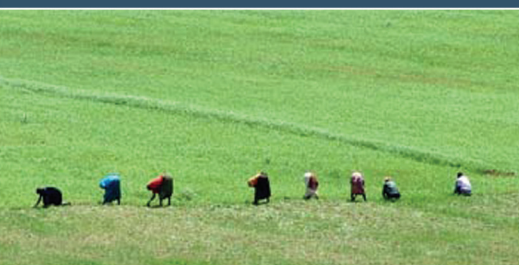




**Economic Commission
for Africa**



Trust Funds Activity Report 2005-2006

December 2006



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Abbreviations and Acronyms

ACGD	African Centre for Gender and Development
ACP	Asian, Caribbean and Pacific countries
AfDB	African Development Bank
ADF-III	Third African Development Forum
ADF-IV	Forth African Development Forum
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 and Research Centre
AU	African Union
AWDR	African Water Development Report
AWPS	African Women's Progressive Scoreboard
AWR	African Women's Report
CHGA	Commission on HIV/AIDS and Governance in Africa
DFID	Department for International Development of the Government of the United Kingdom of Great Britain and North Ireland
DPA	Department of Political Affairs
DPP	Development for Peace Programme
ECA	Economic Commission for Africa
ePol-NET	Global e-Policy Resource Network
ERA	Economic Report on Africa
FAO	Food and Agricultural Organization
FAS	Femmes Afrique Solidarité
G-8	Group of eight most industrialized countries
GDP	Gross Domestic Product

GSI	Gender Status Index
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HIPC	Highly Indebted Poor Countries



Introduction

This is the fourth report issued on the implementation and performance of the United Nations Economic Commission for Africa (ECA) Trust Funds (TF) activities, since the inception of the partnership process in 2001. The report presents the state of funding support received from ECA partners in the 2005-2006 Biennium and reports on the major extrabudgetary (XB) activities undertaken during the same period. It also provides an update on the new initiatives being undertaken by ECA towards strengthening internal capacities in TF management, increasing efficiency at all levels, and promoting greater accountability and transparency in the Commission's TF operations.

The 2005–2006 ECA Trust Funds Activity Report consists of three parts. The first part highlights the financial overview of XB resources in terms of income, expenditure and the trend analysis of both income and expenditure during the two-year period. Part two presents thematic highlights of XB activities, achievements and implementation challenges during the reporting period, Part III reports on the work progress of ongoing ECA initiatives for strengthening the partnership process. The report also contains a number of annexes, which provide further details of the financial records presented.

The 2005-2006 Biennium can be described as transitional and planning years, characterized by major events. The year 2005 witnessed a change in the leadership of ECA, while 2006 was devoted mainly to reforms, planning exercises, and putting adequate and appropriate operational and administrative mechanisms in place to ensure efficient and effective programme delivery. These two major phases have had direct consequences on the levels of the Commission's XB resources and on programme implementation.

The major review and repositioning exercise that ECA undertook in 2006 ensured that it brought its comparative advantage to bear in delivering high-quality results to its clients in a process driven by a motivated staff and underpinned by a vibrant and committed work culture. In March 2006, the ECA Executive Secretary commissioned a Task Force to review the strategic directions, programmes, organizational structure, and the management and administrative processes of the Commission. The Task Force completed its work

documented in a report entitled “*Repositioning ECA: Harnessing Regional Resources to Meet Africa’s Development Priorities*”.

One of the direct outcomes of the repositioning exercise is the ECA 2007–2009 Business Plan. The Plan is a strategic articulation of ECA’s programme of work in the triennium. It outlines how the Commission has repositioned itself to better address Africa’s development challenges, and how it plans to deepen its work in identified priority areas in the three-year period. It also highlights how ECA plans to work with the African Union Commission (AUC), the African Development Bank (AfDB), the Regional Economic Communities (RECs), and other development partners, to address the continent’s emerging priorities. The ECA repositioning report and the 2007-2009 Business Plan are available under separate covers.

The ECA Partners Forum remains a very important medium for dialogue between ECA and its partners. It continues to provide useful opportunities for discussion of the Commission’s ongoing work programme and new priority initiatives. The Forum met nine times during the reporting period to exchange views on several issues including the ECA repositioning exercise, the emerging development priorities for Africa, and key ECA initiatives in support of these priorities as articulated in the ECA Business Plan. The Forum also discussed the Commission’s XB funding, a more flexible “budget support” funding modality and partnership requirements, and discussed concrete proposals on collaborative arrangements and partnerships in several key areas of ECA’s work.

The “Thematic Working Group” meetings of ECA Partners have also become a very useful medium of closer and qualitative interactions, professional exchanges and networking, and information sharing on the progress of work in the different thematic areas of the ECA work programme. Seven thematic working-group meetings and workshops were held during the reporting period. These were in the areas of:

- Trade, the outcome of which was establishment of the Africa Trade Policy Centre (ATPC) in April 2006;
- ICT and Geo-information, held in November and December 2006 respectively;
- Governance, reviewed through the African Governance Report (AGR) process in July 2005 and November 2006; and
- Gender and Sustainable Development, with special focus on Agriculture and Land Issues, and on Mineral Resources Management.

The outcomes of these meetings and workshops have helped to enhance programme implementation and delivery, strengthen partners’ confidence and promote greater accountability and transparency in the Commission’s TF operations. In addition, through ongoing interactions, the working groups provided an important interface between ECA and its partners in Addis Ababa and their own capitals. The Commission continues to encourage a more regular and systematic thematic partners’ meeting in the different programme areas of its work, particularly as it gradually moves away from fragmented support to activities in a range of unrelated areas, towards un-earmarked and flexible budget support.

ECA continued to witness remarkable improvement in its donor negotiations and relations during the period. Accountability for donor funds has been enhanced through increased transparency, timely reporting and regular review meetings with partners concerning ongoing collaboration.

The continued United Nations mandatory zero-growth policy pursued over the past few years has constrained ECA's regular budget (RB). Substantial XB resources are critical in order to leverage the RB resources of the Commission, to implement its work programme effectively and efficiently, and to increase the impact of ECA's staff capacity. The main elements of Africa's regional development framework depend critically on XB resources and funding support. The systematic partnership drive embarked on by ECA since the year 2002, has helped to generate a gradual but steady growth in XB income, and the future appears very promising.

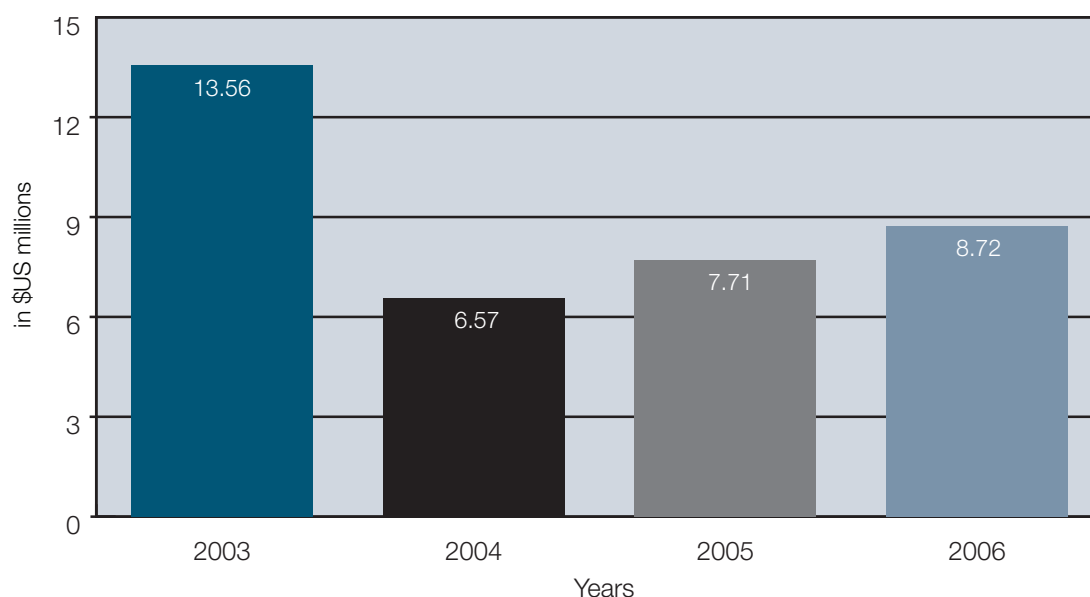
The 2007-2009 ECA Business Plan provides for a XB resource requirement of \$US 105 million dollars. ECA's ability to raise this amount will depend on the renewal of its core multi-year agreements for un-earmarked support with its core partners, continued support to priority thematic areas and broadening the membership of the Commission's partnership forum to include new partners.



Financial Overview: January 2005 to December 2006

The Commission witnessed a slow but steady rise in XB income in the years 2005 and 2006. ECA received a total XB income of \$US 16.43 million – \$US 7.71 million in 2004 to \$8.62 in 2006. This amount is \$ 3.71 or 22 per cent lower than the \$ 20.13 received in the 2003-2005 Biennium. This drop is explained by the expiration of a number of multi-year funding agreements with the Commission's key partners, which ended in 2005/2006, and the small number of programme activities during the reporting period due to changes in the top management of the Commission in the last quarter of 2005, and the ECA repositioning and planning exercises in 2006.

It is hoped that the proportion of XB resources will increase in the coming years following the ongoing ECA partnership drive in support of the ECA Business Plan (2007–2009) - The plan reflects a very significant increase in ECA activities based on the introduction of new programme and project initiatives, and increased operational involvement of the Commission in implementation of the AUC, NEPAD, and REC agendas at the regional and subregional levels. Figure 1 shows the trend in XB income from 2003 to 2006.

Figure 1: Donor contributions received in 2003 to 2006

Source: ECA financial data 2005-2006.

1.1. XB contributions from partners in 2005-2006

Total contributions from Partners in 2005 were \$ 7.71 million. This was about 17 per cent above the contributions received in 2004, but \$ 4.97 million less than the \$12.68m expected for the year. The amount received in 2006 was \$ 8.72million - a 6.2 per cent increase over that of 2005 and \$ 2.06 million lower than the estimated budget of \$ 10.78 million.

ECA's top five Partners during the two-year period were: Canada (\$ 4.73m), United Kingdom (\$2.41m), World Bank (\$ 2.15m), Netherlands (\$ 2.00m), and Finland (\$ 1.18m). The contributions from these five Partners constituted 76 per cent of ECA's total XB resources for the Biennium. Table 1 shows the total XB income received from donors in 2005 and 2006.

Table 1: Extrabudgetary resources income by donor, 2005 and 2006

Donors	2005(\$USm)	2006(\$USm)
Austrian Development Agency (ADA)	-	0.13
Government of Canada	2.32	2.41
Finland	-	1.18
Germany (GTZ)	0.41	0.34
Netherlands	2.00	
Swiss Development Cooperation	0.29	
Norway	0.47	
Government of Korea	-	0.20
Organization of Economic Co-operation and Development (OECD)	-	0.12
Poverty and Economic Policy Network (PEP)	-	0.24

Donors	2005(\$USm)	2006(\$USm)
Rockefeller Foundation	-	0.31
Shell Foundation	-	0.12
United Kingdom (DFID)	1.00	1.41
UNDP/UNOPS	-	0.55
World Bank	0.85	1.30
Others*	0.37	0.41
Total	7.71	8.72

*Total of all contributions of less than \$US100, 000.00

Source: ECA financial data 2005-2006.

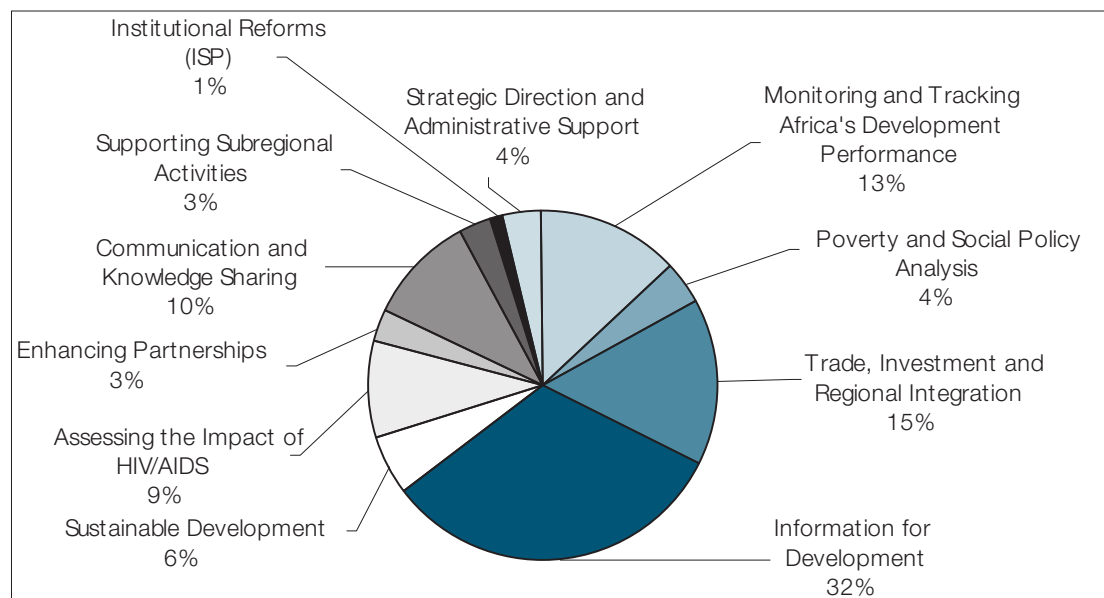
A number of new bilateral agreements were entered into with new Partners during the reporting period. With the exception of the Netherlands, whose Memorandum of Understanding (MOU) for multi-year budget support was extended for another three years (2006-2008), the other new agreements were specific and directed towards supporting selected projects. These included Rockefeller Foundation focusing on Land Policy, Austrian Development Agency (ADA) on Gender, Swiss Development Cooperation on ICT, UNDP/UNOPS on Trade, and the Poverty and Economic Policy Network (PEP) on the PRSP. The thematic distribution of the XB resources in 2005 and 2006 is presented in table 2 and illustrated in figure 2.

Table 2. Thematic Distribution of XB Income in 2005 & 2006

Thematic Areas	2005(\$USm)	2006(\$USm)	Total(\$USm)
a. Monitoring and Tracking Africa's Development Performance	0.05	1.16	1.21
b. Poverty and Social Policy Analysis	0.48	0.41	0.89
c. Trade, Investment and Regional Integration	1.77	1.12	2.89
d. Information for Development	1.47	3.09	4.56
e. Sustainable Development	0.02	0.34	0.36
f. Assessing the Impact of HIV/AIDS	1.28	1.22	2.50
g. Enhancing Partnerships	0.03	0.36	0.39
h. Communication and Knowledge Sharing	0.46	0.49	0.95
i. Supporting Subregional Activities	0.01	0.01	0.02
j. Institutional Reforms ISP	-	-	-
k. Strategic Direction and Administrative Support	2.14	0.52	2.66
Total	7.71	8.72	16.43

Source: ECA financial data 2005-2006

Figure 2: Thematic distribution of XB income 2005 - 2006



Source: ECA financial data 2005-2006

1.2. Expenditure

ECA's total extrabudgetary expenditure in 2005 amounted to \$US 7.07 million. This represented 92 per cent of the XB income for the year. The expenditure in 2006 amounted to \$9.26million. This exceeded the total income received in the year by \$US 0.64 million. The six per cent over expenditure came from the unspent funds carried over from 2005. The Commission recorded an average project implementation rate of 96 per cent during the two-year period.

The highest expenditure during the reporting period was incurred on the programme of "Information for Development" (\$US 5.20) representing about 32 per cent of the total XB expenditures in the Biennium. This was followed by the thematic groups on "Trade, Investment and Regional Integration", and "Monitoring and Tracking Africa's Development Performance" with \$US 2.51 million (15 per cent) and \$US 2.19 million (13 per cent) respectively

The summary of XB allocations and expenditures by thematic areas in the Biennium is shown on table 3. The thematic groups therein are consistent with those in the 2005-2008 ECA Prospectus.

Table 3: Extrabudgetary income and expenditure in 2005 and 2006 by thematic area (\$USm)

	2005		2006		Total	
	Income	Expenditure	Income	Expenditure	Income	Expenditure
a. Monitoring and Tracking Africa's Development Performance	0.05	0.93	1.16	1.26	1.21	2.19
b. Poverty and Social Policy Analysis	0.48	0.15	0.41	0.47	0.89	0.62
c. Trade, Investment and Regional Integration	1.77	0.93	1.12	1.58	2.89	2.51
d. Information for Development	1.47	2.15	3.09	3.05	4.56	5.20
e. Sustainable Development	0.02	0.32	0.34	0.61	0.36	0.93
f. Assessing the Impact of HIV/AIDS	1.28	1.11	1.22	0.32	2.50	1.43
g. Enhancing Partnerships	0.03	(0.11)	0.36	0.64	0.39	0.53
h. Communication and Knowledge Sharing	0.46	0.96	0.49	0.72	0.95	1.68
i. Supporting Subregional Activities	0.01	0.26	0.01	0.19	0.02	0.45
j. Institutional Reforms (ISP)	-	0.37	-	0.12	-	0.49
k. Strategic Direction and Administrative Support	2.14	-	0.52	0.30	2.66	0.30
Total	7.71	7.07	8.72	9.26	16.43	16.33

Source: ECA financial data 2005-2006



Thematic Highlights of Extrabudgetary Supported Activities

During the reporting period 2005–2006, the Commission continued to focus on a significant number of activities, anchored within its three main modalities: (a) undertaking policy research and advocacy; (b) sharing knowledge and strengthening capacity; and (c) setting the agenda and fostering dialogue. In line with its new strategic directions, the Commission also put greater emphasis on providing strong support to the AUC, within its two major pillars of promoting regional integration in support of the AU vision and priorities; and meeting Africa's special needs and emerging global challenges. Critical activities were executed in 2005 and 2006, with notable achievements. These key activities and achievements are highlighted in the subsequent paragraphs.

2.1. Monitoring and tracking Africa's development performance

Economic Report on Africa (ERA)

ERA is an annual flagship publication of ECA that tracks performance and progress in various areas, identifying best practices, and facilitating peer learning among African countries.

ERA 2005 focused on the theme “*Meeting the Challenges of Unemployment and Poverty in Africa*”, and was supported by the Netherlands. Poverty in Africa is substantially higher than in other developing regions. More enigmatic is the fact that poverty in Africa is chronic and rising. At forty six per cent of the total population living on less than \$1 a day, poverty is more widespread than in the 1980s and 1990s, despite significant improvement in the growth of African GDP in recent years.

Various reasons have been given for this situation. First is the inadequacy of the growth rate. African countries need to grow by an estimated 7 per cent a year to reduce poverty enough to achieve the MDG of halving the number of poor people by 2015. This growth is far higher than the average of less than four per cent witnessed in the last decade.

The report provides the prerequisites for creating decent employment including the transformation of African economies from low productivity traditional agriculture to labour-intensive high-value agriculture and agro-processing and to the growing industrial and services sectors, taking advantage of globalization's opportunities. It also stresses the need for political leadership to give priority to broad-based employment creation in national development programmes, including poverty reduction strategies in managing African economies. The report puts forward concrete approaches and recommendations for decent employment-based poverty reduction programmes in Africa.

ERA 2006 places "*Capital flows and development financing in Africa*" at the centre of the debate and examines how these flows can help African countries accelerate growth and reduce poverty. The objective is to shed light on whether and to what extent increased and better managed capital flows will help African countries achieve their development goals.

The report first presents evidence on the recent and medium-term macroeconomic performance of African economies. It then evaluates the trends and volatility of capital flows and their effects on economic growth. Next, it explores the linkages between capital flows and domestic factor markets – labour markets and investment – with a view to formulating strategies to harness the effects of foreign capital on host economies.

The report also explores the potential of capital flows in promoting diversification of production and exports and in facilitating the overall transformation of African economies. It further examines the role of domestic conditions, including the macroeconomic policy framework and the institutional environment, in both attracting and absorbing capital flows. After discussing strategies for minimizing financial fragility through appropriate capital management techniques, ERA 2006 closes with a summary of the main findings and key policy recommendations.

Assessing Regional Integration in Africa (ARIA)

As part of their long-run objective of creating monetary unions, a number of Regional Economic Communities (RECs) have adopted macroeconomic frameworks that are underpinned by monetary and financial cooperation, and convergence of economic structure and monetary policies. In addition, these RECs have set targets for selected key macroeconomic variables that must be met by member States. Given the importance of monetary integration and the convergence of macroeconomic variables in a regional economic area, an assessment of the performance of RECs and their respective member States on these issues is needed, so as to measure the strength of regional integration in Africa.

The ARIA Programme represents a holistic approach towards a realistic assessment of the integration agenda on the continent. In this regard, the report, (ARIA I) focused on

assessment of progress and provided a comprehensive analysis of the status of achievements and capabilities of African regional institutions, both in terms of their relevance and impact in this area. ARIA II centered on the theme of Rationalization of the *Regional Economic Communities* and gave a detailed assessment of the state of play. It also provided alternatives scenarios for their streamlining and rationalization both in their internal structure as well as in their role of carrying out interventions, to avoid duplication and overlapping of their activities.

ARIA III will be a much more focused flagship publication, assessing the achievements of RECs in the areas of monetary cooperation and macroeconomic convergence. The analysis will be based on the vast theoretical and empirical literature, institutional knowledge and data from the “ground.” This work represents the culmination of extensive research and consultation in most of the African countries and in the 14 RECs.

ECA acknowledges the financial contribution of the Netherlands in support of this research.

2.2. Good governance, the African Governance Report (AGR) and support to the African Peer Review Mechanism (APRM)

The first African Governance Report (AGR-I) was released in November 2005. The report was the result of extensive study covering governance practices in 27 countries, undertaken through national research institutions, which all together sampled opinions from over 50,000 households and 2,000 experts. It was the first major Africa-driven study of its kind, which aimed at empirically gauging citizens’ perceptions of the state of governance in their countries. The other objective was to provide a mechanism for monitoring progress toward the creation of a capable State in Africa and developing national and regional capacity for future governance research on the continent. The project was designed to maintain governance issues on the agenda of African policymakers and development partners.

The AGR-II project represents the most thorough and empirically substantial attempt to measure governance in Africa to date. AGR-II is due to be published in December 2007. It will include 12 new country studies and updates on the state of governance in the 27 countries featured in AGR-I. The studies in the 12 new countries will be conducted using three research instruments as done for AGR-I. In particular, the AGR has contributed greatly to the APRM review process and has been critical towards furnishing the self-assessment country profiles and analyses. Almost all AGR-II countries have acceded to the APRM process. As a result, the APRM process will extensively use the national country reports produced under the project, in the coming months/years.

Identifying National Research Institutes (NRIs) for AGR-II has been a great challenge, because the majority of the countries covered by AGR-II are either post-conflict countries or small islands, heavily characterized by lack of adequate capacity and competence, and limited understanding of the requirement of the project. The release of AGR-II will boost ECA’s profile in the governance arena and reposition it as a strategic advisor on governance in Africa. In the course of 2006, eight country profiles were published. The profiles were widely distributed at the national, continental and international levels in close collaboration with the NRIs.

In partnership with the Parliamentary Centre (based in Ghana), ECA conducted a training workshop in Accra for African Parliamentarians, from 5 to 7 December 2006, on “The Role of African Parliamentarians in the MTEF Process”. A Technical Workshop on “Lessons Learned and Way Forward on Measuring and Monitoring Good Governance” was organized from 21 to 22 November 2006 in Addis Ababa. The workshop held in cooperation with GTZ, brought together a small group of partner institutions actively engaged in promoting good governance in Africa.

The results generated from ECA’s governance work provide substantive technical inputs to the APRM technical review missions. The APRM process is a major breakthrough in creating an important and path-breaking mechanism but it depends primarily on government willingness. During the period under review, 26 African countries acceded to APRM, to which ECA, as one of the substantive strategic partner institutions designated by the NEPAD Heads of State and Government, on demand from the APRM Secretariat, gives extensive and tangible technical support at each of the five stages in the countries undergoing the peer-review process.

To enable more systematic response to the growing demand for the provision of technical support to APRM, in August 2006, ECA established a Support Unit which is dedicated to supporting the APRM Secretariat, APR panel and APRM Forum as highlighted in its mandate from the NEPAD Heads of State.

To date, the Commission has contributed to 16 APRM missions (Country Support Missions, Country follow-up Support Missions and Review Missions). Since 2004, ECA provided the largest number of experts to most of the APRM missions. The process itself is highly demanding and requires extensive expertise at the national level. Participatory countries are encountering countless country-specific challenges. They are mainly constrained by weak capacity to implement such a complex process.

ECA will continue to provide the APRM process with tangible technical assistance to implement the review exercise effectively. This will be done in those countries that acceded to the process, enabling them to improve political, economic, and corporate governance and overall socioeconomic development. In this new framework, ECA has put a three-year strategic Business Plan (2007-2009) in place, to engage the APRM process at national and continental levels.

The Federal Republic of Germany continues to provide substantial support to ECA’s enhancement efforts on governance, through cooperation with GTZ. Other partners include Japan, the Netherlands, Sweden, the United Kingdom (UK) and the African Development Bank (AfDB).

African Women’s Report (AWR) and the African Gender and Development Index (AGDI)

ECA recognized the importance of the monitoring and evaluating progress made in addressing gender inequality and has developed an African-specific monitoring tool, the African Gender Development Index, (AGDI). AGDI is a composite index that combines

both quantitative and qualitative indicators through: - the Gender Status Index, (GSI), that captures quantitatively measurable issues related to gender equality; - and the African Women's Progress Scoreboard (AWPS), measuring government policy performance regarding women's advancement and empowerment.

So far, AGDI has been piloted in 12 African countries and the plan is to cover all African member States. In developing AGDI, ECA hoped to democratize the statistics and qualitative monitoring tools that are effective and easy to use. During the period 2005–2006, AGDI was successfully launched in Cape Verde, Namibia and Senegal, with the establishment of the National Advisory Panels to support National institutions in the collection of accurate and high-quality national data.

Subsequent issues of AWR will allow for more in-depth analysis of particular indicators and issues as AGDI will be expanded to all the 53 countries in Africa, for the collection of gender-disaggregated data and use of these data in monitoring development programmes. The finalization of AWR report is, ECA's flagship publication on gender and development, has entered its critical phase. This is due to be launched in 2007.

ECA's gender and development activities efforts were supported by UNDP, UNIFEM, the University of the Balearic Islands, PEP, DFID, and the Governments of Netherlands and Sweden.

2.3. Poverty and social policy analysis

Gender mainstreaming in national accounts and national budgets

Based on the recommendation of an Expert Group meeting held in 2003, ECA developed an Africa-specific "Guidebook on Mainstreaming Gender Perspectives and Household Production in National Accounts, Budgets and Policies in Africa". The Guidebook is a compendium of methodologies and tools, which use Time-use Surveys (TUS), National Accounts and National Budgets as entry points to improve the skills of statisticians, national accountants and policy analysts in applying various tools in the Guidebook. Experts have since reviewed and edited the Guidebook, which was already introduced to African countries. It was recommended that ECA should introduce this model in other African countries and advocate for the generation of gender-disaggregated data (GDD) through continuous household surveys for preparing National Satellite Accounts of Household Production (NSAHP).

The Easy Reference Guide has been introduced to most African countries and incorporated into the Guidebook to improve its quality and to make it more relevant to the work done by national accountants, statisticians and gender experts. In 2006, ECA started the preparatory process of undertaking Time-Use Surveys began in three African countries; namely, Djibouti, Uganda and Cameroon.

2.4. Trade, investment and regional integration

The Africa Trade Policy Centre (ATPC)

ECA set up **ATPC** in May 2003 with the financial support of the Government of Canada through its Canada Fund for Africa. The primary objective of the Centre is to strengthen the human, institutional and policy capacity of African governments to formulate and implement sound trade policies and participate more effectively in international trade negotiations. Specific ATPC activities include:

- Conducting trade research;
- Disseminating trade-related information;
- Providing training on trade issues;
- Providing advisory services;
- Building African consensus on trade issues; and
- Creating partnerships on African trade issues.

ATPC's niche is to assist the articulation of Africa-wide perspectives and positions on trade issues. The Centre takes both a national and regional perspective and is expected to provide its services over the long term, rather than the shorter timeframes of other trade-related technical assistance projects. In addition, ATPC provides flexibility in responding to the needs of African countries, including a rapid response to technical needs arising from ongoing trade negotiations. It also seeks to leverage partnerships in a way that attracts additional resources for its activities.

During the period 2005–2006, ECA's work focused mainly on building and strengthening human, institutional and policy capacities in sub-Saharan African (SSA) countries, to enable them to participate effectively in multilateral and other international trade negotiations. Accomplishments in these areas included:

- Launch of the ATPC newsletter – an initiative of Geneva- and Brussels-based trade negotiators to strengthen the negotiating capacities of SSA countries in trade negotiations under the Doha Development Agenda (DDA); and
- Inter-linkages with the African Caribbean and Pacific Countries and European Union (ACP-EU) negotiations – a regional meeting on mainstreaming trade into national policies (Casablanca, Morocco, 29 - 31 May 2006) - to gain a better understanding of trade policies and policymaking processes in the selected countries.

In December 2006, ATPC received support from Denmark to facilitate its work in strengthening the participation of African countries in international trade and negotiations processes. In this regard, emphasis is now being put on the multilateral negotiations under

the Doha Round at the World Trade Organization (WTO) and the Economic Partnership Agreements (EPAs) negotiations between African countries and EU, which are now entering the text-based negotiations phase.

ECA acknowledges the financial contribution of the Governments of Canada and the Kingdom of Denmark in support of these activities.

Accelerating regional integration in Central Africa

The Economic Community of Central African States (ECCAS) member States requested eight studies from the outset to be carried out in this area, and ECA's assistance has helped to achieve the following results in partnership with the Economic and Monetary Community of Central African States (CEMAC) and the ECA subregional office for Central Africa (SRO-CA):

- (a) Establishment of a Joint ECCAS-CEMAC-SRO/CA Secretariat to accelerate economic integration in Central Africa;
- (b) Identification of areas of cooperation among the three institutions;
- (c) Within the framework of the implementation of the Master Plan on Transport Infrastructure in Central Africa (PDCT-AC) (Plan de Développement Consensuel sur les Transports en Afrique Centrale):
 - Organization of ad hoc meetings on transport at Expert and Ministerial levels in October 2005, which adopted a Road Map for the implementation of some activities related to PDCT-AC, during the period 15 October 2005 to 31 December 2006;
 - Organization of an Experts Group meeting on the geographical information system (GIS) related to transport infrastructure in Central Africa, in March 2006;
 - Sensitization of potential financial donors of PDCT-AC, during missions undertaken by the three institutions ECCAS, CEMAC and ECA/SRO-CA, in January 2006 and June 2006; and
 - Provide advisory services to ECCAS and CEMAC statutory meetings to advocate for the implementation of PDCT-AC. The PDCT-AC has been well disseminated, and priority transport projects will be identified by member States in April 2007.

Activities and projects in this area were supported by UNDP, ECCAS, and UNOPS.

2.5. Information and communications technologies (ICTs) for development

Under the cooperation agreements between ECA and several of its donor partners including the ePolicy Resource Network (ePolNet Africa), a number of African countries received support to develop, implement and monitor their sectoral, national and regional e-strategies in 2005 and 2006. A regional consultation workshop on national ICT policies and strategies was held for West African francophone countries in Dakar, Senegal, in October 2005. Similar workshops were held in Douala, Cameroon in June 2006 for Central African countries and in May 2006 in Kigali, Rwanda for Eastern and Southern Africa. Niger and Senegal were selected to pilot some of the ideas that arose from the Dakar workshop.

With respect to the Regional Information and Communication Infrastructures (RICIs) or regional e-strategies, which are aimed at developing and harmonizing strategies among RECs, ECA provided support to the Common Market of Eastern and Southern Africa (COMESA), Economic Community of West African States (ECOWAS), East African Community (EAC), and CEMAC. Support was also provided to EAC to develop a harmonized policy and strategic framework for e-government among EAC member States. As a result, EAC's regional e-Government Framework document was prepared and widely circulated through various media for discussion. Further comments from stakeholders were incorporated in a follow-up meeting of the EAC Interim Working Group on e-Government (EAC-IWG) held in Gaborone 29-31 August 2005. In addition, ECA supported the development of an e-Strategy for COMESA and an e-Commerce Legal Framework for ECOWAS.

A study on the development of an ICT Legal framework for ECOWAS and UEMOA was also undertaken in 2006. This was reviewed by an ECOWAS /UEMOA regional experts group meeting held 19–20 December 2006 in Ouagadougou, Burkina Faso. ECOWAS also requested the assistance of ECA in developing a harmonized legal framework for e-commerce at the subregional level and this was included in the ECOWAS Mid-term Strategic Plan 2004-2007. The final framework outputs are expected to be submitted to ECOWAS by May 2007.

In an effort to share experiences on the formulation, development, and implementation of strategies at different levels, ECA organized a series of workshops with a variety of stakeholders during a range of events, including the World Summit on the Information Society (WSIS) Regional Preparatory Conference in February 2005 and the fourth meeting of the Committee on Development Information (CODI-IV) in April 2005, held on the theme "Information as an Economic Resource".

ECA also provided technical advisory services to Ethiopia, Nigeria, Rwanda, Sierra Leone, and Swaziland in the area of telecommunications regulations. This is in addition to the commissioning of a telecom convergence study in Nigeria and Sierra Leone with the support of Finnish telecom regulation expert, who is currently working with ECA in advising National Information and Communication Infrastructure (NICI) countries in their activities related to telecom regulation.

Development of Information Society indicators: ECA has been involved in the identification, development and collection of ICT for Development (ICT4D) indicators related to measuring the Information Society in Africa through a project started in 2001 called Scan-ICT. The first phase of the project, involving six pilot countries, ended in 2004. Scan-ICT Phase II was launched at a workshop held in Addis Ababa, Ethiopia 30 June- 2 July 2005. The workshop agreed on a common methodology and a set of ICT4D indicators to be used in the participating countries. Proposals were received and MOU signed with Cameroon, Gambia, Ghana, Mauritius, and Rwanda.

Scan-ICT phase II is supported by the Government of Finland.

At the international level, ECA and other organizations are actively participating in the Partnership for Measuring ICT for Development, established in June 2004. In this regard, ECA is leading the Task Group on e-Government indicators and participating in task groups on ICT4D indicators, capacity building and database development.

Building ICT research and innovation capacity in Africa: Under the African Information Society Initiative (AISII) African Learning Network (ALN) VarsityNet programme, ECA is working with the Inter-University Council of East Africa (IUCEA), including Universities from Ethiopia, Kenya, Uganda and Tanzania to build ICT research and innovative capacities on the continent. ECA is involved in the Addis Ababa University (AAU) VarsityNet project, implemented by the Computer Science Department of the University. The ECA-Addis Ababa University VarsityNet project was based on a multi-lingual, multi-alphabet e-government online document management platform and software development assessment, implemented by the Computer Science Department of the University. Phase II of the AAU VarsityNet project was launched in January 2005 for a duration of eight months, with the main objective of finalizing project activities of phase I.

Other research activities implemented in 2006 include the following, ICT Industrialization in Ethiopia, Mozambique and Tanzania:

- Promotion of local languages in Cameroon, in the framework of the NICI policy and plan process in Cameroon;
- OSS Localization: Health and Commerce Information System for Ethiopia;
- Information Society Indicators for Tunisia; and
- Other ICT-related activities undertaken by ECA in 1995 that could be grouped under the following categories: (i) outreach and communications; (ii) capacity building on the Information Society; (iii) stakeholder consultations; (iv) partnership and networking; and (v) developing geoinformation capacities in Africa.

Outreach and communications

AISI Media Awards 2005/2006: ECA introduced the AISI Media Award programme in 2003 to encourage a more informed coverage of AISI and ICT4D issues in Africa as part of

the AISI Outreach and Communication Programme. The Awards are aimed at individual journalists and media institutions based in Africa that are “promoting journalism which contributes to a better understanding of the Information Society in Africa”. The third and fourth editions of the Awards (2005/2006) culminated with ceremonies aired live across Africa via satellite on South African Broadcasting Corporation (SABC-Africa) during the annual Highway Africa Conferences held in September 2005 and 2006 in Grahams Town, South Africa.

In 2005, 21 journalists from Algeria, Burkina Faso, Cote d’Ivoire, Ethiopia, Kenya, Mali, Nigeria, Rwanda, Togo, and Zambia received the awards, and in 2006 18 journalists from Algeria, Benin, Burkina Faso, Cameroon, Ghana, Kenya, Nigeria, Uganda, and Zambia received awards.

The 2006 Awards demonstrated the growth and maturity of African journalists in informing, sensitizing and creating greater awareness on ICT as a tool for accelerating the MDGs and stimulating economic growth. The impact of the Awards on the winners as well as on their environments is evident in the feedback and evaluation collected after the event. The Awards have opened more opportunities and encouraged other journalists to specialize in the ICT4D reporting.

African Youth and the Information Society: As part of ECA’s work in supporting African youth participation in Information Society development, and in preparation for the Fifth African Development Forum (ADF-V) that focused on the theme “Youth and leadership in the 21st century”, ECA organized online discussions aimed at creating a platform for African youth to share experiences and knowledge and to establish a dialogue with public and other stakeholders in devising and implementing Information Society initiatives at country and regional levels.

The discussions were focused on issues such as policies and strategies, education, employment, and entrepreneurship. Over 200 young people from all over Africa participated in the discussions for over a period of a year, defining the agenda for their active participation in national and regional Information Society initiatives. The views expressed and concrete recommendations made by the participants as well as quotes from statements made, are compiled in this publication.

Policy Briefs: In 2005 and 2006, ECA published a series of AISI Briefing Papers to raise awareness among policy and decision-makers and various stakeholders on key issues arising from the development of Africa’s Information Society. The first two in the series were entitled “Towards an Information Society in Africa: The Case for National Policies”, and “Government with an e: The potential of information and communication technologies (ICT) in the African Public Sector”. A series of ICT Policy Briefs were also published. In November 2005, ECA produced a report on the status of efforts made to coordinate the involvement and participation of its member States in the WSIS process, in the AISI framework.

iConnect Africa: Under the Outreach Programme, ECA has been collaborating with the International Institute for Communication and Development (IICD) in the implementation

of the “iConnect Africa” project, since 2002. “iConnect Africa” features a series of high-quality articles and is published quarterly in both electronic and print formats. About three issues were produced in 2005 and 2006 in addition, a special publication entitled “iConnect Collected 2005 - Experiences in ICT for education, livelihoods and governance in six African countries”. The three issues produced in 2005 and 2006 were widely disseminated in English and French at various regional and international meetings and conferences as well as through websites.

PICTA Bulletin: ECA continues to produce and publish a monthly PICTA Bulletin that provides information on the activities of members in the Partnership for ICTs in Africa (PICTA). It also offers news on ICT-related activities in Africa.

Capacity building on Information Society: ECA continues to provide support to member States in capacity building on Information Society issues through its Information Technology Centre for Africa (ITCA). ITCA held a number of training workshops for stakeholders to raise awareness on key Information Society issues and to build critical skills in selected areas. In this regard, an awareness-raising training seminar series for African Members of Parliament (MPs) was held on ICT policy issues and hands-on approaches to using ICT applications to enhance their work as legislators.

The MPs also engaged in in-depth discussions on how to formulate national e-strategies, with examples derived from experiences by governments in a number of African countries. To date, 76 Ethiopian MPs have graduated from two rounds of training. In addition, basic Information Technology (IT) training, including a module on ICT policy development has been provided to African Ambassadors based in Addis Ababa and in Lusaka, the latter being the base for the ECA Subregional Office for Southern Africa (SRO-SA).

The Government of Japan and GTZ are supporting the work of ITCA.

Stakeholder consultations

NICI Stakeholders Workshops were held in Niger (3-4 June 2005), Gambia (6-7 June 2005) and Swaziland (14-15 July 2005). The workshops aimed at raising stakeholder awareness on AISI, NICI and the status of NICI development in each country. They also aimed to build their capacity and encourage their participation in the formulation and implementation of e-strategies. Approximately 300 participants representing parliamentarians, youth, media, women’s groups and academia attended the workshops. At the end of each workshop, stakeholder networks were established and the leaders of the networks were nominated to the ICT Committee. Implementation of the Plan of Action of the networks is on course.

In the framework of building stakeholder capacity and raising their awareness on AISI/NICI/WSIS and the status of NICI development in their countries, ECA has placed increased emphasis on the role of MPs. The Commission has begun promoting the establishment of ICT committees within the Parliaments of member States. Upon requests from the two Parliaments, ECA held two workshops in Niger (1-2 June 2005) and Swaziland (27-30 March 2006). A similar workshop was organized for the Gambian MPs from 6 to 7 June 2005 during the stakeholder consultation workshop. In these three countries, the MPs

officially created the Parliament ICT Committee and appointed a coordination body, with a defined Plan of Action, focusing on their role as Parliamentarians in NICI implementation and on how ICT can shape their work.

Media Training of Trainers: Based on the successful completion of both the English and French versions of the Media Modules and the organization of the Media Training in South Africa in 2004, ECA launched the training of trainers' workshop in Yaounde, Cameroon. The workshop on AISI Media Training Modules was held for Francophone media trainers in collaboration with the Government of Cameroon from 8 to 12 August 2005. The topics covered included: the Information Society, e-strategies, intellectual property rights, Free and Open Source Software, open content, knowledge management and indigenous knowledge concepts.

A similar workshop was held 20-24 March 2006 in Addis Ababa, Ethiopia, for Anglophone countries. Participants were drawn from the universities, media training institutions, national ICT Committees and Ministries of Education.

Empowering Rwanda journalists in building an inclusive Information Society: ECA supported the Government of Rwanda in building the capacity of journalists in understanding the NICI I and II phases and the Information Society in general through a two-day workshop, held 18-19 May 2006 in Kigali. More than 60 participants attended the training workshop, including journalists, government officials, MPs, youth and civil society groups. At the end of the workshop, the Rwanda ICT4D media network was launched.

ICT4D media campaign in Niger, Rwanda and Gambia: In 2006, ECA, as a follow-up to the ICT4D media network established in various countries, started supporting short-term ICT4D media campaigns within countries. The ICT4D media campaigns aim to raise community awareness on the Information Society and on AISI and NICI developments in each country.

Partnership and networking: ECA obtained the support of SDC in providing fellowships to participants in the WSIS Regional Conference in Accra, Ghana and the Media in Africa Information Society Forum, a side event at the Accra Conference. The overall goal of the Forum was to build a critical mass of journalists that would specialize in Information Society issues, while promoting awareness in society based on the AISI media-training module.

ECA, as the convener of GKP Africa (GKPA), facilitated the participation of its members at the Tunis WSIS with support from SDC. In addition to participating in the WSIS and promoting the interests of their constituencies, GKPA members held meetings among themselves to strategize their activities following SIS.

Developing Geo-information capacities in Africa

Procurement of additional software: ECA has installed the standard-based geoinformation system. The demand for the system's products and services has continued to grow as the system matures and as its products become known, both within and outside ECA, including RECs, AU and member States. Efforts are continuing towards developing the capacity of

member States to use the system, as well as to develop their capacities to establish similar systems eventually in their countries. In this regard, the Commission has organized and supported several workshops nationally and regionally. ECA provided support to Burkina Faso, Senegal and Uganda in the organization of workshops and participated in consultative meetings on issues related to the development of geoinformation capacities. Ethiopia's metadata on environmental information has also been hosted by the system from its inception. This node continues to be maintained, with about 7,000 records.

Regional support and initiatives

Regional support and initiatives database for the Transport Infrastructure Master Plan for Africa: ECA is collaborating with AU to prepare a transport infrastructure master plan for Africa. The Commission's contribution includes creation of the database to combine data from different sources and analyze the alternatives. The database is being developed as an online management tool that allows managers at AUC, RECs and other international partners to visualize and absorb the information from their offices. This database is being created and maintained with the standard-based geo-information system (GIS).

Metadata Clearinghouse Nodes for RECTAS and RCMRD: So far, the country space facility has been used by Ethiopia alone to publish its environmental resources meta-database. During this phase, requests were received from the Regional Centre for Mapping of Resources for Development (RCMRD) and the Regional Centre for Training in Aerospace Surveys (RECTAS). Though these are not countries per se, they represent member States and their metadata relate to their member States. Nodes were therefore set up for them in the country space facility.

Africa GIS Conference and Consultative Meetings: Africa GIS is the premier GIS event in Africa, and is held every two years. It provides ECA with the opportunity to interact with a large group of practitioners in the area of geoinformation, and to showcase its activities and increase awareness on important issues. In 2006, ECA's major geoinformation product was the metadata clearinghouse system. The clearinghouse metadata system was presented and discussed with partners at an Africa GIS conference and it was agreed that a study be carried out to determine the status of fundamental metadata in Africa, with the resulting catalogue hosted on the GIS at ECA. The system was also presented at the RCMRD Governing Council meeting held in July 2005.

The African Reference Frame (AFREF): ECA has been working on the establishment of a common geodetic reference framework for Africa (AFREF), to ensure seamless and contiguous mapping of cross-border resources and economic features, such as transport infrastructure, watersheds and the environment. The AFREF project is an upstream GIS component in that it will define the geodetic framework on which all geo-information content will be developed. While several relevant projects are ongoing at the national level, subregional coordination activities have not yet started in West Africa, mainly due to lack of a forum for the officials and professionals to discuss the project.

A workshop was therefore organized in March 2006 at Accra, Ghana, to sensitize professionals and officials from the West African region on AFREF concepts and develop

a work plan for the West African component. ECA was able to provide the opportunity for African practitioners to attend international meetings and forums and discuss pertinent GIS issues. Following the Accra workshop in March 2006, it was agreed that a technical workshop should be organized to discuss the scientific and technical aspects of the AFREF project. This workshop took place in Cape Town, South Africa in July 2006.

The Governments of Finland, Canada, Norway, Germany, the Netherlands, EU, GKP, IDRC, the Ford Foundation, Korea, and Switzerland have provided support for ECA's ICT activities.

2.6. Sustainable development

Report on Sustainable Development in Africa

Following priorities set at the World Summit on Sustainable Development, ECA finalized the process of developing indicators in fields such as population, environment, food security and science and technology infrastructure to monitor sustainable development in Africa. The first Report on Sustainable Development in Africa was published in 2005 and focused on the management of land-based resources in Africa, including water resources for food security, popular participation in mineral development, and power sector reform.

In the 2005-2006 period, the ECA project on the Inter-Agency Group on Water in Africa accomplished, among others, the following major activities:

- Development and maintenance of the African Water Information Clearing House (AWICH): for Northern Africa and Southern Africa; and
- Support to the Ethiopian Government in the upgrading of the ENRAEMED Software that provided the engine for managing metadata within AWICH.

In 2006, after an extensive review process, the final version of the African Water Development Report (AWDR) 2006, was launched at the Fourth World Water Forum in Mexico by the Chairperson of the African Minister's Council on Water (AMCOW). The next edition of AWDR is planned for 2008 and the bottom-up process of updating the 28 National Reports and expanding the coverage to more countries is planned to start in the second half of 2007, if funding is secured from XB sources. AWDR 2006 can be downloaded from http://www.uneca.org/awich/AWDR_2006.htm.

Substantive support was provided to AMCOW in terms of policy advice and formulation at four Ministerial Sessions in 2005 and 2006. These included two sessions of the AMCOW Executive Committee and Technical Advisory Committee Meetings held in Namibia and Uganda respectively in 2006.

The African contribution to the fourth World Water Forum (WWF) at Mexico City in 2006 was organized on behalf of AMCOW by a Steering Committee composed of AfDB, UN Water/Africa members through their secretariat at UNECA, and other partners. The major outcomes for Africa included:

- The Joint Africa *Renaissance Pavillion*, which was adjudged the most effective Pavillion by independent observers from the press. His Royal Highness Willem Alexander, the Crown Prince of the Kingdom of the Netherlands, formally opened this Pavillion;
- ECA in collaboration with AfDB and with input from other UN-Water Africa members produced and published a daily *Africa Water* newsletter as an information service of UN-Water/Africa in support of AMCOW during the fourth WWF; and
- The Inter-Basin Water Transfer (IBWT) in Africa is an area of water resources management and can provide a new dimension to correcting the spatial and temporal imbalances of water distribution in the region. At the request of AMCOW, an important workshop on the “Development Guidelines for Inter-Basin Water Transfers for Policymakers in Africa” was organized 25–29 September 2006, Accra, Ghana. The workshop assessed all aspects of water transfer as a viable water management alternative for addressing imbalances in water supply and demand for sustainable development on a regional scale.

The Government of the Netherlands is supporting the Commission's work on Water.

Integrated resources planning: fostering minerals clusters

ECA's work in this sector aims to address capacity gaps in management of the mineral resources identified at the level of government institutions in Africa. The main objectives are: (a) to create a critical mass of informed policymakers in the sectoral Ministries responsible for Mining as well as in the Ministries of Planning, Finance and Economic Development; (b) raise their awareness on the potential of minerals in supporting long-term economic development and growth; (c) provide tools for minerals policy design and implementation; and (d) enhance knowledge and capacity on the mineral-related subjects that are important for creation of a conducive environment for mineral resources development.

As a response to this challenge, a workshop on Integrated Resources Planning: Management of Mineral Wealth was co-organized by ECA, UNCTAD, the Centre for Energy, Petroleum and Mineral Law and Policy (CEPMLP) of the University of Dundee, Scotland, SEAMIC, MINTEK and the Government of Mozambique, in Maputo, in April 2006. Eighty-five participants, representing the private sector, academia, civil society organizations (CSOs) and senior policymakers in the Ministries of Mining, Finance and Economic Planning of 16 African countries attended the Maputo workshop. These were Angola, Botswana, Burkina Faso, Ethiopia, Gabon, Ghana, Madagascar, Mali, Mozambique, Namibia, Nigeria, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

The workshop put emphasis on: (a) minerals clusters as a tool to promote better linkages between the minerals sector and other sectors of the economy; (b) case studies of minerals clusters in selected countries (Finland, Sweden, South Africa and Chile); (c) case Studies of Mozambique; (d) economic and policy trends in international mining; (e) mineral economics,

international law and mineral resources development; (f) empowerment processes; and (g) mine decommissioning.

On the other hand, as presented in Maputo, NEPAD is championing a new spatial development initiative (SDI) anchored on the exploitation of Africa's natural resources endowments. This resonates well with the minerals clusters concept that ECA and its partners have been promoting.

Support in this area was provided by UNDP/UNOPS

2.7. Assessing the impact of HIV/AIDS

ECA's HIV/AIDS advocacy and communication

The biggest cross-cutting leadership challenge in Africa today is, without a doubt, the HIV/AIDS scourge and the profound structural impact it has on the continent's capacity to meet its development challenges. Over the past three years, the Commission on HIV/AIDS and Governance in Africa (CHGA) initiative, chaired by the ECA Executive Secretary, commissioned research on the impact of the pandemic on government, the economy and provision of services, drawing on a wide range of published sources and on a number of interactive sessions around Africa with medical professionals, activist groups and policy-makers.

This much-anticipated report encapsulates policy advice and action points for African policy-makers on how to reinforce prevention efforts strengthen health systems to deliver treatment more effectively and protect vulnerable groups including women, young girls and orphans and achieve more sustainable and coordinated funding, among other goals. HIV/AIDS as a constraint on development is at the heart of ECA's concerns.

The foundation of this initiative is the CHGA report, which was finalized in 2005, presenting its key messages and implications for Africa. In furtherance of the advocacy agenda, strategies were designed to take the key messages of the report to crucial targeted events such as the UN General Assembly Special Session on HIV/AIDS, the AU Special Summit (Abuja Plus 5), the AU special session on Universal Access and others, where useful expectations were built.

The Government of the Netherlands supported ECA's work on the Africa Water Vision 2025, through the IGWA project, as well as its work on HIV/AIDS Advocacy and Communication.

Treatment Acceleration Programme (TAP) on HIV/AIDS

The acceleration and decentralization of HIV/AIDS treatment in resource-limited settings on the continent is a key priority of many African countries. To respond to these challenges, the Treatment Acceleration Programme (TAP) was established at ECA to provide concrete

response and methods for easy access and acceleration of treatment in the most affected African countries. TAP represents a vehicle for learning how to address some of the complex treatment issues related to scaling-up, in particular the feasibility of decentralizing access to Anti-Retroviral Treatment (ART).

One of the main roles of ECA, as spelt out in the TAP project document, is the advocacy and knowledge sharing of lessons learnt from the TAP. Other roles are: (a) Supporting a Coordination Unit for overseeing the partnership activities between ECA, World Bank, the World Health Organization (WHO) and the Implementing Partners in Burkina Faso, Ghana and Mozambique; (b) facilitating TAP Operational Research on Public-Private Partnerships (PPP) evaluation; (c) social Determinants of Adherence; and (d) preparing and holding semi-annual Regional Advisory Panel (RAP) meetings.

A joint WHO/ECA/World Bank team held discussions with Mozambican officials from 19 to 21 June 2006 to review the progress made in the ART scale-up programme in the country, with a special emphasis on the monitoring learning and research aspect of TAP. A major study was carried out on PPPs in close consultation with Ministries of Health in the TAP countries and their respective Implementing Partners (IPs). The objective for supporting PPPs is to strengthen the capacity of countries to scale-up comprehensive treatment, including ART in an effective, affordable and equitable manner.

Other activities included organization of the Third RAP and the First Regional Clinical Coordination Committee (RCCC) meetings held in Maputo, Mozambique June 22-23 June 2006, to promote exchange of lessons and experiences on patient tracking systems (PTS) and monitoring of drug resistance. ECA is now embarking on ways and means of disseminating the TAP lessons learned, with the help of key partners, to design a future communication strategy.

TAP website: The TAP website has been finalized and launched: www.uneca.org/tap. An ECA Webmaster under the supervision of the TAP Coordinator maintains the site.

The World Bank, the Government of the Netherlands, and Organization of Petroleum Exporting Countries (OPEC), are supporting ECA's TAP activities.

2.8. Communications and knowledge sharing

Strengthening media and communications development in Africa

ECA's goal of communication and knowledge sharing with a wide constituency remains critical to the Commission's success. It is also a key area of focus in the Commission's quest to improve its operations and make itself more effective in meeting the needs of its member States. In that regard, significant progress has been registered in the implementation of ECA's core goal of strengthening its capacity to package, produce and disseminate relevant information to member States and other constituencies, and on leveraging, sharing and disseminating knowledge in-house and with ECA's constituencies.

Visibility of the Commission and its products has increased considerably, with ECA's brand resonating in the African development institutional landscape, and increased demand for ECA's publication and knowledge and advisory services. A key component of ECA's strategy of reducing reliance on hardcopy publications for dissemination of its knowledge to its stakeholders has been its emphasis on exploiting the power of multimedia and broadcast tools.

ECA's multimedia efforts have been particularly successful. The Commission continues to produce parallel French and English language websites. Over the period under review, steps have been taken to redesign and re-launch the ECA website to give more priority to content and debate, and make the institutional and process-related aspects of the work less dominant. The key focus has been on strengthening and positioning ECA's use of multimedia platforms so that it can use them effectively to promote knowledge exchange in the region and facilitate the sharing of information from the best regional and international sources on key thematic issues.

Technology tools have been acquired to permit large-scale 'virtual' discussion forums on multiple topics simultaneously, as one of a number of ways to enhance communication and engagement with Africa's research, policy and academic communities. Apart from building the tools noted above, ECA websites have built-up impressive traffic as the recent annual summaries of web statistics demonstrates.

For example, in 2005, the number of site visitors increased by over nearly 30 per cent from 2004 and page impressions were up by 28 per cent. The number of daily visitors to ECA websites averaged 5,500. Some 37,676 copies of the flagship 2004 *Economic Report on Africa* were delivered by online download between January and December 2005. To date 52,228 copies of the report have been downloaded, since it was launched in September 2004. This is a massive increase over what could be produced and disseminated in hard copy and is a sure sign that we are meeting the needs of our users.

The communications capacity-building project has been critical to our recent achievements in this area and the investment is likely to pay increasing dividends as Africa's connectivity expands. This area of work now needs to be recognized and appropriately funded over the long-term as a core budget activity. This is evident in development of ECA websites, multimedia products and the innovative use of other electronic media products for dissemination of information and dialogue promotion on key development policy issues. ECA knowledge is more accessible than ever, both internally and externally.

Additional important activities centered on strengthening the media-as-institution concept in Africa. An important outcome is the "Strategic Framework for Strengthening Media in Africa" that makes the case for investing in media. This report will be a key input and discussion document for a Stakeholder Conference due to take place in 2007 to discuss and agree on immediate as well as medium- and longer-term priorities that should attract an increase in financing to the media sector. Online consultations with the media were held from mid-April to end-June 2006 along on five thematic segments' namely media

practitioners, media owners, media trainers, media specialists, special interest groups and media support organizations. Five subregional consultations also convened.

The Governments of France, the Netherlands, and DFID supported the ECA communication activities.

2.9. The ECA Repositioning Exercise

ECA has undertaken several reforms efforts in the recent past, notably in 1991, 1996 and 2002, as a result of changes at the United Nations system and also because of changes affecting its core mandate. The current exercise to reposition ECA is similarly compelled by systematic ongoing UN efforts to reform and the renewed international commitment to improving Africa's development prospects. The ECA Executive Secretary established a Task Force in March 2006 mandated to provide him with recommendations to help shape new directions for the Commission.

The terms of reference of the Task Force included:

- (a) To revisit and articulate ECA's strategic orientation so that it can reposition itself to respond to current development challenges and the demands of its clients;
- (b) To recommend measures to strengthen ECA's presence and capacity to deliver results at the subregional level including an articulated programme of the priorities and resource needs of the SROs and identify required changes in the current organizational processes and working culture of ECA, including opportunities to empower staff, delegate responsibilities, streamline processes and mobilize additional resources; and
- (c) To engage the Task Force in an open and inclusive process of consultations with ECA staff, member States and partners such as AU, AfDB, UNDP and its sister agencies, RECs and ECA's bilateral partners.

The findings and recommendations of the Task Force are documented in a separate report entitled "*Repositioning ECA: Harnessing Regional Resources to Meet Africa's Development Priorities*". Based on these recommendations, the Commission drew up an 18-month implementation plan to enhance organizational structure, processes and work culture all aimed at enhancing the quality of ECA service delivery. Implementation of these recommendations commenced in September 2006, and these include:

Strategic refocus and realignment of ECA's work programme: Following the recommendation of this Task Force, ECA has strategically aligned its programme priorities in accordance with its renewed mandate and the AU agenda. The Commission has refocused its programme priorities while maintaining its analytical and knowledge-sharing capacity across the full range of development themes. It has now focused its operations on a more limited set of sectors and areas where its competence and contributions and comparative advantage are widely acknowledged. In this context, ECA strives to achieve results in two related and mutually supportive areas:

(a) *Promoting regional integration in support of the AU vision and priorities.* ECA's support to the implementation of the AUC regional integration agenda will focus on undertaking research and policy analysis on the issues. It will also seek to strengthen capacity and provide technical assistance to institutions driving the regional integration agenda, including RECs, and working on a range of trans-boundary initiatives and activities in sectors vital to the regional integration agenda; and

(b) *Meeting Africa's special needs and the emerging global challenges.* ECA recognizes the importance of focusing attention on Africa's special needs, particularly within the context of achieving the MDGs. In this regard, it will place emphasis on supporting efforts to eradicate poverty, placing African countries on the path of growth and sustainable development, reversing the marginalization of Africa in the globalization process, and accelerating the empowerment of women.

The strategic refocus of ECA's work on these two pillars is matched by a clear articulation of results and outcomes and by establishment of outputs that can be measured and monitored. These development outcomes include:

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

Some of the outcomes are in crosscutting areas, such as more gender-sensitive structures, improved governance, appreciable post-conflict development, and a more human rights-based approach to development. ECA's work will contribute to support these results in the entirety of its work programme.

Strengthening management and administrative processes as a critical part of the repositioning exercise, ECA has clearly and strategically refocused and regrouped related activities into a more coherent programme clusters for greater impact. New management practices and processes have been put in place for greater efficiency and improved decision-making. The Senior Management Team (SMT) has been revamped and made more inclusive, while an Executive Committee on Administrative and Budgetary Matters has been established as part of the process of ensuring transparency and equity in the allocation of resources, and to follow-up and evaluate the use of regular and XB resources. Other initiatives at enhancing programme delivery and impact include:

(a) *Strategic planning, budgeting, monitoring and evaluation:* The Office of Policy

Programme Coordination (OPC) has been reorganized with enhanced responsibilities, and renamed the Office of Strategic Planning and Programme Management (OPM). For coherence and greater effectiveness in strategic planning, budgeting and programme management, the budget functions, as well as, the management of technical cooperation activities have been relocated from the Division of Administration (DOA) to OPM.

(b) *Programme Implementation Plans (PIPs) and the quarterly Reviews of Programme Performance have been institutionalized.* The PIPs and Reviews are now more systematically used as key management tools for monitoring and evaluating organizational performance.

(c) *Other key processes* are currently being reviewed and existing planning and monitoring tools, as well as new proposals are being considered to improve programme management. These tools include: (i) the Operational Guidelines for Programme Management, Management of Mission Travel, Management Compacts, Management of Regional Advisory Services, Management of the Development Account; (ii) Strategic Management of staff resources; (iii) Management of Ad Hoc Requests; and (iv) Management of Consultants at ECA.

(d) *Human resources:* A number of key initiatives have been embarked upon, in human resource management to enhance service delivery and to enable ECA to deliver results in a timely and effective manner. These include the restructuring of the Human Resource Service Section (HRSS), improving service delivery, building trust, addressing career concerns, and ensuring accountability and internal access to justice. These are ongoing processes aimed at institutionalizing effective and timely delivery of services.

Strengthening ECA's subregional presence: implementing the SRO Action Plan

Another important facet of the repositioning and restructuring exercise was the strengthening of ECA's subregional presence through effective decentralization of activities and redeployment of additional resources to SROs, to enhance their operational effectiveness in delivering ECA's work programme at the subregional level. Decentralization to the field was necessary to make ECA's services more demand-driven, bring the services closer to its clients, ensure effective programming, and deliver technical assistance to meet the sharpened focus demanded by member States.

Knowledge Management: A very important component of the repositioning exercise is the promotion of knowledge management and peer learning. ECA's Knowledge Management (KM) strategy builds on the recommendations of the report of the United Nations Committee for Programme Coordination (UNCPC). The strategy reflects a renewed emphasis on knowledge networking, focusing on a combination of information, collaboration and peer interactions, supplemented by steps for integrating knowledge sharing fully into the work process.

Major activities of the KM project have focused on enhancing the knowledge content in ECA's operations and outputs, providing knowledge services to partners and clients, and becoming a Centre of Excellence on knowledge about African development. These are being carried out in three phases: (a) *Phase 1* is focusing on internal processes to lay the foundation

for a knowledge-based organization, including the acquisition of necessary information management systems and tools, human resources capabilities, and networking modalities. (b) *Phase II* focuses on the provision of knowledge services, working closely with clients.

The nature of ECA's products and services for supporting Africa's development agenda will be defined. This phase will also introduce a virtuous feedback loop between ECA's delivery of services and its own internal working modules. (c) In *phase III*, ECA will aim to be fully positioned as a lead Centre of Excellence for African development.

The following activities have been completed under the first phase:

- A feasibility study, stakeholder analysis, definition of strategy, and the design of a programme roadmap;
- The KM Concept Paper, and design of the KM Framework;
- Design of the terms of reference for the KM solution;
- Training of the KM focal point in charge of the communities of practice;
- Selection of a solution vendor who will design and implement the KM;
- Planning of the KM implementation with the SROs; and
- Implementation of the strategy of collaboration between ECA and UNDP HQ.

Work is yet to commence on phases two and three.

The ECA Business Plan: One of the direct outcomes of the repositioning exercise is the ECA 2007 – 2009 Business Plan developed and launched by ECA in November 2006. The plan is a strategic articulation of ECA's programme of work in the triennium and it outlines how the Commission has repositioned itself to better address Africa's development challenges, and how it plans to deepen its work in identified priority areas in the three-year period. It also highlights how ECA plans to work with AUC, AfDB, RECs, and other development partners to address the continent's emerging priorities. Details of the 2007-2009 Business Plan are available under separate cover.

The funds provided by DFID helped ECA to secure the services of consultants and experts for the repositioning exercise.

2.10. Enhancing dialogue with partners

The Fifth African Development Forum (ADF-V)

The Fifth African Development Forum (ADF-V) on the theme “*Youth and Leadership in the 21st Century*” took place 16-18 November 2006, in Addis Ababa, Ethiopia. It was co-

organized by ECA, AUC, United Nations Specialized Agencies and other partners who provided technical and financial support in the preparation and organization of the Forum. ADF-V was designed to deepen strategies at the regional and national levels for translating the potential of youth as a developmental asset for Africa's democratic, gender-equal, peaceful and right-based development.

ADF-V was preceded by pre-forum activities, such as capacity building and information-sharing workshops, and exhibitions and cultural expositions in the thematic areas of the forum. The participants were representatives of all the major stakeholders and key actors with mandates related to enhancing the capacities of the youth in the development process. These included: national, regional, and international youth organizations, African Ministers responsible for youth affairs, youth role models, NGOs and other civil society organizations (CSOs) private sector, institutions, bilateral and multilateral institutions/organizations and special guests. The Forum acknowledged that African youth have demonstrated their commitment and ability to act as agents of change and leaders in their own right, helping to push forward the development agenda on the continent, including meeting MDGs by 2015. Participants underscored the need for all stakeholders to work collectively to ensure that youth are provided with leadership opportunities and encouraged to make the best of their abilities. ADF-V deliberated and made recommendations on the following:

- Strengthening youth capacity;
- Education and skills development;
- ICT;
- Employment;
- Rural-urban drift, migration and the role of the Diaspora;
- Entrepreneurship;
- Health and well-being;
- Promoting youth participation and empowerment;
- Culture and intergenerational relations;
- Equality for girls and young women;
- Decision making mechanisms;
- Student, civic and political movements;
- Youth and religion;
- Peace building and conflict resolution; and
- Partnerships and follow-up mechanisms.

Implementation of ADF-V recommendations will be the responsibility of an expanded ADF-V Steering Committee, including five representatives of youth, two representatives of Ministers responsible for Youth, and representatives of key partners, notably, AU, ECA, NEPAD, ILO, IOM, OHCHR, UNDP, UNESCO, UNFPA, UNICEF, and UNV. ECA will continue to provide the secretariat during the post-Forum phase for the follow-up actions arising from the Consensus Statement, in consultation with the Steering Committee. This secretariat will facilitate and support the implementation of the recommendations.

Partnerships should be built with both traditional and new media in implementation of the African Youth Charter. The media is an integral part of raising public awareness on youth issues, and on the rich reservoir of their potential, the investment they hold for their countries' futures, and the valuable projects undertaken by them. The media could serve as watchdogs for governments to ensure that youth-friendly policies are designed and implemented.



Towards Strengthening the Partnership Process

The Consensus Statement should be presented to Ministers of Youth, to the Permanent Representatives' Committee (PRC), to the Executive Council of the African Union, and finally, to the African Heads of State for adoption. In 2007, the AU should also organize a regional meeting of young people and experts to develop a more detailed action plan and monitoring framework for the African Youth Charter.

ECA is committed to strengthening its engagement with partners and building their level of confidence by enhancing the level of information made available to them. The Commission embarked on the implementation of a number of key projects during 2006–2008, including strengthening institutional capacity to manage the resources and improving the effectiveness of financial resources planning. Work on some of these initiatives has already commenced and are at various stages of execution. These initiatives are summarized below.

3.1 Management of extrabudgetary resources

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

3.2 Trust Funds Management and Reporting System

This is a customized simple and flexible Financial Information Management System that will improve ECA's internal management and monitoring of XB-funded programmes and projects, and make the production of regular financial reports and project reports smoother.

As in last year's report, the format, quality and timeliness of ECA's financial and narrative project reports have been standardized. However, the preparation of these reports has not been without serious systemic and operational difficulties. The report formats in the United Nations-wide Integrated Management Information System (IMIS) often do not match the format agreed on with donors, and as a result, a combination of manual and semi-automated processes has to be devised in order to produce regular financial reports for the use of donors and ECA internal management.

Work on the development and introduction of a customized simple and flexible Financial Information Management System has commenced. Two United Nations Regional Commissions are already operating similar systems and a team of ECA staff has visited the offices to understudy the system, with a view to adapting it to our requirements. Administrative arrangements have reached an advanced stage for recruitment of an IT and Budget Management expert for this purpose. The system is expected to be in place by the end of December 2007.

3.3 ECA Donor Portal

The Portal is a web-based application designed to provide personalized information to donors and partners on the management of ECA's 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 un-audited TF financial statements, TF annual reports, the ECA *Annual Report*, a short profile of ongoing projects, progress and terminal project reports, and other relevant information. Work on the development of the portal system has reached an advanced stage and it is scheduled for completion in June 2007.

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

To manage TF effectively and efficiently and promote better understanding of the required policies and procedures, ECA planned to initiate TFLAP, for Programme Managers, Task Force Team leaders and others involved in TF operations. This new initiative will promote accountability, transparency, and effectiveness in these operations. The initiative is especially designed to ensure that staff has adequate appreciation of the Commission's fiduciary responsibilities, command of the policies and procedures, and information on the resources available for efficient TF management.

Preliminary work on the programme has commenced. It is envisaged that the programme will become operational by December 2007. Accreditation of staff will entail an examination, and only staff members who have passed the accreditation tests will be permitted to manage TF resources.

