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Proposed Strategic Framework for the Period 2010-2011

Biennial Programme Plan

Economic and Social Development in Africa Programme 14

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Executive Summary

The secretariat of the Economic Commission for Africa (ECA) is pleased to submit to the Conference, the proposed Strategic Framework/Biennial Programme Plan for the period 2010-2011. As with past biennia, the proposed Strategic Framework is aimed at reaffirming the mandate of ECA and scaling up its assistance to African member States and their development partners to formulate and implement appropriate policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD), as well as the internationally agreed development goals, including the Millennium Declaration Goals (MDGs). To this end, the proposed Framework draws on appropriate lessons from the implementation of the programme budget for the biennium 2006-2007 and anticipated challenges in 2008-2009, as well as on the implementation of the ECA Business Plan for 2007-2009.

Since its repositioning in 2006, ECA strives to achieve results in two related and mutually supportive areas viz: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting Africa's special needs and emerging global challenges. ECA will consolidate the gains of its repositioning by scaling up action towards achieving greater effectiveness and impact in programme delivery. In doing so, the Commission will continue to improve its working methods with the view to making it more flexible and more efficient in delivering better results.

Based on its two pillars, ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities and place required emphasis on important sectors. The subprogrammes are focused on the following themes: trade, finance and economic policy; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

Consistent with the outcome of its repositioning exercise, ECA 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 work programme. SROs will in particular lead in shaping ECA's agenda at the subregional level through their multi-year programmes with partnering RECs, promote and support specific subregional priorities and programmes, and operate as subregional nodes for knowledge management and networking.

Building and strengthening partnerships is integral to ECA's strategic orientation. Based on its comparative advantages, the Commission will therefore continue to strengthen its collaboration with other organizations, both within and outside the UN system. In addition to Regional Economic Communities (RECs), other core partners will include the African Union and the African Development Bank (AfDB). In strengthening the United Nations development pillar, ECA will also continue to collaborate with the UN Development Group entities in reinforcing the links between normative and operational activities of the United Nations system and forge strategic alliances with bilateral and multilateral donors in support of Africa's development objectives.

The overall programme direction will continue to be underpinned by the commitment to make ECA a knowledge-based organization at the cutting-edge of development thinking in the region and a motivating force behind a network of researchers, practitioners and policymakers engaged in the production, sharing and dissemination of knowledge.

The 2008 Conference of Ministers is invited to consider and endorse the proposed Strategic Framework/Biennial Programme Plan for the 10 subprogrammes of the Commission. The proposed Strategic Framework incorporating the observations and amendments by the ECA Conference of Ministers, will be submitted to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in June 2008 when it considers the Secretary-General's proposals for the whole United Nations Secretariat and provides its comments to the Secretary-General.

Overall Orientation

1. The overall objective of the programme is to assist African countries to formulate and implement the policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD), as well as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements.
2. The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council (ECOSOC) as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX) and 809 (XXXI) of ECA. Further mandates have emanated from NEPAD and the outcomes and decisions of global conferences, including the 2005 World Summit Outcome.
3. Maintenance of an environment of peace and security is one of Africa's foremost development imperatives. In addition to this, there are four major challenges that need to be addressed, namely: accelerating the achievement of MDGs; speeding up the pace of regional integration; benefiting from globalization; and strengthening human and institutional capacity. This situation is made worse by recurring natural disasters and the HIV/AIDS pandemic on the continent.
4. Recent attempts to tackle these challenges at the regional level have resulted in changes in Africa's institutional landscape. For instance, in addition to leading Africa's political agenda, the African Union (AU) is also involved in the socio-economic development and integration of the continent, and in enhancing the continent's role in the global economy. ECA with its proven record and experience on the ground is well placed to partner AU in support of Africa's development, especially in the implementation of NEPAD. ECA is therefore committed to pursuing the implementation of the joint UN-AU Declaration signed in 2006 that provides a framework for supporting a ten-year capacity-building programme for AU.
5. Since its repositioning in 2006, ECA strives to achieve results in two related and mutually supportive areas viz: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting Africa's special needs and emerging global challenges. ECA will consolidate the gains of its repositioning by scaling-up action towards achieving greater effectiveness and impact in programme delivery. To this end, the Commission will continue to improve its working methods with the view to making it more flexible and more efficient in delivering better results, in line with the vision of the Secretary-General for the United Nations. In doing so, the Commission will draw and apply appropriate lessons from the implementation of the programme budgets for the bienniums 2006-2007 and 2008-2009, as well as from the implementation of the ECA Business Plan for 2007-2009.
6. ECA will develop a markedly stronger subregional presence by empowering its subregional offices (SROs) to play an enhanced role in the delivery of its work programme. SROs will lead in shaping ECA's agenda at the subregional level, promote and support specific subregional priorities and programmes, and operate as subregional nodes for knowledge management and networking.

7. Building and strengthening partnerships is integral to ECA's strategic orientation. The Commission will therefore foster better and more focused partnerships with other organizations based on its comparative advantages. In addition to Regional Economic Communities (RECs), other core partners will include AU and the African Development Bank (AfDB) with whom the main collaboration mechanism would be the resuscitated AU-ECA-AfDB Joint Secretariat. Furthermore, AU, NEPAD Secretariat and RECs will now fully participate in the United Nations regional consultation meetings convened by ECA in support of NEPAD priorities. ECA will also continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and programme coherence and enhanced synergies in the context of the World Summit Outcome. It will also collaborate in this regard with the United Nations Development Group entities in strengthening the links between normative and operational activities of the United Nations system.

8. Based on its two pillars, ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities, eliminate inconsistencies and place required emphasis on important sectors. The subprogrammes are focused on the following themes: trade, finance and economic policy; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration statistics; and social development.

9. The programme directions will continue to be underpinned by the commitment to make ECA a knowledge-based organization at the cutting-edge of development thinking in the region and a motivating force behind a network of researchers, practitioners and policy makers engaged in the production, sharing and dissemination of knowledge. Through the implementation of its Knowledge Management Initiative, ECA has prepared its foundation to operate as a knowledge-based organization, by acquiring the necessary information management systems and tools, and building its human resources capabilities. ECA will now build on these achievements with the view to providing knowledge services to partners and clients effectively and to fully positioning itself as a Centre of Excellence on knowledge about African development.

10. ECA will continue to undertake research and policy analysis to support informed decision-making and policy formulation in the region and assist the process of consensus building on major international initiatives. Demand-driven advisory services will also be used to help to improve regional capacity to design and implement development policies. The Commission will ensure the continued high quality of its outputs by strengthening its quality assurance processes. This will ensure relevance, responsiveness to client needs and accountability for compliance with stipulated processes and standards.

11. Member States are increasingly demanding the United Nations to play a key role in their economic and social development. This calls for strengthening the development pillar of the United Nations. To this end, ECA will seek to strengthen its analytical capacity with the view to deepening its normative work. One of the areas in which member States could benefit from, is a stronger analytical capacity of ECA as the tracking and monitoring of international agreed goals and outcomes. Strengthening the statistical capacity in member States is key to measuring progress towards achieving these goals and outcomes, notably the MDGs.

12. In terms of promoting human development, ECA will deepen its analytical work related to strengthening human capacity for development, the use of science and technology for Africa's development, gender equality, and HIV/AIDs, as well as its work on global threats and challenges such as climate change especially with regard to their socio-economic implications. In addition, ECA will contribute to efforts aimed at addressing the fragile situation of countries in or emerging from conflict. In dealing with these issues, continued emphasis will be placed on addressing the special needs of Africa's least developed, landlocked and island developing countries.

13. ECA will also continue to support the achievement of cross-cutting outcomes and results throughout its work programme, especially by continuing to mainstream gender concerns across subprogrammes and supporting measures related to improved governance, appreciable post-conflict development and a more human rights-based approach to development.

14. Furthermore, ECA will provide a stronger and more coherent support to the advancement of South-South cooperation as a key instrument for enhancing capital inflows to Africa, a source for technology and skills transfer to the continent, and as a way of increasing diversity in opportunities for development cooperation. To this end, the Commission will deepen its analytical work aimed at improving the understanding of new trends in development cooperation and at strengthening programmes for promoting trade and investment among developing countries.

15. The regional commissions have the dual role of being the regional outposts of the United Nations and part of their respective regional institutional landscapes. Acting in this role, ECA and the four other regional commissions will continue to pursue their common key objectives, namely: to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including MDGs, and to support regional sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and subregions. To achieve these objectives, ECA and the other regional commissions, through their convening power, will continue to generate multilateral dialogue, knowledge sharing and networking at the regional level, and to promote intraregional and interregional cooperation, among themselves and through collaboration with other regional organizations.

Subprogramme 1: Trade, finance and economic development

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: to strengthen the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies that are supportive of higher and sustained economic growth for poverty reduction in support of the internationally agreed development goals, including the MDGs

Expected accomplishments

(a) Enhanced capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies to achieve faster growth for poverty reduction and sustainable development, including the MDGs

Indicators of achievement

(a) (i) Increased number of African countries integrating macroeconomic and sectoral policies in national development strategies as a result of ECA's work

Performance measures:

2006-2007: 10 countries

Estimate 2008-2009: 15 countries

Target 2010-2011: 25 countries

(ii) Increased number of policy makers who consider capacity-building activities by the subprogramme as "useful" or "very useful" in their work

Performance measures:

2006-2007: 150

Estimate 2008-2009: 300

Target 2010-2011: 400

(b) Improved capacity of member States to participate effectively in regional and multilateral trade negotiations for effective integration into the global economy

(b) Improved participation of African countries in trade negotiations and multilateral trading system as a result of ECA's technical support and training activities for African trade negotiators/experts

Performance measures:

2006-2007: 15 countries

Estimate 2008-2009: 25

Target 2010-2011: 35

(c) Enhanced capacity of member States to analyse, formulate and implement appropriate policies and strategies to address the challenges of globalization, including better understanding of the implications of South-South cooperation for Africa's development

(c) (i) Number of policy makers and stakeholders who found the subprogramme's activities "useful" or "very useful" in enhancing their knowledge of issues related to globalization

Performance measures:

2006-2007: 50

Estimate 2008-2009: 100

Target 2010-2011: 200

(ii) Increase in the number of countries able to mainstream South-South cooperation strategies in their national policies and programmes as a result of ECA interventions

Performance measures:

2006-2007: Not available

Estimate 2008-2009: 10

Target 2010-2011: 25

Strategy

16. The responsibility for implementing the subprogramme lies with the Trade, Finance and Economic Development Division TFEDD: The major challenge for policy makers in member States is to speed up the process of achieving the MDGs. An important element to this end is the capacity of African countries to design appropriate national and regional strategies and programmes so as to achieve higher and sustained growth in order to accelerate poverty reduction. The strategy to be pursued will take into account the relevant provisions and targets of the Millennium Development Goals, in particular, those related to the eradication of extreme poverty and the global partnership for development. To this end, the subprogramme will focus on applied research and the provision of advisory services and policy recommendations to member States with a view to addressing the challenges of achieving higher economic growth for sustainable development. The issues to be dealt with will include: macroeconomic, social and sectoral policy, supply side constraints, trade-related issues, including global trade and Aid for Trade and the mobilization of resources for development, including South-South cooperation. In this context, the strategy will pay particular attention to addressing the need of least developed countries, small island and landlocked developing countries in Africa in line with goals and targets of the Brussels and Almaty Programme of Action. The subprogramme will enhance its collaboration with other partners, particularly in the implementation of MDGs, the Monterrey Consensus and the Brussels Programme of Action. It will increase its participation in South-South cooperation frameworks. The subprogramme will further enhance its collaboration with other leading African institutions especially the African Union and the African Development Bank, research institutions, universities and other UN organizations. Cooperation with RECs will also be strengthened to enhance their capacity for better macroeconomic coordination and regional integration.

External factors

17. The subprogramme is expected to achieve its objective and projected accomplishments on the assumption that: (a) member States and national policy makers are supportive of the Commission's efforts and extend full cooperation for the incorporation of growth-enhancing policies in their national policies; (b) the development partners honour their commitments made, for example, in the G-8 Plan of Action, the Monterrey Consensus and the Millennium Declaration; and (c) the global macroeconomic and political environment does not deteriorate.

Subprogramme 2: Food security and sustainable development

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: to strengthen the capacity of member States to formulate and implement policies, strategies and programmes for achieving food security and sustainable development in Africa in accordance with the NEPAD priorities and the Johannesburg Plan of Implementation (JPOI) of the World Summit on Sustainable Development (WSSD)

Expected accomplishments

(a) Improved capacity at national, subregional and regional levels for designing and implementing effective policies, strategies and programmes for achieving food security and sustainable development in line with NEPAD priorities and the JPOI

Indicators of achievement

(a) (i) Increased number of member States designing and implementing policies and programmes for food security and sustainable development, including integrating them into the national development strategies and plans in line with the NEPAD priorities and the JPOI

Performance measures:

2006-2007: 20 member States

Estimate 2008-2009: 30 member States

Target 2010-2011: 35 member States

(ii) Increased number of policy makers and stakeholders with knowledge and better understanding of the impact of climate change on food security and sustainable development gained through relevant capacity-building activities undertaken by the subprogramme

Performance measures:

2006-2007: 80 Officials

Estimate 2008-2009: 120 officials

Target 2010-2011: 160 officials

(iii) Increased number of subregional and regional partnership agreements/technical cooperation programmes with RECs and other partners on enhancing capacity of member States for monitoring and assessing progress towards food security and sustainable development in support of WSSD and JPOI

Performance measures:

2006-2007: 4

Estimate 2008-2009: 6

Target 2010-2011: 8

Strategy

18. The responsibility for this subprogramme lies with the Food Security and Sustainable Development Division. Sustainable development remains illusive for most African countries where widespread poverty, hunger and food insecurity and environmental degradation are common features. In response to the sustainable development challenges in Africa identified in the JPoI and the NEPAD framework, the strategy of the subprogramme will continue to put emphasis on policies and strategies for structural agricultural transformation and rural development, taking into account the integrated approach to the economic, social and environmental dimensions of sustainable development, with particular emphasis on land, water, forests and bioenergy resources, urban-rural linkages and human settlements. The subprogramme will continue to strengthen diversification in commodity-dependent African economies to develop integrated regional markets around strategic agricultural commodities. It will also address other cross-cutting issues such as poverty reduction, food security and gender equity, the impact of globalization and the climate change challenges within a perspective of regional cooperation and integration. The strategy will also include research, advocacy and knowledge networking, advisory services and technical assistance. The subprogramme will contribute to monitoring and assessing progress on food security and sustainable development in support of the implementation of the relevant outcomes of WSSD. The subprogramme will seek stronger collaboration with other continental organizations such as the African Union Commission; the African Development Bank; and the regional economic communities. Partnerships with other UN entities such as FAO, UNEP, UNDP, UNDESA, UNHabitat, IFAD and UNFF, as well as with the private sector and relevant civil society organizations will be pursued to harness maximum synergies in programme implementation and outreach.

External factors

19. The subprogramme is expected to achieve its objectives and expected accomplishments based on the assumptions that: (a) member States and other key partners remain committed to the successful implementation of NEPAD and JPoI; and (b) member States and regional communities are effective partners of the Commission in its efforts to enhance institutional and human capacity to design and implement policies, strategies and programmes to achieve food security and sustainable development.

Subprogramme 3: Governance and public administration

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: to strengthen the capacity of member States for building a capable State and establishing an enabling environment for all sectors of society to participate effectively in the development process in support of the attainment of internationally agreed development goals, including MDGs and priorities of NEPAD

Expected accomplishment

Indicators of achievement

(a) Enhanced capacities of African countries to promote governance practices to attain major development objectives in support of the African Union and its NEPAD programme

(a) Increased number of countries applying best practices and policies to improve political, economic and corporate governance as advocated in ECA work and in the context of APRM and NEPAD

Performance measures:

2006-2007: 5

Estimate 2008-2009: 8

Target 2010-2011: 12

(b) Improved capacity of African countries to promote efficient, transparent and accountable civil service and public enterprises, including effective service delivery and other public goods

(b) Increased number of African governments adopting policies and programmes for strengthening institutional and organizational capacity of the civil service and public enterprises for improved service delivery

Performance measures:

2006-2007: 7

Estimate 2008-2009: 10

Target 2010-2011: 15

(c) Enhanced engagement of non-State actors, including civil society and private sector in the development and governance processes

(c) Increased number of mechanisms and regulatory frameworks for enhancing the participation of non-State actors and other stakeholders, including civil society and private sector

Performance measures:

2006-2007: 6

Estimate 2008-2009: 8

Target 2010-2011: 12

Strategy

20. The responsibility for implementing the subprogramme lies with the Governance and Public Administration Division. Despite the progress made by many African countries towards good governance, the benefit remains fragile as a result of persistent poverty and conflicts. The challenge

therefore is to ensure that Africa's strides towards good governance are sustained through a focus on building a capable State, one that is endowed with transparent, participatory and accountable political and economic systems to consolidate the foundations for sustainable development. The strategy will focus on enhancing effective public sector management, developing the private sector and promoting civil society participation. To this end, it will provide support to build capacity through improving governance systems and enhancing public administrations, including enhancing assistance to post-conflict countries and fragile states; creating an enabling environment for the development of civil society and the private sector. As a strategic partner in the APRM process, the subprogramme will scale-up its assistance to member States in the implementation of APRM, particularly in building and maintaining a credible database on relevant information. The strategy will include a combination of normative-analytical and capacity-building activities to support member States in monitoring and assessing progress towards good governance through such instruments as the African Governance Report (AGR). The subprogramme will also strengthen its partnership with other organizations and institutions, including AU, the African Development Bank, UNDESA, UNDP, regional economic communities, academic institutions, business community organizations and civil society organizations.

External factors

21. The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) national governments are willing to steadily pursue institutional and policy reforms as well as establish the enabling environment for other stakeholders to contribute effectively to the development and governance processes; (b) member States are committed to recognize the importance of measuring and assessing governance and are willing to establish effective systems for improved service delivery and use of public resources; and (c) national governments are willing and continue to subject themselves to APRM.

Subprogramme 4: Information and science and technology for development

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacity of member States for the formulation, adaptation, implementation and evaluation of appropriate and integrated information, science and technology policies and programmes to address Africa's development challenges within the framework of the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
(a) Improved capacity of African countries to formulate, implement and evaluate gender-sensitive national and sectoral Information, Communication, Science, Technology and Innovation policies and strategies for development	(a) (i) Increased number of countries that have formulated, implemented and evaluated their integrated Information, Communication, Science and Technology policies and plans
	<u>Countries at implementation stage:</u> <i>Performance measures:</i> 2006-2007: 26 Estimate 2008-2009: 30 Target 2010-2011: 34

Countries undergoing evaluation:

Performance measures:

2006-2007: None

Estimate 2008-2009: 4

Target 2010-2011: 8

(ii) Increase in the number of countries with revised National Information and Communication Infrastructure (NICI) plans and strategies incorporating Spatial Data Infrastructure (SDI), geo-information and Science and Technology and Innovation (STI) as a result of ECA interventions

Performance measures:

2006-2007: None

Estimate 2008-2009: 4

Target 2010-2011: 8

(b) Enhanced capacity of member States to nurture and harness STI for development at the national, subregional and regional levels

(b) Increased number of national, subregional and regional initiatives, including pilot programmes, knowledge networks, to harness STI for development

Performance measures:

2006-2007: 24

Estimate 2008-2009: 30

Target 2010-2011: 34

Strategy

22. The responsibility for implementing the subprogramme lies with the Information and Communication Technology and Science and Technology Division. The shift towards knowledge economies calls for strengthening the linkage between STI and the productive sectors on one hand and STI and ICT for meeting Africa's development challenges on the other. The strategy will therefore focus on supporting the formulation, implementation and evaluation of national, subregional and regional ICT, Science and Technology policies and strategies and integrating Spatial Data Infrastructure and geo-information strategies for sustainable development. Efforts will continue towards accelerating the implementation of e-strategies at the local, national and subregional levels, with particular focus on building capacity for the application of information and communication technologies in key social and economic sectors such as health, education, governance and commerce, including mainstreaming information and communication technologies into poverty reduction strategies. Work will also be geared towards building capacity of member States to promote innovation systems in order to create an enabling environment for S&T development. In support of this, the subprogramme will undertake research and development activities on selected and relevant STI policy issues. Existing knowledge networks will be strengthened and new ones established to provide a forum for policy dialogue and sharing of national experiences and best practices on policies and strategies and capacity-building workshops and seminars will be organized. Collaboration will be strengthened with other organizations within and outside the UN system including the committees, commissions and working groups dealing with ICT, information society, knowledge economy, STI and geo-information issues. The

subprogramme will continue to support the implementation of African regional initiatives and programmes such as the AU/NEPAD S&T Consolidated Plan of Action and the African Regional Plan on the Knowledge Economy (ARAPKE).

External factors

23. The subprogramme is expected to achieve its objectives and expected accomplishments under the assumption that: (a) governments and RECs continue to prioritise ICT, science and technology in their development policies and agenda; (b) governments and RECs allocate sufficient budgetary resource towards activities in STI for development; and (c) development partners continue to provide support for various STI activities.

Subprogramme 5: Economic cooperation and regional integration

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacity of member States and intergovernmental organizations for accelerating progress towards economic cooperation and integration, in line with the vision of the African Union (AU) and its NEPAD programme

Expected accomplishments	Indicators of achievement
(a) Enhanced policy and programme harmonization and convergence in strengthening integration institutions at the subregional and regional levels	<p>(a) (i) Increased number of countries harmonizing their national policies towards achieving regional integration with particular emphasis on intra-African trade, transport infrastructure and natural resources development</p> <p><i>Performance measures:</i> 2006-2007: 25 Estimate 2008-2009: 30 Target 2010-2011: 34</p>
	<p>(ii) Increased number of policy makers who consider the subprogramme's contribution to policy harmonization and coordination to be "useful" or "very useful" to their work</p> <p><i>Performance measures:</i> 2006-2007: 150 Estimate 2008-2009: 200 Target 2010-2011: 250</p>
(b) Enhanced capacity of the African Union Commission (AUC) and the regional economic communities, namely: the Common Market for Eastern and Southern Africa (COMESA) and the Community of Sahel and Sahara States (CEN-SAD) to implement relevant priorities of NEPAD, the AU 10-year capacity-building programme and multi-year programmes developed with COMESA and CEN-SAD	<p>(b) Number of activities undertaken to enhance the capacity of the AUC and RECs to implement relevant priorities of NEPAD, the AU 10-year capacity building programme and the multi-year programmes with COMESA and CEN-SAD</p> <p><i>Performance measures:</i> 2006-2007: 5 Estimate 2008-2009: 8 Target 2010-2011: 10</p>

Strategy

24. The responsibility for implementing the subprogramme lies with the NEPAD and Regional Integration Division. The African regional economic communities (RECs) are at different stages of the integration process – ranging from free trade areas to full customs union, and making efforts to develop their infrastructure to strengthen the physical connection between the member States. The subprogramme will focus on promoting intra-African trade and strengthening regional cooperation and integration in line with the declaration of the AU Summit in July 2007, which underscored the urgency to accelerate the economic and political integration of the continent. Greater emphasis will be placed on supporting the ongoing efforts of AUC and RECs to consolidate free trade areas and customs union towards achieving the African Economic Community (AEC). The strategies to implement the subprogramme will focus mainly on building the capacities of AUC and RECs by conducting in-depth policy analyses and technical studies on intra-African trade, monetary cooperation, transport infrastructure and natural resources development with particular emphasis on harmonization of investment codes, transport facilitation, energy, water and mining in support of physical integration of the continent. In addition, the subprogramme will strengthen its collaboration with other partners and stakeholders in order to enhance resource mobilization for financing infrastructure development and other regional public goods. In doing this, particular attention will be given to addressing the need of landlocked countries in the context of the Almaty Programme. The subprogramme will continue to monitor and assess progress in the integration process in Africa and report through the biennial Report on Assessing Regional Integration in Africa (ARIA). The report will also continue to inform policy makers on the policy options for achieving faster integration on the continent.

External Factors

25. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States are willing to implement their obligations under the Constitutive Act of the African Union; (b) institutional and policy reforms are steadily pursued in member States and RECs; and (c) other United Nations agencies and stakeholders support the implementation of NEPAD, particularly its infrastructure component.

Subprogramme 6: Gender and women in development

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacity of member States to achieve gender equality and women's advancement in line with regional and global commitments including MDGs

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes	(a) Increased number of member States making use of knowledge and information generated by tools and learning and sharing networks established by the subprogramme for mainstreaming gender in national development policies and programmes <i>Performance measures:</i> 2006-2007: 25 Estimate 2008-2009: 27 Target 2010-2011: 45
(b) Improved capacity of member States to implement and report on regional and global commitments on gender equality and women's empowerment	(b) Increased number of countries able to fulfil their reporting obligations on international and regional commitments on gender equality and women's empowerment <i>Performance measures:</i> 2006-2007: 15 Estimate 2008-2009: 25 Target 2010-2011: 35
(c) Enhanced capacity of member States to address the persistent and emerging social and economic concerns of women for poverty reduction and sustainable development	(c) Increase number of programmes and initiatives targeted at improving the social and economic situation of women in member States as a result of ECA interventions <i>Performance measures:</i> 2006-2007: 5 Estimate 2008-2009: 8 Target 2010-2011: 10

Strategy

26. The responsibility for implementing the subprogramme lies with the African Centre for Gender and Development. Although member States have committed to various international and regional commitments on gender equality and women's empowerment, gender inequality continues to be one of the persistent social and economic development challenges in Africa. The subprogramme will increase its focus on gender based research and analytical work as well as technical cooperation activities to support policy-making; and promote gender equality and women empowerment as it relates to their social and economic advancement.

The strategy will also focus on providing support to member States and their intergovernmental institutions in the implementation of regional and global platforms for action on gender equality. The subprogramme will seek to enhance collaboration with the AU Commission in support of its gender programme, RECs, AfDB, other entities and agencies in the United Nations system, bilateral partners, civil society organizations and networks to promote gender equality and women's empowerment. In addition, the strategy will also foster knowledge sharing among member States and related institutions through e-networking and communities of practice on gender equality.

External factors

27. The subprogramme is expected to achieve its objectives and expected accomplishments under the assumption that: (a) member States and national policy makers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating both human and financial resources; and (b) development partners honour the commitments made and continue their support.

Subprogramme 7: Subregional activities for development

Component 1: Subregional activities in North Africa

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the North African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union (UMA), and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa	(a) (i) Increase in the number of common policy frameworks and strategies formulated and adopted in the priority areas <i>Performance measures:</i> 2006-2007: 5 Estimate 2008-2009: 8 Target 2010-2011: 10 (ii) Increased positive feedback from member States and UMA on the quality of capacity-building services rendered as measured on a scale of 1 to 10 <i>Performance measures:</i> 2006-2007: 7.5 Estimate 2008-2009: 7.8 Target 2010-2011: 8

(b) Strengthened capacity of UMA to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, UN agencies, ADB, and the NEPAD Secretariat

(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective RECs and other partners at the subregional and country levels

Performance measures:

2006-2007: 3

Estimate 2008-2009: 5

Target 2010-2011: 7

(ii) Increased number of projects for which resources are jointly mobilized with RECs in support of multi-year programmes

Performance measures:

2006-2007: 2

Estimate 2008-2009: 5

Target 2010-2011: 7

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including governments, the private sector, civil society, UMA and UN agencies

(c) Increased number of communities of practice (COP) participating in the knowledge-sharing platform hosted by the SRO-NA.

Performance measures:

2006-2007: 5

Estimate 2008-2009: 8

Target 2010-2011: 10

Strategy

28. The responsibility for implementing this component lies with the subregional office for North Africa located in Rabat, Morocco. The strategy will focus on providing greater technical support to member States and RECs to improve their capacities for regional integration, particularly in the areas of priority to North Africa. Assistance will be provided to UMA to formulate and implement multi-year collaborative programmes to enable it implement the NEPAD Framework as well as the internationally agreed development goals, including MDGs. Attention will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practice to the member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to North Africa. To attain these goals, the SRO will strengthen partnerships with UN agencies and other development partners operating in the subregion so as to increase ECA's effectiveness and impact. The SRO will also work closely with other stakeholders, such as the private sector and civil society, as well as the regional intergovernmental organizations including the NEPAD Secretariat and AfDB.

External Factors

29. The external factors that may influence the successful implementation of the subprogramme activities include the following: (i) political instability/conflicts in the subregion and their impact on the regional integration process; (ii) International crisis such as increase in prices of oil and raw materials; and (iii) climate changes and its effects on the region.

Component 2: Subregional activities in West Africa

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the West African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
<p>(a) Enhanced capacity of member States and the West African RECs, namely the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (UEMOA), and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in West Africa, including macroeconomic convergence; trade; infrastructure and services, gender mainstreaming; governance; conflict resolution and post-conflict building; agriculture and food security; and the environment</p>	<p>(a) (i) Increase in the number of common policy measures adopted and implemented by member States, the West African RECs, IGOs and NGOs as reflected in their strategy documents and programmes</p> <p><i>Performance measures:</i> 2006-2007: 16 Estimate 2008-2009: 20 Target 2010-2011: 25</p> <p>(ii) Increase in the number of beneficiaries of training, workshops, field projects, and advisory services</p> <p><i>Performance measures:</i> 2006-2007: 80 Estimate 2008-2009: 90 Target 2010-2011: 110</p>
<p>(b) Strengthened capacity of the West African RECs to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, UN agencies, ADB, AU, and the NEPAD Secretariat</p>	<p>(b) (i) Increased number of programmes and projects jointly undertaken and completed with ECOWAS in the context of the multi-year programmes and the 20/20 vision</p> <p><i>Performance measures:</i> 2006-2007: 4 Estimate 2008-2009: 7 Target 2010-2011: 10</p>

(ii) Increase in the number of platforms and fora for networking and policy dialogue on subregional economic and social development issues involving member States, IGOs, RECs, CSOs, UN Country Teams, and other subregional entities

Performance measures:

2006-2007: 5

Estimate 2008-2009: 9

Target 2010-2011: 12

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including governments, the private sector, civil society, the West African RECs and UN agencies

(c) Increased number of communities of practice (COP) participating in the knowledge-sharing platform hosted by the SRO-WA

Performance measures:

2006-2007: 3

Estimate 2008-2009: 5

Target 2010-2011: 7

Strategy

30. The responsibility for implementing this component lies with the subregional office for West Africa located in Niamey, Niger. The strategy will focus on providing greater technical support to member States and RECs to improve their capacities for regional integration, particularly in the areas of priority to West Africa. Assistance will be provided to the West African RECs to formulate and implement multi-year collaborative programmes to enable them implement the NEPAD Framework as well as the internationally agreed development goals, including MDGs. Attention will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practice to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to West Africa. To attain these goals, the SRO will strengthen partnerships with UN agencies and other development partners operating in the subregion so as to increase ECA's effectiveness and impact. The SRO will also work closely with other stakeholders, such as the private sector and civil society, as well as the regional intergovernmental organizations including AfDB, AU and NEPAD Secretariat.

External Factors

31. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (i) member States effectively implement the common policy measures and institutional mechanisms agreed upon; (ii) member States translate the principles of NEPAD and MDGs into national development programmes; and (iii) development assistance partners harmonize their policies and programmes in support of national and subregional economic and social development efforts.

Component 3: Subregional activities in Central Africa

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the Central African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States and the Central African RECs, namely the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC), and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Central Africa	(a) (i) Increase in the number of harmonized sectoral policies and instruments adopted through RECs <i>Performance measures:</i> 2006-2007: 4 Estimate 2008-2009: 7 Target 2010-2011: 8 (ii) Increased in the number of studies carried out aimed at harmonizing subregional instruments <i>Performance measures:</i> 2006-2007: 3 Estimate 2008-2009: 5 Target 2010-2011: 7
(b) Strengthened capacity of the Central African RECs to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, UN agencies, ADB, AU, and the NEPAD Secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective Central African RECs at the subregional and country levels <i>Performance measures:</i> 2006-2007: 3 Estimate 2008-2009: 7 Target 2010-2011: 8 (ii) Increased number of projects for which external resources are jointly mobilized with RECs in support of multi-year programmes <i>Performance measures:</i> 2006-2007: 2 Estimate 2008-2009: 4 Target 2010-2011: 6

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including governments, the private sector, civil society, RECs and UN agencies

(c) Increased number of communities of practice (COP) participating in the knowledge sharing platform hosted by the SRO-CA

Performance measures:

2006-2007: 3

Estimate 2008-2009: 5

Target 2010-2011: 7

Strategy

32. The responsibility for implementing this component lies with the subregional office for Central Africa located in Yaonde, Cameroon. The strategy will focus on providing greater technical support to member States and RECs to improve their capacities for regional integration, particularly in the areas of priority to Central Africa. Assistance will be provided to the Central African RECs to formulate and implement multi-year collaborative programmes to enable them implement the NEPAD Framework as well as the internationally agreed development goals, including MDGs. Attention will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to Central Africa. To attain these goals, the SRO will strengthen partnerships with UN agencies and other development partners operating in the subregion so as to increase ECA's effectiveness and impact. The SRO will also work closely with other stakeholders, such as the private sector and civil society, as well as the regional intergovernmental organizations including AfDB, AU and the NEPAD Secretariat.

External Factors

33. The external factors that may influence the successful implementation of the subprogramme activities include the following: (i) conflicts and insecurity in the subregion and their impact on the regional integration process; (ii) unwillingness of member States to implement the regionally and internationally agreed development goals; and (iii) inadequacy of extrabudgetary resources particularly where multiple partners are involved.

Component 4: Subregional activities in East Africa

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the East African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States and the East Africa RECs, namely the East African Community (EAC) and the Intergovernmental Authority on Development (IGAD), and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in East Africa	(a) (i) Increase in the number of common policy frameworks and strategies formulated and adopted in the priority areas of the East African RECs <i>Performance measures:</i> 2006-2007: 2 Estimate 2008-2009: 4 Target 2010-2011: 6 (ii) Increased number of beneficiaries from training programmes <i>Performance measures:</i> 2006-2007: 50 Estimate 2008-2009: 75 Target 2010-2011: 100
(b) Strengthened capacity of East African RECs to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, UN agencies, AfDB, AU, and the NEPAD Secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the East African RECs at the subregional and country levels <i>Performance measures:</i> 2006-2007: 1 Estimate 2008-2009: 4 Target 2010-2011: 6 (ii) Increased number of projects for which external resources are jointly mobilized with RECs in support of multi-year programmes <i>Performance measures:</i> 2006-2007: - Estimate 2008-2009: 1 Target 2010-2011: 4

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including governments, the East African RECs, the private sector, civil society, and UN agencies

(c) Increased number of communities of practice (COP) participating in the knowledge sharing platform hosted by the SRO-EA

Performance measures:
2006-2007: None
Estimate 2008-2009: 8
Target 2010-2011: 20

Strategy

34. The responsibility for implementing this component lies with the subregional office for East Africa located in Kigali, Rwanda. The strategy will focus on providing greater technical support to member States and the East African RECs to improve their capacities for regional integration, particularly in the areas of priority to East Africa. Assistance will be provided to the RECs to formulate and implement multi-year collaborative programmes to enable them implement the NEPAD Framework as well as the internationally agreed development goals, including MDGs. Attention will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to East Africa. To attain these goals, the SRO will strengthen partnerships with UN agencies and other development partners operating in the subregion so as to increase ECA's effectiveness and impact in the subregion. The SRO will also work closely with other stakeholders, such as the private sector and civil society, as well as the regional intergovernmental organizations including AfDB, AU and the NEPAD Secretariat.

External Factors

35. The external factors that may influence the successful implementation of the subprogramme include the following: (i) the absence of peace and security within and among member States in the subregion; (ii) failure to attract adequate extrabudgetary resources; and (iii) weak access to ICT technologies by member States.

Component 5: Subregional activities in Southern Africa

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the Southern African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including MDGs

Expected accomplishments	Indicators of achievement
<p>(a) Enhanced capacity of member States, the Southern African Development Community (SADC) and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa, including infrastructure and services; trade, investment and finance; mining and energy; food security and sustainable development; gender and development; and the achievement of MDGs</p>	<p>(a) (i) Increase in the number of common policy frameworks and strategies formulated and adopted in these areas</p> <p><i>Performance measures:</i> 2006-2007: 5 Estimate 2008-2009: 7 Target 2010-2011: 10</p> <p>(ii) Increased number of beneficiaries from training programmes</p> <p><i>Performance measures:</i> 2006-2007: 50 Estimate 2008-2009: 75 Target 2010-2011: 100</p>
<p>(b) Strengthened capacity of SADC to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, UN agencies, AfDB, AU, and the NEPAD Secretariat</p>	<p>(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective RECs at the subregional and country levels</p> <p><i>Performance measures:</i> 2006-2007: 2 Estimate 2008-2009: 4 Target 2010-2011: 8</p>
	<p>(ii) Increased number of projects for which external resources are jointly mobilized with RECs in support of multi-year programmes</p> <p><i>Performance measures:</i> 2006-2007: - Estimate 2008-2009: 1 Target 2010-2011: 4</p>

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including governments, SADC, the private sector, civil society, and UN agencies

(c) Increased number of communities of practice (COP) participating in the knowledge-sharing platform hosted by the SRO-SA

Performance measures:

2006-2007: None

Estimate 2008-2009: 3

Target 2010-2011: 5

Strategy

36. The responsibility for implementing this component lies with the subregional office for Southern Africa located in Lusaka, Zambia. The strategy will focus on providing greater technical support to member States and SADC to improve its capacity for regional integration, particularly in the areas of priority to Southern Africa. Assistance will be provided to SADC to formulate and implement multi-year collaborative programmes to enable it implement the NEPAD Framework as well as the internationally agreed development goals, including MDGs. Attention will be put on building and maintaining knowledge and information networks for harnessing and disseminating best practice to the member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies to address development challenges specific to Southern Africa. To attain these goals, the SRO will strengthen partnerships with UN agencies and other development partners operating in the subregion so as to increase ECA's effectiveness and impact in the subregion. The SRO will also work closely with other stakeholders, such as the private sector and civil society, as well as the regional intergovernmental organizations including AfDB, AU and the NEPAD Secretariat.

External Factors

37. The external factors that may influence the successful implementation of the subprogramme include the following: (i) weak interactive mechanisms for dialogue with member States and CSOs, including limited access to ICTs; (ii) failure to attract adequate extrabudgetary resources; and (iii) resource limitations of partner institutions affecting their ability to follow through on commitments.

Subprogramme 8: Development planning and administration

Objective of the Organization: to enhance national and regional capacities for the formulation and implementation of development policies and economic management strategies

Expected accomplishment

(a) Enhancement of the technical and analytical skills of experts in the public and private sectors who perform essential functions of strategic economic management in member States

Indicator of achievement

(a) Increased number of national experts able to develop policy instruments using methods and tools learned through the courses and advocacy papers of the African Institute for Economic Development and Planning

Performance measures:

2006-2007: 260

Estimate 2008-2009: 300

Target 2010-2011: 325

Strategy

38. The responsibility for the subprogramme lies with the African Institute for Economic Development and Planning. The key elements of the strategy for pursuing the objective of the subprogramme include the organization of degree and certificate programmes to equip mid-career and senior officials from the public and private sectors of member States with the skills to respond to current and emerging development policy challenges in Africa. In doing so, particular attention will be given to enhancing analytical skills for strategic economic planning and management; formulating policies to deepen understanding of trade, regional integration, globalization issues and climate change challenges; and coordinating intellectual resources from Africa and elsewhere to serve Africa's policy agenda in expanding the universe of policy options and enhance their relevance. The strategy will also focus on enhancing collaboration with African academic and research institutions through joint activities and programmes such as seminars, workshops and exchange of staff. More specifically, the strategy will aim at making IDEP an effective implementing agency for delivering the capacity-building programmes of ECA subregional offices targeting subregional institutions and RECs, especially in the context of implementing their multi-year programmes. Collaboration with the African Union Commission will be strengthened, especially in the context of the Programme on Economic Integration aimed at enhancing the knowledge and skills of policy makers in the area of regional cooperation and integration. The Institute will strengthen partnerships with other African regional organizations, such as the African Development Bank and research institutions, as well as United Nations agencies working in Africa. In addition, it will enhance its collaboration with other bilateral and multilateral stakeholders in support of capacity-building programmes and Africa's development.

External factors

39. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will continue to fully support the Institute's efforts to enhance institutional and human capacity in the areas of economic management and policy formulation; and (b) the Institute is provided with sufficient resources on a sustained basis.

Subprogramme 9: Statistics

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: to strengthen statistical capacities of member States for better economic management in the context of the Reference Regional Strategic Framework for Statistical Capacity Building and tracking progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States to produce and use economic, demographic and environmental statistics, including gender disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals (MDGs)	(a) Increased number of countries that have designed a national strategy for the development of statistics (NSDS) in accordance with international statistical standards and practices <i>Performance measures:</i> 2006-2007: 3 Estimate 2008-2009: 22 Target 2010-2011: 35
b) Harmonized statistics in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in Regional Economic Communities (RECs)	(b) Number of national statistical offices and RECs that are using harmonized statistical manuals, in compliance with international methodologies such as the 1993 System of National Accounts (SNA) <i>Performance measures:</i> 2006-2007: 26 Estimate 2008-2009: 30 Target 2010-2011: 35

Strategy

40. The responsibility for implementing the subprogramme lies with the African Centre for Statistics (ACS). The subprogramme will strive to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor MDGs and to support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications, and MDGs indicators, in compliance with international methodologies such as the 1993 SNA; through the achievement of the expected accomplishments, improved quality and comparable statistical data will be collected for statistical publications and to populate the African Statistical database, maintained by ACS. In addition, the subprogramme will provide adequate backing to countries efforts in

conducting statistical operations, censuses and surveys, necessary for monitoring progress towards MDGs and gender disaggregated and gender-responsive statistics, which was heretofore carried out under the former subprogramme 6, Promoting the advancement of women. ACS will also strive to ensure the sustainability of its efforts through addressing institutional issues within the African statistical system, especially in the provision of adequate support to countries for the design, adoption and implementation of a national strategy for the development of statistics (NSDS). The ACS strategy is also build upon partnership and coordination, with the implementation of the Reference Regional Strategic Framework (RRSF) for Statistical Capacity-building in Africa, the subprogramme will therefore coordinate and cooperate with United Nations organizations, the African Union Commission, AfDB, regional, intergovernmental organizations and relevant international organizations, including the United Nations Statistics Division (UNSD) of the Secretariat and the United Nations Development Programme (UNDP); the strategy will include: development and endorsement of manual on harmonized statistics, support the statistical working groups on statistical harmonization of MDG indicators, national accounts, balance of payments, convening workshops on the use of manuals, data development in pilot countries, maintenance of database, advocacy, gender mainstreaming, institution-building, knowledge networking, sharing of information and experiences and disseminating best practices; and provision of technical assistance, including expert group meetings, workshops, advisory services to member States and subregional groupings.

External Factors

41. The ACS provision of adequate backing to member States is expected to fully achieve its objectives and expected accomplishments on the assumption that: (i) member States provide scale-up resources for conducting statistical operations, censuses and surveys; and (ii) RECs, regional and international partners will join efforts to support the statistical harmonization and capacity-building. The African Statistical Coordination Committee which brings together the African Development Bank (ADB), the African Union Commission (AUC), the African Capacity Building Foundation (ACBF) and ECA will have to play an active role in enhancing statistical coordination in the region and within the Reference Regional Strategic Framework for Statistical Capacity Building (RRSF) for which ECA provides the Secretariat.

Subprogramme 10: Social development

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: to strengthen national and regional capacity to achieve poverty reduction, and equitable sustainable social development in line with the internationally agreed development goals, including the Millennium Development Goals (MDGs)

Expected accomplishments	Indicators of achievement
(a) Enhanced national and regional capacity to design, implement and monitor social policies and programmes for accelerating progress towards achieving MDGs and effective delivery of social services	<p>(a) (i) Increased number of member States making use of knowledge and information generated by tools and learning and sharing networks established by the subprogramme for the design, implementation and monitoring of progress towards MDGs</p> <p><i>Performance measures:</i> 2006-2007: 12 Estimate 2008-2009: 20 Target 2010-2011: 30</p> <p>(ii) Increased number of policy makers and other stakeholders with increased knowledge of policy options for effective delivery of equitable social services gained from ECA capacity-building programmes</p> <p><i>Performance measures:</i> 2006-2007: 80 Estimate 2008-2009: 100 Target 2010-2011: 150</p>

Strategy

42. The responsibility for implementing the subprogramme lies with the African Centre for Gender and Social Development. In spite of the relative growth of the economies of the region, Africa still remains behind in achieving MDGs. Therefore, the strategy will primarily aim at strengthening the capacity for African countries to design, implement and monitor policies and programmes for reducing poverty and addressing social development issues such as inequality and marginalization of vulnerable groups of African society. In this context, the subprogramme will focus on scaling-up assistance to member States in monitoring and assessing progress in the implementation of MDGs and other regional and international commitments. In order to enhance the impact of its activities and to support the exchange of best practices, the subprogramme will deepen its work in the PRS Learning Group as well as addressing other emerging initiatives such as the regional employment network. The subprogramme will also focus on harnessing resources for the attainment of key human and social development priorities such as mainstreaming population issues into development programmes, employment, youth, migration, HIV/AIDS, health, human resources development, social inclusion, and other related social issues. Collaboration will be strengthened with key regional institutions such as the African Union Commission and its NEPAD programme, the African Development Bank, and regional economic commissions; UN agencies and funds such as UNDP,

UNAIDS, ILO; multi-lateral and bilateral agencies including the European Commission, the World Bank; and academia and civil society organizations.

External Factors

43. The subprogramme will achieve its objective and expected accomplishments on the assumption that: (a) member States are committed to the implementation of regional and international policy frameworks on social development, especially commitment to and implementation of AU protocols and conventions and the NEPAD agenda; (b) partners are supportive of ECA's efforts and willing to scale-up their collaboration to support ECA, member States and RECs; and (c) measures are undertaken by member States to avail the subprogramme with data and reports in a timely manner.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations agenda for further change
59/22	Cooperation between the United Nations and the International Organization of Francophonie
59/250	Triennial comprehensive policy of operational activities for development of the United Nations system
60/1	2005 World Summit Outcome
60/157	The right to development
60/215	Towards global partnerships
60/212	South-South cooperation
60/223	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the mid-term comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
60/235	Report of the Office of Internal Oversight Services on the inspection of programme and administrative management of the subregional offices of the Economic Commission for Africa
61/229	New Partnership for Africa's Development: progress in implementation and international support
61/296	Cooperation between the United Nations and the African Union

Economic and Social Council resolutions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
1999/5	Poverty eradication and capacity-building
2004/246	Regional cooperation
2005/44	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/48	Role of Economic and Social Council in the integrated and coordinated implementation of the outcomes and follow-up to major United Nations conferences and summits
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2007/4	Review of the Intergovernmental Machinery of the Economic Commission for Africa
2007/28	Social dimensions of the New Partnership for Africa's Development
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2007/32	Joint United Nations Programme on HIV/AIDS (UNAIDS)

Economic Commission for Africa resolutions

844 (XXXIX)	Repositioning ECA to better respond to Africa's priorities
845 (XXXIX)	Achieving the Millennium Development Goals in Africa
853 (XL)	Review of the Intergovernmental Machinery of the Economic Commission for Africa

Subprogramme 1
Trade, finance and economic development

General Assembly resolutions

- | | |
|--------|--------------------------------------------------------------------------------------------------------------------------------------|
| 54/197 | Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries |
| 59/249 | Industrial development cooperation |
| 60/188 | Follow-up to and implementation of the outcome of the International Conference on Financing for Development |
| 60/204 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 60/215 | Towards global partnerships |
| 61/186 | International trade and development |
| 61/187 | International financial system and development |
| 61/188 | External debt crisis and development |
| 61/191 | Follow-up to and implementation of the outcome of the International Conference on Financing for Development |
| 61/207 | Role of the United Nations in promoting development in the context of globalization and interdependence |
| 61/211 | Third United Nations Conference on the Least Developed Countries |
| 61/213 | Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) |
| 61/214 | Role of microcredit and microfinance in the eradication of poverty |
| 62/6 | Managing globalization through strengthened regional cooperation, trade and investment |

Economic and Social Council resolutions

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|---------|-----------------------------------------------------------------------------------------------------------|
| 2004/64 | International Conference on Financing for Development |
| 2007/2 | The role of the United Nations System in providing full and productive employment and decent work for all |
| 2007/30 | Follow-up to the International Conference on Financing for Development |

2007/31 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic Commission for Africa resolutions

798 (XXX) Promotion of private investment in Africa

840 (XXXV) Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

847 (XL) Aid for Trade

848 (XL) Financing for Development

Subprogramme 2
Food security and sustainable development

General Assembly resolutions

47/188 Establishment of an intergovernmental negotiating committee for the elaboration of an international convention to combat desertification in those countries experiencing serious drought and/or desertification, particularly in Africa

47/191 Institutional arrangements to follow-up the United Nations Conference on Environment and Development

54/214 Conservation and sustainable development of Central African forest ecosystems

57/271 World Food Summit: five years later

59/228 Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources

60/193 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

60/194 Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

60/197 Protection of global climate for present and future generations of mankind

60/200 International Year of Deserts and Desertification, 2006

60/202 Convention on Biological Diversity

- 61/202 Implementation of the United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
- 62/8 Overview of United Nations activities relating to climate change

Economic and Social Council resolutions

- 2004/48 Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development

Economic Commission for Africa resolutions

- 800 (XXX) Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
- 801 (XXX) Food security and self-sufficiency in Africa
- 852 (XL) Climate Change and Development in Africa

**Subprogramme 3
Governance and public administration**

General Assembly resolutions

- 48/180 Entrepreneurship and privatization for economic growth and sustainable development
- 54/128 Action against corruption
- 54/204 Business and development
- 58/142 Women and political participation
- 60/34 Public administration and development
- 60/211 Human resources development
- 61/230 Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa
- 62/7 Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies

- 789 (XXIX) Strengthening information systems for Africa's recovery and sustainable development
- 795 (XXX) Building Africa's information highway
- 812 (XXXI) Implementation of the African Information Society Initiative (AISII)
- 817 (XXXI) African Regional Conference on Science and Technology

Subprogramme 5
Economic cooperation and regional integration

General Assembly resolutions

- 50/103 Implementation of the Programme of Action for the Least Developed Countries for the 1990s
- 50/126 Water supply and sanitation
- 56/180 Specific actions related to the particular needs and problems of landlocked developing countries
- 58/201 Alamy Programme of Action: Addressing the Special Needs Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
- 58/217 International Decade for Action, "Water for Life", 2005-2015
- 59/228 Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
- 60/5 Improving Global Road Safety
- 61/192 International Year of Sanitation 2008

Economic and Social Council resolutions

- 2005/44 Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
- 2007/16 Europe-Africa fixed link through the Strait of Gibraltar

Economic Commission for Africa resolutions

- 818 (XXXI) Promotion of mineral resources development and utilization in Africa
- 819 (XXXI) Promotion of energy resources development and utilization in Africa
- 822 (XXXI) Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6
Gender and women in development

General Assembly resolutions

- 58/142 Women and political participation
- 58/206 Women in development
- 59/167 Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled “Women 2000: gender equality, development and peace for the twenty-first century”
- 59/248 World Survey on the role of women in development
- 60/138 Improvement of the situation of women in rural areas
- 60/140 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
- 60/141 The girl child
- 60/210 Women in development
- 60/229 Future operation of the International Research and Training Institute for the Advancement of Women

Economic and Social Council resolutions

- 1998/12 Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
- 2003/44 Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
- 2004/4 Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
- 2007/33 Mainstreaming a gender perspective into all policies and programmes in the United Nations System

Economic Commission for Africa resolutions

- 802 (XXX) African Platform for Action: African common position for the advancement of women
- 824 (XXXI) Follow-up to the Dakar and Beijing conferences: implementation of the global and regional platforms for action for the advancement of women (1996)

Subprogramme 7
Subregional activities for development

General Assembly resolutions

- 56/180 Specific actions related to the particular needs and problems of landlocked developing countries
- 59/250 Triennial comprehensive policy review of operational activities for development of the United Nations system
- 61/51 Cooperation between the United Nations and the Southern African Development Community

- 61/212 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
- 61/234 Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

- 2003/3 Progress in the implementation of General Assembly resolution 56/201 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Economic Commission for Africa resolutions

- 828 (XXXII) The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
- 830 (MFC 1.A) Reform of the regional commissions: Relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution of the 1st meeting of the Ministerial Follow-up Committee)

Subprogramme 8
Development planning and administration

Economic Commission for Africa resolutions

- 799 (XXX) Promoting human development in Africa
- 839 (XXXV) African Institute for Economic Development and Planning
- 846 (XXXIX) African Institute for Economic Development and Planning
- 851 (XL) African Institute for Economic Development and Planning

Subprogramme 9
Statistics

Economic and Social Council resolutions

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|---------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 1995/7 | 2000 World Population and Housing Census Programme |
| 2000/27 | Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels |

Economic Commission for Africa resolutions

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|-------------|--------------------------------------------------------|
| 845 (XXXIX) | Achieving the Millennium Development Goals in Africa |
| 849 (XL) | Statistics and Statistical Capacity Building in Africa |

Subprogramme 10
Social development

General Assembly resolutions

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|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 47/5 | Proclamation on Ageing |
| 49/128 | Report of the International Conference on Population and Development |
| 50/81 | World Programme of Action for Youth to the Year 2000 and Beyond |
| 50/107 | Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty |
| 55/2 | United Nations Millennium Declaration |
| 57/144 | Follow-up to the Outcome of the Millennium Summit |
| 59/147 | Celebration of the tenth anniversary of the International Year of the Family and beyond |
| 60/1 | 2005 World Summit Outcome |
| 60/2 | Policies and programmes involving youth |

- 60/35 Enhancing capacity-building in global public health
- 60/130 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 60/131 Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
- 60/135 Follow-up to the Second World Assembly on Ageing
- 60/157 The right to development
- 60/169 Protection of migrants
- 60/203 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
- 60/211 Human resources development
- 60/227 International migration and development
- 61/228 2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa
- 60/231 Rights of the child
- S-21/2 Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
- 61/141 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 61/142 Follow-up to the Second World Assembly on Ageing
- 61/165 Protection of migrants
- 61/208 International migration and development

Economic and Social Council resolutions

- 1995/7 2000 World Population and Housing Census Programme
- 1997/2 International migration and development
- 2001/42 Global campaign for poverty eradication

- 2003/13 National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development
- 2004/48 Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
- 2005/48 Role of Economic and Social Council in the integrated and coordinated implementation of the outcomes and follow-up to major United Nations conferences and summits
- 2007/27 Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond

Economic Commission for Africa resolutions

- 748 (XXVIII) Population, family and sustainable development
- 832 (XXXIII) HIV/AIDS in Africa
- 853 (XL) Review of the Intergovernmental Machinery of the Economic Commission for Africa
- 845 (XXXIX) Achieving the Millennium Development Goals in Africa