs and member States (2010, 2011 & 2012) 					
<p>Enhanced knowledge of key stakeholders as well as provide a "one-stop shop" in terms of data, analysis, views, public opinions and progress on regional integration in Africa</p>					
<p>Provide technical support/Advisory Services for trade and regional integration capacity building in the subregions</p> <p>Outputs:</p> <ul style="list-style-type: none"> Training workshops for government officials on mainstreaming regional integration into national policies (2010, 2011 & 2012) Training workshops for government officials on mainstreaming trade into national policies (2010, 2011 & 2012) Training workshops for government officials on international trade negotiations (2010, 2011 & 2012) Field missions to member States on trade capacity building 					
<p>Strengthened national capacity for enhancing international trade and regional integration</p>					
<p>Strengthening trade and investments</p> <p>Outputs:</p> <ul style="list-style-type: none"> Reports on investments in the sub-region (2010) Forum on investments in the sub-region (2010) Forum on women entrepreneurs in the sub-region (2011) Expert Group Meeting: Financing for Development: The Case of Emerging Economies (2010) Expert Group Meeting: NA Approach to South – South Cooperation and Triangular Cooperation (2010). 					
<p>Provide technical assistance/Advisory Services to member States to achieve macroeconomic policy convergence (ECOWAS/UEMOA).</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 (2010, 2011 & 2012) Field missions to member States (2010, 2011 & 2012) <p>Provide technical assistance to member States to achieve macroeconomic policy convergence (ECOWAS/UEMOA).</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 (2010, 2011 & 2012) Field missions to CEMAC and ECCAS Secretariats on the management of community levies States (2010, 2011 & 2012) Field missions to member States towards the establishment of a second monetary zone in West Africa. 					
<p>Provide technical assistance/Advisory Service to member States to achieve macroeconomic policy convergence (ECOWAS/UEMOA).</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 (2010, 2011 & 2012) Train EAC staff on economic forecasting and modelling (2010, 2011 & 2012) <p>Provide technical assistance to member States in the harmonization of trade and fiscal policies (GAD/EAC/IOC/CEPGL)</p>					
<p>Provide technical assistance/Advisory Assistance to member States to achieve macroeconomic convergence (EAC)</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 (2010 & 2011) Train EAC staff on economic forecasting and modelling (2010, 2011 & 2012) <p>Provide technical assistance to member States to develop appropriate convergence targets and indicators (2010 & 2011)</p> <ul style="list-style-type: none"> Field missions to member States (2010, 2011 & 2012) 					
<p>Provide technical assistance/Advisory Assistance to the SADC Secretariat on the formulation and implementation of macro-economic convergence programmes in Member States</p> <p>Outputs:</p> <ul style="list-style-type: none"> Report tracking and monitoring macroeconomic policy and institutional convergence in Southern Africa Workshops and Seminars with senior officials of Ministries of Finance and Central Banks of member States to develop appropriate convergence targets and indicators (2010 & 2011) Field missions to member States (2010, 2011 & 2012) 					
<p>Provide technical assistance & Quick Response Facilities:</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 (2010, 2011 & 2012) Provide support to the AUC in servicing African Trade Ministers' meetings (2010, 2011 & 2012) Provide support to the 3rd Global Review of Aid for Trade (2011) 					
<p>Enhanced capacity of member States and RECs to design and implement sectoral policies and programmes for increased economic cooperation and regional integration</p>					

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
	<p>Output:</p> <ul style="list-style-type: none"> • Reports on progress towards the establishment of a second common currency in the sub-region (WAMZ/ECOWAS) (2010, 2011 & 2012) <p>Provide technical assistance/Advisory Services to member States on South-South cooperation and triangular cooperation.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Workshops and Seminars for senior government officials to enhance their technical skills on south-south and triangular cooperation issues (2010, 2011 & 2012) 		<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 (2010 & 2011) 		

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
	<p>Provide support to ECOWAS Secretariat to implement transport infrastructure programmes in the sub-region.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Experts Group Meeting on the role of the private sector in electricity supply in West Africa, including the use of PPP mechanisms (2010 & 2011) Training workshop for government officials and key stakeholders in the sub-region to implement the EOWAS and UEMOA infrastructure initiatives (2010 and 2011) 	<p>Provide technical assistance to member States on:</p> <p>Improving air transport connectivity in the sub-region: implementation of the Yamoussoukro Decision at national level</p> <p>Promoting sustainable and efficient management of shared water ways in the sub-region</p> <p>Transforming Commission Internationale du Bassin Congo-Obangui-Shanga (CICOS) into an effective full-fledged basin 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 the air transport (2010) 	<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 Electricite des Grands LAC (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 (2010, 2011 & 2012) 	<p>Provide technical assistance to member States on:</p> <p>the sustainable and efficient management of shared water ways in the sub-region</p> <p>Output:</p> <ul style="list-style-type: none"> Workshops and Seminars for government official and key stakeholders on shared water resources (2010, 2011 &- 2012) 	<p>Promoting regional infrastructure</p> <ul style="list-style-type: none"> Compendium on Best Practices on Utility Regulation: Towards Energy Policy Harmonization (2011) Expert Group meeting on the design of Public-Private-Partnership (PPP) agreements on infrastructure (2010 & 2011)
					<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 Sub-Regional Levels (2010-2012)					
Regional Integration, Infrastructure and Trade					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
		<ul style="list-style-type: none"> Workshops and Seminars for government officials and key stakeholders on shared water resources (2010, 2011 & 2012) Experts Group meeting on the future of CICOS (2010) Workshops and Seminars with senior officials of Ministries of Finance and Infrastructure on the follow-up actions of the Consensus Transport Master Plan for Central Africa's (CTMP-CA) road map (2010 & 2011). 	<ul style="list-style-type: none"> Meetings of senior government officials and key stakeholders of the Great lakes countries (2010, 2011 & 2012) Workshops and Seminars with senior officials of Ministries of Trade, Infrastructure, and corridor management agencies on trade facilitation (2010 & 2011). Meetings of senior government officials and key stakeholders on East African Power Pool (2010 & 2011) Meetings of senior government officials and key stakeholders on contract negotiations on energy and transport (2010 & 2011) 		

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)						
Regional Integration, Infrastructure and Trade						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
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 sub-region (2010, 2011 & 2012) 						
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 key stakeholders in the sub-region (2010, 2011 & 2012) Workshop on Maritime Transport in the sub-regions, particularly the Maghreb Countries 						
Outputs:						
<ul style="list-style-type: none"> Conference on road safety (2010 & 2011) Establish a Programme on Infrastructure Development for Africa (PIDA) (2010, 2011 & 2012) Development of regional norms for the Trans African Highway (2010 & 2011) Field missions to member States (2010, 2011 & 2012) 						
Enhanced awareness and consensus on regional integration, infrastructure and trade issues.						
Promoting awareness and build consensus on trade and regional integration						
Output:						
<ul style="list-style-type: none"> Committee on Trade, Regional Cooperation and Integration (2011) 						

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Good Governance					
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:					
<ul style="list-style-type: none"> • Reports on governance in the sub-regions (2010, 2011 & 2012) • Reports on corporate governance in the sub-regions (2010, 2011 & 2012) 					
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:					
<ul style="list-style-type: none"> • Reports on building capacity of key governance institutions in conflict countries (2010, 2011 & 2012) • Conference on peace and State Building (2010 & 2012) 					
Promoting Traditional Governance Institutions					
Outputs:					
<ul style="list-style-type: none"> • Reports on traditional governance (2010, 2011 & 2012) • Workshops and Seminars for key stakeholders (2010 & 2012) 					
Promoting Participatory Development					
Outputs:					
<ul style="list-style-type: none"> • Revitalize the African Civil Society Centre (2010, 2011 & 2012) • Create and update knowledge portal on CSOs in Africa (2010, 2011 & 2012) • Workshops and Seminars for key stakeholders (2010 & 2012) • Support and collaboration with the African Governance Institute (2010, 2011 & 2012) 					
Promoting Efficient and effective Public Sector Institutions and better service delivery in Africa					
Outputs:					
<ul style="list-style-type: none"> • Policy research and publications on improving the capacity and efficiency of the African public service and public enterprises • Provide technical and advisory services to member-states and regional institutions • Launch a new initiative on public sector reforms in Africa • Training workshops for senior government officials and key stakeholders (2010, 2011 & 2012) • Learning events for public sector officials on knowledge exchange and best practices (2010, 2011 & 2012) 					
					Enhanced capacity of African countries to promote democratic dialogue, consensus building on governance and a sense of accountability and responsibility in the management of public affairs. Improved knowledge base and innovative policy practices on governance improvement in Africa
					Increased capacity of post conflict countries to promote peace, national reconciliation and better governance reducing the risk of conflict relapse in those countries.
					Better understanding of the role and possible contributions of traditional institutions to modern governance and their integration into modern governance processes.
					Enhanced participatory development of a citizens' based engagement in democratic and social processes of society in Africa
					Enhanced capacity of African public sector and public enterprises to operate efficiently and deliver better services to the people.

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Good Governance					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Technical support to the APRM process					
<p>Output:</p> <ul style="list-style-type: none"> Country Support and Country review missions to member States (2010, 2011 & 2012) Sensitization Workshops and Seminars to Civil Society Organizations on the APRM process (2010, 2011 & 2012) Assist in the integration of National Plan of Action into national development plans for member-states (2010, 2011 & 2012) <p>Scaling-up the fight against corruption in Africa</p> <p>Outputs:</p> <ul style="list-style-type: none"> Regional programme on anti-corruption in Africa developed Development of a model legislation on anti-corruption in Africa to guide member-states in the enactment of effective anti-corruption law Policy based research and publications on several aspects of corruption in Africa Experts Group meetings on anti-corruption (2010, 2011 & 2012) Peer-learning and training and capacity development for national anti-corruption institutions in Africa (2010, 2011 & 2012) Group Training for major stakeholders on anti-corruption including parliament, civil society, media, and other advocacy groups - (2010 2011, & 2012) Support to the AU Board on Anti-Corruption and the Pan-African Body of National Anti-Corruption institutions in Africa Convening of a special event- African Anti-Corruption Forum 					
Monitoring of Commitments for Effective Development in Africa					
<p>Outputs:</p> <ul style="list-style-type: none"> ECA-OECD review reports on the commitments by development partners and African countries (2010, 2011 & 2012) Sensitisation programme on the MRDE report in member-states and sub-regionally 					
<p>Enhanced capacity of member-states and the APRM Secretariat to implement the APRM process more effectively and efficiently and improve governance in Africa.</p> <p>Increased ratification, domestication and implementation of the UN and AU Conventions Against Corruption; increased capacity of national institutions and organised interests in exposing and combating corruption and greater awareness on the anti-corruption campaign</p>					
Enhanced monitoring of commitments by development partners and African countries in facilitating Africa's development agenda					

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Harnessing Information, Science and Technology for Africa's Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Promote Science, Technology and Innovation (STI) in the development process, with a focus on emerging challenges for Africa: Outputs: <ul style="list-style-type: none">• Support member states to manage innovation systems (2010-2011)• Enable STI start-up enterprises through the (African Science to Business Challenge) (2010, 2011 & 2012)• Capacity-building on the commercialisation of R&D initiatives (2010, 2011 & 2012)• Strengthening S&T institutions• Capacity-building on innovation and business development (2010, 2011 & 2012)					Operationalise innovation for Development activities: Outputs: <ul style="list-style-type: none">• Creation of the African Innovation Centre• Implement the African Innovation Framework (2010, 2011, 2012)• Consolidate the African Science and Technology Innovation Endowment Fund (STAIEF) (2010, 2011 & 2012)• STI Advocacy activities (workshops, studies and awareness-raising) through the African Innovation Report• Launch the African Science to Business Challenge
Support the enabling environment for STI: Outputs: <ul style="list-style-type: none">• Formulating STI policies• Addressing legal and regulatory frameworks to operationalise STI policies(2010-2012)• Strengthening Intellectual Property Rights (IPR) regimes• Workshops on role of ICTs in STI sector• Examining role of patents in STI development					<ul style="list-style-type: none">• Increased understanding of STI in the development process;• Greater application of the concept of innovation in the development process• Visible commitment from African governments on funding for STI• Increased number of start-up initiatives;• Increased commercialisation of R&D outputs• Provision of impact of the innovation process in development as a result of the report.• Enhanced role of STI institutions in science-to-economy
Support the enabling environment for STI: Outputs: <ul style="list-style-type: none">• Formulating STI policies• Addressing legal and regulatory frameworks to operationalise STI policies(2010-2012)• Strengthening Intellectual Property Rights (IPR) regimes• Workshops on role of ICTs in STI sector• Examining role of patents in STI development					<ul style="list-style-type: none">• Rationalisation of STI policies• Better legal and regulatory frameworks for STI in member States• Increased awareness and use of ICTs in the innovation sector• Increased patenting process• Increased relevance of patents• Creation of dialogue in Africa on Science and Technology issues;• Support the role of the African private sector in the area of S&T• Identification of key strategic S&T initiatives to support African challenges: food security, energy, climate change.• Re-invigorate the Innovation for development framework and initiatives

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)						
Harnessing Information, Science and Technology for Africa's Development						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	
Support for ICT in the socio-economic sectors					Implementation of the African Information Society Initiative (AISII):	Expected Outcome
Output: <ul style="list-style-type: none">• National gender sensitive policies in the area of ICTs (2010-2012)• ICT for Regional Integration policies and applications• Developing sectoral policies (health, education, e-government, trade)• Implementation of policies and plans at national, regional and sectoral levels (2010-2012)• Continued support to ICT Measurement programme (SCAN ICT) to support the penetration of ICT in socio-economic development;• Conduct studies on ICT and Economic Growth to determine impact of ICTs• Promote ICT in communities and rural areas to support livelihoods and access to government services;					Outputs: <ul style="list-style-type: none">• Implement the Technology in Government in Africa (TIGA) initiative and awards.• Showcasing and disseminating ICT Best Practices in socio-economic sectors.• Capacity-building for ICT measurements in socio-economic development for decision-support	
Support for studies and ICT applications(R&D)					Outputs: <ul style="list-style-type: none">• Support the creation of research networks on key ICT issues (2010-2012)	Expected Outcome
Output: <ul style="list-style-type: none">• Support the creation of research networks on key ICT issues (2010, 2011 & 2012)• Support for R&D in the development of e-applications for supporting SMMEs, rural communities, in e-government and e-commerce to enhance productivity and efficiency (2010, 2011 & 2012)• Delivery of on-line training courses for both policy-makers and other stakeholders (2010, 2011 & 2012) (such as medical practitioners on e-health; Parliaments on e-government; communities on access to ICTs for government services);• Implementing pilot rural electronic school in African languages (2010, 2011 & 2012);• Development of online portals and databases (2010, 2011 & 2012);• Development of exhibition materials and handling of exhibition activities (2010, 2011 & 2012).					<ul style="list-style-type: none">• Specialised networks on Information Society• Number of R&D initiatives to address African needs• Large number of policymakers trained on the use of ICTs in various sectors• Increased number of local language applications• Resources for awareness-raising developed and made available to stakeholders	
Promoting the effective functioning of an African Digital and Knowledge Economy					Outputs: <ul style="list-style-type: none">• Develop regional cybersecurity and e-/m-commerce frameworks	Expected Outcome
Output: <ul style="list-style-type: none">• Provide technical support to countries on digital and knowledge economy (2010, 2011 & 2012)• Capacity building workshops (2010, 2011 & 2012)• Pilot programmes on Digital and Knowledge Economy in support of SMMEs (2010, 2011 & 2012)• Pilot programmes in ICT based sectoral applications and new trends (2010, 2011 & 2012)• Supporting the implementation of the mobile economy for urban poor and rural communities in using m-health, m-payment and m-commerce applications (2010, 2011 & 2012);					<ul style="list-style-type: none">• Stronger enabling environment for countries to optimise on the digital and knowledge economy (legal/regulatory frameworks)• Increased e-commerce applications for external trade/transactions• Increased trade through m-commerce• Increased m-health applications used by medical practitioners and hospitals	

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)						
Harnessing Information, Science and Technology for Africa's Development						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
<p>Assist member States in the application of geo-information systems for development</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Provide technical support to countries in the installation of permanent GNSS stations (2010, 2011, 2012) • Coordinate the computation of the African Reference Frame parameters and develop methodologies for countries to derive national transformation parameters (2010, 2011) • Continue to support member States in developing geo-information policies and strategies (2010, 2011, 2012) • Continue to develop fundamental and thematic databases for key socio-economic sectors at regional level (2010, 2011, 2012) • Continue to develop the geo-information tools for applications (African geographical names gazetteer application, MDG Mapper, etc) (2010, 2011) 						
<p>Promoting awareness on Information Society and Knowledge Economy</p> <p>Output:</p> <ul style="list-style-type: none"> • Committee on Development Information and Science and Technology (CODIST) (2011) 						
						<ul style="list-style-type: none"> • Uniform geodetic reference frame operational in Africa enabling seamless representation of geographic features • At least two countries with new national geodetic coordinate systems • Operational nodes of a federated regional spatial database at regional institutions • At least two countries implementing geographical names database using ECA's gazetteer application • A revised and improve version of the MDG Mapper
						Enhanced awareness on the use of science, technology and innovation and ICTs for sustainable development

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Statistics and Statistical Capacity					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Promotion, coordination of, and advocacy for statistical activities in Africa and monitoring progress of statistical capacity building					
Outputs: <ul style="list-style-type: none"> Report on the status of the implementation of the Regional Strategic Framework for Statistical Capacity building in Africa (RRSF) (2010, 2011 & 2012) Report on the status of the implementation of National Strategies for the Development of Statistics (NSDS) (2010, 2011 & 2012) Meeting of the Statistical Commission for Africa (StatCom-Africa) (2010, 2012) Forum on African Statistical Development (FASDEV) (2010, 2011 & 2012) Africa Symposium on Statistical Development (ASSD) (2010, 2011 & 2012) Production of materials for the African Statistical Day (ASD): booklets, pamphlets, fact sheets, wall charts, posters, press communiqués, audio and video, DVD (2010, 2011) Reports on Statistical development in Africa for the Conference of African Ministers of Finance, Planning and Economic Development (2010, 2011, 2012) 					
Building a Data hub at ECA					
Outputs: <ul style="list-style-type: none"> Joint ECA/AfDB/AUC African Statistical Yearbook (2010, 2011 & 2012) Joint ECA/AfDB Compendium of Intra-African and Related Foreign Trade Statistics (2010) Establish an automated data collection mechanism (2010, 2011 & 2012) Development of a common ECA/AfDB/AUC database (2011) Production of sns such as ERA, ARIA, AGR etc. statistical annexes to flagship publications such as ERA, ARIA, AGR etc. (2010, 2011, 2012) 					
Improving the collection and use of basic economic statistics for the implementation of the System of National Accounts (SNA)					
Outputs: <ul style="list-style-type: none"> Develop strategies to move to the 2008 SNA (2010, 2011 & 2012) Support the work of the African Group on National Accounts (AGNA) (2010, 2011 & 2012) Ad-hoc expert group meeting on the harmonization of price indexes for regional integration (2010) Ad-hoc expert group meeting on the harmonization of national accounts and compilation of comparable GDP (2011) Workshop on basic economic statistics and economic classifications (2012) Workshop on the use of international and intra-African trade statistics for regional integration (2010) Joint UNEP/ECA workshop on environmental statistics, agricultural statistics and climate change (2011) Joint ECA/ILO/World Bank workshop on informal sector, household surveys and labour statistics (2010) 					
Supporting Statistical training programmes					
Outputs: <ul style="list-style-type: none"> Mobilize resources for funding the Statistical Programme for Africa (STPA) (2010, 2011 & 2012) Support the African Group on Statistical Training and Human Resources (AGROST) (2010, 2011 & 2012) Ensure exchange of experiences and best practices among statistical training centres and between the latter and NSOs (2010, 2011, 2012) 					
					Enhanced coordination, collaboration through effective consultations and consensus building among member States and partners on relevant and emerging issues in the field of statistics
					Greater awareness of the importance of statistics in the development of African countries.
					Established repository of development information on African countries
					Avoided duplication of effort, production of conflicting data and enhanced data quality on African countries
					Harmonized statistics in support of regional integration efforts by RECs
					Comparable data collected by individual member states in support of planning and monitoring and evaluation of progress made towards internationally agreed development goals including the MDGs
					National Statistical Systems (NSSs) properly staffed with up-to-date and skilled personnel

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)				
Statistics and Statistical Capacity				
North Africa	West Africa	Central Africa	East Africa	Southern Africa
Implement the regional programme for population and housing censuses				
Outputs:				
<ul style="list-style-type: none">• Advocacy for census taking by member States and release of census data (2010, 2011 & 2012)• Ad-hoc expert group meeting on the use of censuses and surveys for the derivation of MDG indicators (2012)• Joint ECA/UNFPA workshop on making the use of population censuses data (2011)• Workshops on census data analysis, dissemination and archiving (2012)Workshop on the use of ICT in census taking (2012)• Workshops to train staff of selected countries on different developed manuals and handbooks (2010, 2011 & 2012)				
Technical/Advisory Services to member States				
Outputs:				
<ul style="list-style-type: none">• Support to countries for NSDS design and implementation, population and housing censuses, household surveys etc.• Field missions to member States on statistical development in support of evidence-based policy decision making (2010, 2011 & 2012)• Field Project on increasing the capabilities of NSOs and RECs to develop and to use harmonized and comparable data for regional integration• Field project on strengthening statistical capabilities through the design and implementation of NSDS				
Adoption and use of international standards				
Outputs:				
<ul style="list-style-type: none">• Handbook on Harmonized Price Indexes and Harmonized National Accounts (2010)• Joint ECA/UNSD Handbook on Derivation of MDG Indicators from censuses and surveys (2010)				
Knowledge creation				
Outputs:				
<ul style="list-style-type: none">• The African Statistical Newsletter (ASN) (quarterly)• The African Statistical Journal (ASJ) (quarterly)• Joint Statistical Pocketbook (ASP), CD and DVDs (2010)• Joint ECA/UNSD website of statistical profiles of National Statistical Offices (NSOs) and experts in countries• Website of the statistical networks of practitioners				
Strengthening civil registration and vital statistics systems (CRVS) in Africa				
Outputs:				
<ul style="list-style-type: none">• Organize a high-level ministerial conference in charge of civil registration (2010)• Prepare, endorse and implement the medium-term civil registration and vital statistics program• Consult and support countries in mainstreaming civil registration and vital statistics systems in NSDSs design and implementation• Develop regional technical and advocacy implementation guidelines• Provide technical support to countries and compile and disseminate available vital statistics for the region• Conduct study, research and pilot projects, 2010-11				
Regional			Expected Outcome	
Improved participation of African countries in the 2010 round of population and housing censuses			Improved availability and use of census data for planning and monitoring and evaluation of development initiatives	
Member States and RECs assisted in various areas of statistics			Up to date reference materials in support of statistical production of member states	
Use of international standards adapted to African realities			Exchange of information and best practices among producers and users of statistics	
Improved commitment of member states in CRVS			Mid-term CRVS program endorsed and implemented in countries	

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Statistics and Statistical Capacity					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Environment Statistics					
Outputs: <ul style="list-style-type: none"> • Compendium on Environment Statistics (2010) • Update the ECA/UNEP Core List of Environment Indicators • Environment statistics included in the curriculum of the regional statistical training centers • Setting up a functional unit at ACS dealing with environment statistics Strengthening household survey capabilities in Africa					
Outputs: <ul style="list-style-type: none"> • Development of a set of modules to be added to routine household surveys dealing with issues such as: gender, governance, informal sector etc. (2010, 2011, 2012) • Production of the African addendum to the United Nations manual on household surveys, including measurement of the informal sector (2010) • A finalized Action Plan that will integrate the design and launching of pilot surveys in countries (5) • Annual survey on employment or Labor Force survey in African countries • Mixed survey on households and informal production units (every 3 years) • Qualitative modules on subjective poverty, governance, gender-sensitization, and democratization 					
					Improved availability of data on environment in member states
					Improved availability of quantitative and qualitative assessment of well-being and socio-economic behaviors of the population

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Gender					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Tracking progress in gender mainstreaming					
<p>Outputs:</p> <ul style="list-style-type: none"> Workshops for government officials on the use of Regional Gender Monitoring Tool (RGMT) (2010, 2011 & 2012) Creation of an observatory using the RGMT to track and monitor progress on achieving Gender equality (2010, 2011 & 2012) Workshops and Seminars on gender-disaggregated statistics (2010, 2011 & 2012) <p>Promotion of issues on Migration:</p> <p>Output:</p> <ul style="list-style-type: none"> Expert Group Meeting on: Trends, Challenges and Opportunities of Workers' Mobility in the Maghreb (2011). Mainstreaming Social Development in National Development (2010, 2011 & 2012) Strengthening the Linkages between Social and Economic Policies in NA (2010). 					
<p>Tracking progress in gender mainstreaming</p> <p>Output:</p> <ul style="list-style-type: none"> Africa Women Report (2010 & 2011) Training workshops on gender-Aware macroeconomic models (2010, 2011 & 2012) Develop gender aware social accounting matrix and adapting the gender aware macroeconomic model to selected countries (2010, 2011 & 2012) Extend the development of Gender and Development Index (AGDI) to 20 countries (2010, 2011 & 2012) Create African Women's Rights Observatory (AWRO) (2010, 2011 & 2012) Establish a standard set of indicators on Gender based Violence specific to African countries (2010, 2011 & 2012) Workshops and Seminars on the impact of social and cultural issues on maternal health (2010, 2011 & 2012) <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 ICPD+15 Regional Review (2010) Report on International migration (2011) Report on HIV/AIDS (2010) Report on Youth in Africa (2011) 					
<p>Enhanced capacity of member States to monitor performance in assessing trends in gender and social development</p>					
<p>Advisory Services and group training for:</p> <ul style="list-style-type: none"> Workshops for government officials and key stakeholders on mainstreaming gender in the subregions (2010, 2011 & 2012) Workshops for public sector officials and private sector managers on gender budgeting (2010, 2011 & 2012) Training workshops for government officials and key stakeholders on Gender-Aware Macroeconomic Model (GEM) (2010, 2011 & 2012) 					
<p>Progress made towards achieving the MDGs including gender equality</p>					

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Food Security and Sustainable Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
					Assistance to member states to formulate and implement land management policies AUC-ECA-ADB Land Policy Initiative African Water Vision Outputs: Finalization of the background paper on land indicators (2010) <ul style="list-style-type: none">Develop mechanisms for assessing progress on land reforms (2010, 2011 & 2012)Experts Group Meeting to develop a framework and Guidelines for land reform and present to AU Summit (2010)Establish Web-based Virtual African Land Policy and Administration Facility (2010-2012)
Provide technical assistance for the development/implementation of Action Plans on Food Security in the sub-region Outputs: <ul style="list-style-type: none">Workshops for government experts and key stakeholders (2010, 2011 & 2012)Field missions to member States (2010, 2011 & 2012)					Provide support to UN-Bio Tech Africa Project Output: <ul style="list-style-type: none">Reports on biotechnology development transfer and diffusion in Africa 2010 & 2011)Workshops, Seminars and Roundtable discussions for members States on the use of modern biotechnology for sustainable development of Africa (2010, 2011 & 2012) Provide support to Sustainable Modernization of Agriculture and Rural Transformation (SMART) Output: <ul style="list-style-type: none">Compendium of Best Practices and Indicators fro African Green Revolution (2010 & 2011)Conduct pilot projects to identify developments needs (2010, 2011 & 2012)
					Promote Agribusiness Development and Intra African Trade in Food and Agriculture Outputs: <ul style="list-style-type: none">Establish database on regional agricultural markets and African products (2010 & 2011)High level meeting on PPP in the agro-industry and agri-business (2008)Reports on the benefits and potential for developing regional integrated agricultural value chains for selected commodities (2010 & 2011)
					Enhanced awareness and capacity to achieve food security and the MDGs

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Food Security and Sustainable Development					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Promote Sustainable Development and management of natural resources					
Outputs:					
<ul style="list-style-type: none"> • Technical and advisory services to member States on the building of capacity to manage and develop natural resources (2010 & 2011) • Workshop and Seminars for senior government officials on the implementation of the findings of the International Study Group (ISG) on the review of Africa's Mining regimes (2010, 2011 & 2012) • Develop strategies, guidelines and templates to operationalize the African Mining Vision (2010 & 2011) • Workshops and Seminars on negotiation of natural resources contracts (2010 & 2011) 					
					Enhanced capacity of member States to manage its natural resources

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)					
Climate Change					
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional
Addressing the challenges of the Climate Change					
Outputs:					
<ul style="list-style-type: none"> • Workshops and Seminars to senior government officials and stakeholders to sensitize and create awareness on climate change (2010, 2011 & 2012) • Use the framework of the AUC-ECA-AfDB Clim-Dev-Africa programme and its African Climate Policy centre (ACPC) to provide technical and advisory services to member States to build a common position on the global negotiations on emission targets. (2010, 2011 & 2012) • For a, Workshops and Seminars for senior government officials on the implementation of the implementation on the Copenhagen Conference on Climate Change (2010, 2011 & 2012) • Upgrade networks and infrastructure for the collection of data for climate services and policy development (2010 & 2011) • Field projects to build capacity in disaster risk reduction (2010, 2011 & 2012) 					
					Enhanced capacity of member States to tackle Climate Change

ECA Programmes at the Regional and Sub-Regional Levels (2010-2012)		
Strategic Dialogue		
Regional		
Advocacy & consensus building	African Development Forum (ADF)	
	Coalition for Dialogue on Africa (CODA)	

ECA Activities at the Regional and Sub-Regional Levels (2010-2012)						
Institutional Strengthening						
North Africa	West Africa	Central Africa	East Africa	Southern Africa	Regional	Expected Outcome
<p>Enhance the creation, use and dissemination of Knowledge in collaboration with ECA's Strategic Development Partners</p> <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 						
<p>Enhancing quality assurance</p> <ul style="list-style-type: none"> • Ensure that stakeholder expectations, quality objectives, and program requirements are defined, understood, implemented, and actively managed. • Execute and maintain the processes defined in the Quality Management Approach. • Verify that the program Outcome meet the standards. • Implement any needed program improvements. 						
<p>Implementing institutional change</p> <ul style="list-style-type: none"> • Plan: Define Solution Blueprint and organize the project (determine the business goals, scope, and high-level requirements of the project). • Analyze: Gather, identify, analyze, and manage the requirements. Determine environmental and process needs to support the new capability. • Design: Design the applications, solutions or framework, technical architecture, technical infrastructure, and application/solution training. • Build: Develop the applications, the framework, technical architecture, technical infrastructure, and application training. • Test: Test components built by all workstreams and validate the solution with users. • Deploy: Roll out the application, the framework, the technical architecture, technical infrastructure, and training to the organization. • Assess the overall organizational capacity to change, and identify potential barriers to change. • Identify organizational strengths and weaknesses to understand factors that may support or inhibit change. • Determine preliminary implications for any change journey. • Understand how ECA operates, its strengths, weaknesses, constraints, and associated risks for any change journey. • Determine the Organization Health Index (staff morale, management skills and capabilities) • Implement the required changes to enhance the effectiveness of ECA to deliver 						
<p>IT: Improve the capacity and solutions in place to better service the staff in HQ and the Sub-Regional Offices</p>						
<p>Strategic Planning: The focus will be on planning, mobilizing, and managing ECA's programs</p> <ul style="list-style-type: none"> • Demand Management: Balance the workload of the program by evaluating the priorities of proposed projects with the capacity to perform the work and the aligning projects with the overall strategy of ECA. • Leadership and Governance: Define the structure and objectives for the group guiding the overall goals of ECA's programs and determine how best to coach leadership. • Value Management: Define the business case, value metrics, and value measurement approach for ECA's programs. • Program Delivery: Define the management approaches, schedule, timeline, budget, scope, and metrics for ECA's programs. Identify vendors, tools, and resources. Establish the program management office. • Stakeholder Acceptance: Identify and analyze stakeholder expectations. Determine how to ensure the programs Outcome acceptance by multiple levels of ECA customers. Create initiatives to cultivate program acceptance. 						

Annex 2: Estimated RB and XB resource requirements 2010 - 2012

	Division	2010		2011		2012		Total 2010-2012	
		XB	RB*	XB	RB*	XB	RB*	XB	RB*
1	Economic and social policy development	3.2	7.0	3.4	6.0	3.2	6.0	9.8	19.0
	Macroeconomic analysis (incl. ERA)								
	Financing for development								
	Growth and poverty reduction (incl. MDGs)								
	Promoting private investment;								
	Strengthening capacity for economic policy analysis;								
	Support to NEPAD								
	Senior Research Fellowship Scheme (SRFS)								
	Assessing the impact of HIV/AIDS and IDEP								
2	Regional integration, infrastructure and trade	5.1	5.2	5.3	5.2	6.3	5.2	16.7	15.6
	ARIA								
	Enhancing transport and communication infrastructure								
	Natural resources development								
	African trade policy centre								
	Trade negotiations technical assistance and quick response facility								
	Building consensus on trade negotiations								
3	Good governance	3.6	5.5	3.7	5.5	2.6	5.5	9.9	16.5
	Monitoring progress towards good governance (AGR);								
	Promoting and strengthening partnerships and participatory development approaches through the strengthening of CSOs								
	Promoting the effectiveness of governance institutions								
	Scaling up the fight against corruption								
	Support for post-conflict countries and State-building.								
	Public sector results Initiative								
	Support to the APRM process								
4	Harnessing information, science and technology for Africa's development	2.2	4.6	2.2	4.6	2.3	4.5	6.7	13.7
	Policy formulation and implementation;								
	information and knowledge management for development								
	Geo-information for development								
	Science and technology capacity								
5	Statistics and statistical capacity	1.4	3.5	1.4	3.5	1.4	3.5	4.2	10.5
	Statistics and statistical capacity Development;								
	2010 World Programme on Population and Housing Census								

	Division	2010		2011		2012		Total 2010-2012	
		XB	RB*	XB	RB*	XB	RB*	XB	RB*
6	Gender	1.8	6.3	2.0	6.3	1.9	6.3	5.7	18.9
	Implementation and monitoring of regional and global resolutions, conventions, instruments and protocols on women's human rights (+ AWR)								
	Capacity building initiatives for gender mainstreaming in member States and in ECA								
	Monitoring, reviewing and assessing implementation of international population and development commitments (DND/ICPD+10 and MIPAA)								
	Mainstreaming gender in national policies, programmes and strategies for poverty reduction and achievement of the MDGs								
7	Food security and sustainable development	3.9	4.8	3.9	4.8	3.8	4.8	11.6	14.4
	AUC-ECA-ADB Initiative - Land Policy in Africa: A Framework for Action								
	Agricultural and rural economic transformation								
	Promoting the development of agribusiness								
	Sustainable development monitoring + report on sustainable development								
8	Climate change	9.0	-	13.1	-	17.0	-	39.1	-
	ACPC-ClimDev Africa Programme								
9	Strategic dialogue	1.2	0.9	0.3	0.9	1.2	0.9	2.7	2.7
	African Development Forum (ADF)								
	CoODA								
10	Institutional Strengthening	1.2	0.5	1.2	0.5	1.1	0.5	3.5	1.5
	Knowledge management ECA printing facility, publications archival and dissemination; and AVLIN.								
11	ECA printing facility, publications archival and dissemination; and AVLIN.	0	27.7	0	27.7	0	27.7	0	83.1
	Administration, executive direction and management								
	Total	32.6	64.4	36.5	64.4	40.8	64.4	109.9	193.2

