



**Economic Commission
for Africa**

Obtain Knowledge

Acquire
create

Capture Knowledge

Determine what is worth capturing

Apply Knowledge

Knowledge in Context
Accessibility and availability

Reuse Knowledge

Knowledge Spiral
Work Processes

ECA Knowledge Management Implementation Strategy

Proposed Framework
to UN Regional
Commissions

ECA Knowledge Management Implementation Strategy

**Proposed Framework
to UN Regional
Commissions**

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ECA Knowledge Management Strategy

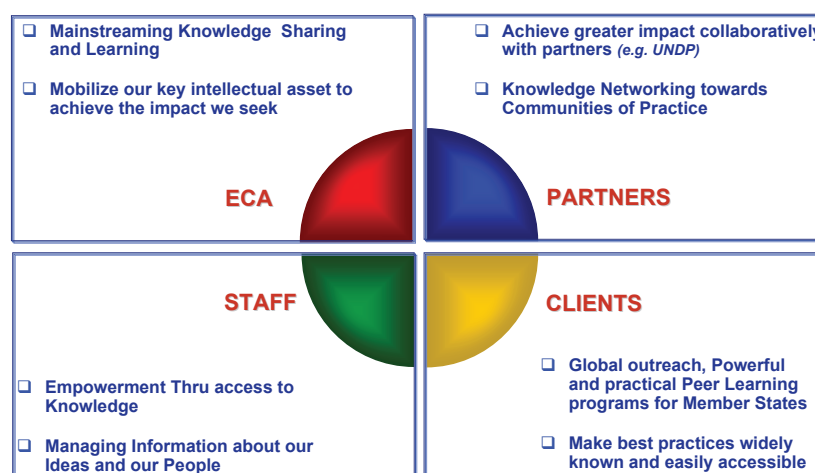
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Introduction

ECA aspires rightly to be a knowledge-based organization, at the leading edge of thinking on development issues in Africa. The challenge now is to establish these new ways of working as standard practice throughout the organization, and to equip ECA with tools which will allow the Institution to achieve greater impact by sharing knowledge and interacting with its clients and partners more easily.

Knowledge Management is one of the pillars of the ECA Repositioning Programme (ERP). Knowledge Management is the systematic approach to increasing the value of an organization's collective intelligence. It involves the capture, evaluation, synthesis, organization, distribution and application of the organization's knowledge capital. The Organization must develop the tools, processes, systems, structures and cultures to improve the creation, sharing and use of knowledge critical for decisions concerning key business processes.

ECA's Mission aimed at Capacity Development of Member States requires crosscutting emphasis on Knowledge.



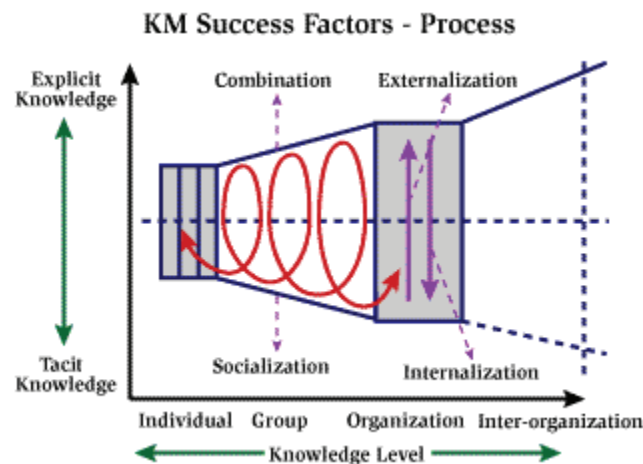
Indeed, KM has acquired greater importance for the UN system as a whole as it seeks to promote the MDGs. A recent report by the Office of Internal Oversight Services (OIOS)¹ notes that there is considerable interest among staff and UN agencies to pursue more strategic KM initiatives as knowledge is seen as a core asset that the UN family can bring to the development debate globally, regionally and at country level. This document outlines our proposed strategy for knowledge management at ECA, and its relationship to the other pillars of the ECA Repositioning Programme.

Knowledge Management Definition

Knowledge Management is the systematic approach to increasing the value of ECA's collective intelligence. It involves the capture, evaluation, synthesis, organization, distribution and application of the organization's knowledge capital.



Economies of the past have consumed assets to produce wealth. This economy is different. Knowledge is a capital asset, but it is not used up. Instead, it grows in value as it is used.



¹ OIOS Report - E/AC.51/2006/2

Guiding Principles

The strategy underlying the ECA Knowledge Initiative (EKI) is based on a number of key principles:

- A knowledge sharing strategy must be based on a clear and agreed understanding of ECA's mission, and the ways in which it seeks to achieve impact and effectiveness
- Knowledge sharing and learning should form an integral part of the work ECA does, and should not become an additional and unnecessary burden on those who must do the work. Knowledge sharing and learning should be mainstreamed by making them explicit components of all ECA activities and by including them in individual and team self-assessments and performance evaluations.
- ECA's effectiveness depends on a clear articulation and analysis of its key business processes and the knowledge flows necessary to make these processes operate efficiently.
- Enhanced knowledge sharing can make a vital contribution to the achievement of ECA's mission and the effectiveness of its business processes.
- The effectiveness of ECA's key business processes, in particular the 'Policy Analysis and Dialogue' process, relies on information about ideas and about people. ECA must give high priority to managing this information effectively.
- ECA should manage information and knowledge in a decentralized fashion, but subject to common standards, systems and procedures which are effectively enforced. Information should be viewed as an enterprise wide resource: common standards are essential in making knowledge available to everyone within ECA.

«The basic economic resource is no longer capital, nor natural resources, nor labor. It is and will be knowledge»

Peter Drucker.

Key Objectives

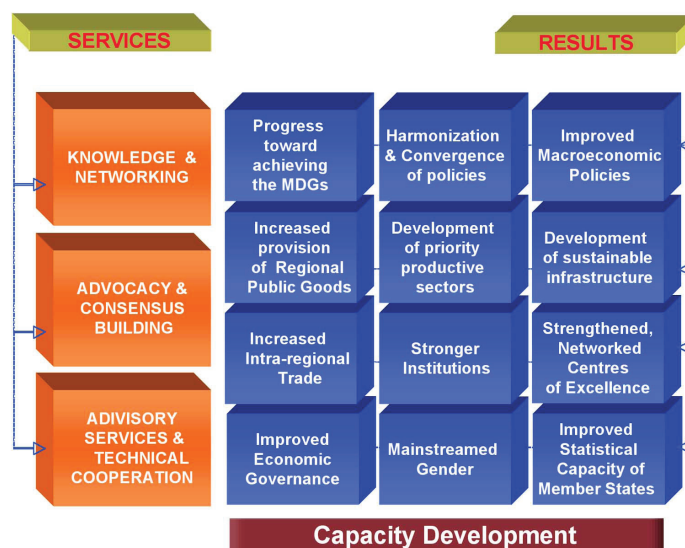
The key objectives of ECA Knowledge Management Initiative include:

- Facilitate access to knowledge generated by ECA and external development organizations it partners with, access to people and expertise, and to serve as the default repository for all "knowledge content" generated throughout the organization; hence to enhance ECA institutional memory
- Promote cross-regional sharing of innovative approaches to knowledge management, by leveraging successful experiences across regions and the global level.
- Leverage external global development experiences from outside ECA more effectively, and create and share knowledge of greatest relevance to ECA's mandate
- Identify the sources of knowledge available in various forms to staff and create a framework or information architecture that will make all of this knowledge easily available
- Determine key points in the core business processes where knowledge needs to be injected more effectively – what do staff need to know or learn at each stage, from their colleagues within ECA and from the wider development community outside in order to enhance ECA's impact

- Identify and address the disincentives and organizational barriers to knowledge sharing and learning, within ECA and with its clients and partners
- Identify knowledge related practices which are proving most effective in carrying out the core business processes
- Make these best practices widely known and easily accessible to the rest of ECA and ensure that these best practices become common practice.
- Create knowledge network functions and services to enhance the way ECA will share its knowledge

Aplying Knowledge Management at ECA

Knowledge Management plays a critical role at different levels in ECA. First, KM is a Special Priority in ECA since the Organization seeks to increase the value of its collective intelligence by capturing, evaluating, synthesizing, organizing, distributing and applying its knowledge capital. It will do this by implementing a KM strategy focused on its staff, ECA itself, its partners and most importantly its clients. Second, KM is one of three core services that ECA will deliver to achieve its objectives.



Under its service line on Knowledge Generation, Sharing and Networking ECA will deliver Flagship Outputs, Support the APRM and Peer Learning; Deliver Demand-driven Studies and Policy Papers, and Promote the Collection and Use of Data and Statistics. New and enhanced working modalities, structural arrangements, capacity building and empowerment of staff will support both levels of intervention.

Implementation Strategy

It is proposed that ECA gradually transforms its internal and external operations in order to achieve its goal to be a knowledge-based organization. Three implementation stages are envisaged in line with other elements of the repositioning strategy.

The stages are:

Phase I: Enhancing Knowledge in ECA Operations

Phase II: Providing Knowledge Services to Partners and Clients

Phase III: Becoming a Centre of Excellence on Knowledge about African Development

Each phase builds on the achievements and lessons learned on previous phases. Furthermore, for each phase, ECA can benefit from similar approaches being implemented by other organizations such as UNDP and this will enable it to progress rapidly in its repositioning agenda.

A Phase by Phase Approach

As noted above, KM in ECA will involve three phases with each phase involving the development of specific instruments and tools to enable it to achieve stated objectives.

Phase I – Enhancing Knowledge in ECA Operations

Phase I of KM in ECA's repositioning strategy has more of an internal focus and aims to lay the foundation for a knowledge-based organization. During this phase ECA will begin to acquire the information management systems and tools, the human resource capabilities and the networking modalities that are needed to implement the KM. Importantly, a cultural change will begin to take place in which new ways of operating will begin as ECA becomes more networked both internally and externally.

Phase II – Providing Knowledge Services to Partners and Clients

During Phase II, the organization will be able to provide knowledge services by working with its clients and partners. This phase will include pro-active networking with partners and clients in order to refine the nature of products and services it delivers to support Africa's development agenda. In this respect, the African Union vision and the NEPAD agenda are important pillars that must guide the KM Content development and expected results to be accomplished. This phase will also introduce a virtuous feedback loop between ECA's delivery of services and its own internal working modalities. As part of this, ECA will become even more agile and flexible as it responds to changes in the development environment facing the continent.

Phase III – Becoming a Centre of Excellence on Knowledge on Development issues in Africa

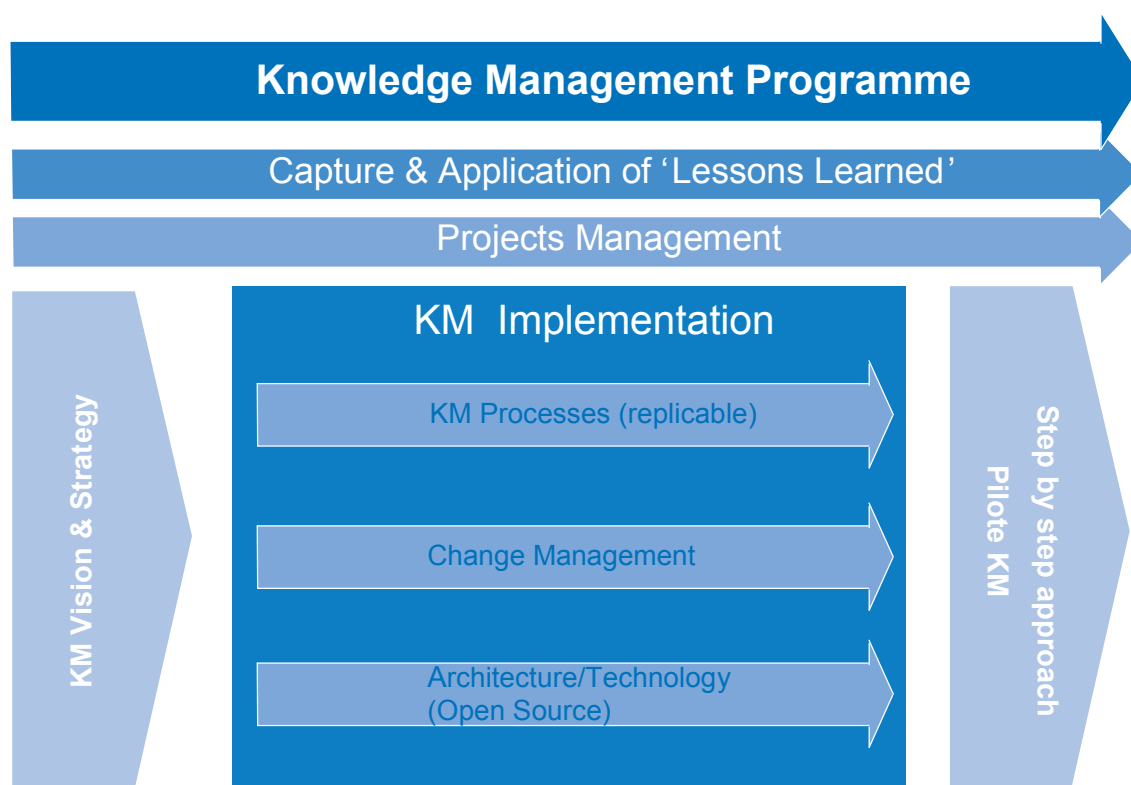
During Phase III, ECA will be fully positioned as a lead Centre of Excellence for African development. Through its partnerships and relationship with its clients and partners, it will be at the forefront of development thinking and development programming in its core areas of intervention. As such it will be the trusted partner and service provider of Knowledge, for both donors and African Member States, other UN Agencies and development agencies in Africa, as they seek to achieve the Millennium Development Goals and other regional priorities.

We will implement the strategy through three streams of work:

- *Clarifying and strengthening ECA's key business processes.* We will focus in particular on the Policy Analysis and Dialogue process, which is central to ECA's mission and plays a key role in its impact and effectiveness. This will be achieved through a process of strategic reflection by each Division, which will feed into ECA's overall strategy setting. Engaging each Division in the process of Outcome Mapping, in which they identify their external partners and the ways in which they intend to work with these partners to achieve development outcomes, will follow this. Both strategic reflection and outcome mapping are essential steps in ensuring that each Division has a clear understand of its role in the policy analysis and dialogue process. While this work stream emphasizes the Policy Analysis and Dialogue business process, it will also address the full range of ECA business processes, analyzing, documenting and streamlining each process over the course of the ECA Repositioning Programme. The KM team will assist the substantive and support divisions to do the Outcome Mapping exercise.
- *Creating enterprise-wide proven open-source tools and software to support these key business processes.* Policy analysis and dialogue requires software and systems to manage information about ideas and about people. Document and records management; an ECA wide contacts and community of expertise and knowledge repository which can serve as a directory of expertise; and the introduction of collaborative workflow systems to support the publications process are among the tools which this work stream will introduce.
- *Strengthening ECA's ability to work with external knowledge networks, through the creation of online communities of interest and practice.* Strategic reflection, part of the first work stream, will help each Division formulate a clear vision of its role in the Policy Analysis and Dialogue process. Outcome Mapping then provides a framework for identifying external partners and how ECA wishes to work with these partners. At this point, the Divisions will have a clear idea of their partners and what they hope to achieve through the partnerships. The second work stream will provide the tools necessary to create and manage these external knowledge networks. These networks will, of course be widely dispersed throughout the continent, and working with them will require a both in-person and virtual interaction. The third work stream will provide the software, systems and training necessary to allow ECA to begin creating and sustaining these virtual communities of interest and of practice.

Each of these work streams requires a range of inputs, including:

- New processes and procedures
- New software and systems
- Training, coaching and mentoring
- Culture change/transformation
- New initiatives in human resources management and planning and budgeting processes, the other pillars of the ECA Repositioning Programme, so that these new ways of working can be sustained over the longer term.



Global Outreach

ECA will not, of course, achieve greater impact by spending more time talking to itself. It must also strengthen the incentives to communicate and share knowledge outside ECA: this is a challenging task, perhaps the most challenging in the entire Initiative. An initial step will be to make the creation of effective external networks and communities of practice.

ECA Communities of practice

The concept of 'communities of practice' plays an influential role in current theory and practice of knowledge management. A community of practice (COP) has been defined as "...peers in the execution of 'real work.' What holds them together is a common sense of purpose and a real need to know what the other knows." Launching new joint activities, carried out by 'task teams' operating outside the existing divisional structure will clearly create new incentives to establish communities of practice within ECA, and this will be supported through the introduction of new collaboration software.

This definition of communities of practice does, however, suggest that ECA will only be ready to play a role in creating such communities outside ECA when it has a clear sense of its strategic focus and priorities, and even more important, a clear idea of its 'boundary partners' – the external individuals and institutions that it intends to work with to achieve outcomes which promote development. Without a clear identification of boundary partners and the ways in which ECA can work with them to achieve development, attempts to create communities of practice are likely to prove unsuccessful, since there will be too little sense of shared objectives and tasks (which seem to play a key role in the success of on-line communities). The processes of strategic reflection and outcome mapping

outlined above are therefore an essential first step in identifying those external partners who might in due course become members of 'ECA nurtured' communities of practice and clarifying the objectives and tasks shared by ECA and these partners.

The processes of strategic reflection and outcome mapping described above should help sharpen the strategic focus within each Division, and help them to identify explicitly the external boundary partners' with whom they intend to work to achieve developmental outcomes, and the effect they intend to have on these partners.

We think it is important for ECA to take the first steps and acquire more 'hands on' experience in working with communities of policy-makers and practitioners. Since these policy-makers and practitioners are dispersed throughout the African continent, much of their activity will inevitably take place on line. Some units and divisions are further along in the process of identifying and working with their external boundary partners, and it seems sensible to build on their advances in pilot projects to establish communities of interest in several key policy areas (e.g. MDGs, ICTs, etc.). These pilot projects would build on the existing content (web site, etc.), but would feature much more emphasis on examples of best practice in policy, reflections on policy successes and failures and the lessons to be learned, as well as more general resources specific to the topic.

The pilot projects will play an important role, signaling ECA's new attitude to knowledge sharing. They can be constructed very simply, using existing open-source based software and ensure they are integrated with the existing infrastructure already in place to foster collaborations among ECA staff, possibly the cross-divisional teams described above. This will allow the new software to be introduced in a homogenous environment before extending its use to external partners, whose level of expertise is much less uniform and predictable.

Recent experience in virtual communities highlights the importance of skilled leadership and facilitation. We therefore propose a series of training workshops to equip ECA staff working with the skills necessary to create and sustain on-line communities. These skills can be applied first to communities within ECA and in due course, to external communities.

Managing the ECA Knowledge Initiative

Our KM strategy begins by the appointing a focal point individual who masters the substantive issues that will be addressed within a specific Community of Practice. Since knowledge sharing and learning should be viewed as a means of focusing ECA on its mission and impact to promote policy analysis and dialogue, the focal point who will take on the responsibilities to lead the activities of a Community of Practice should ideally be a senior staff member who plays an integral role in the policy analysis and dialogue process.

Technology and Platform

The proposed KM system must be able to seamlessly implement and leverage the concept of COP (Community of Practice). This KM system will be web based, compatible with the diversity of hardware and software installed at ECA premises and will support a simple, yet powerful, classification system, which is compatible with ECA strong requirements in the area of security, multilingualism, versioning and staging. The KM system will be workflow based and able to support ECA core business processes through intuitive user interfaces. The KM system will

integrate a Wiki² and Blog³ engine. The KM system will be extensible enough to support standard or custom business applications and processes.

Since ECA business processes are most if not all based on documents, 5 typical document types were selected to bootstrap the project:

- ♦ **COP:** which is implemented and managed by ECA
- ♦ **Report:** discussed and disseminated through the COP
- ♦ **Meeting:** as defined by the COP facilitator
- ♦ **News:** on activities, events, etc.
- ♦ **Query:** which is posted to a COP

This list of documents will be validated and if necessary updated during the detailed design phase of the project.

The business processes that are associated to these documents are:

- ♦ **Report:** this business process relates to the validation and the dissemination of reports. It involves COP members as well as all divisions of ECA.
- ♦ **COP:** this business process relates to the creation, rollout, monitoring of COP.
- ♦ **Translation:** this business process relates to the management of translation and document updates at the occasion of a posting into the COP.
- ♦ **Publication:** this business process relates to the validation and the publication of content on the Web site of ECA.

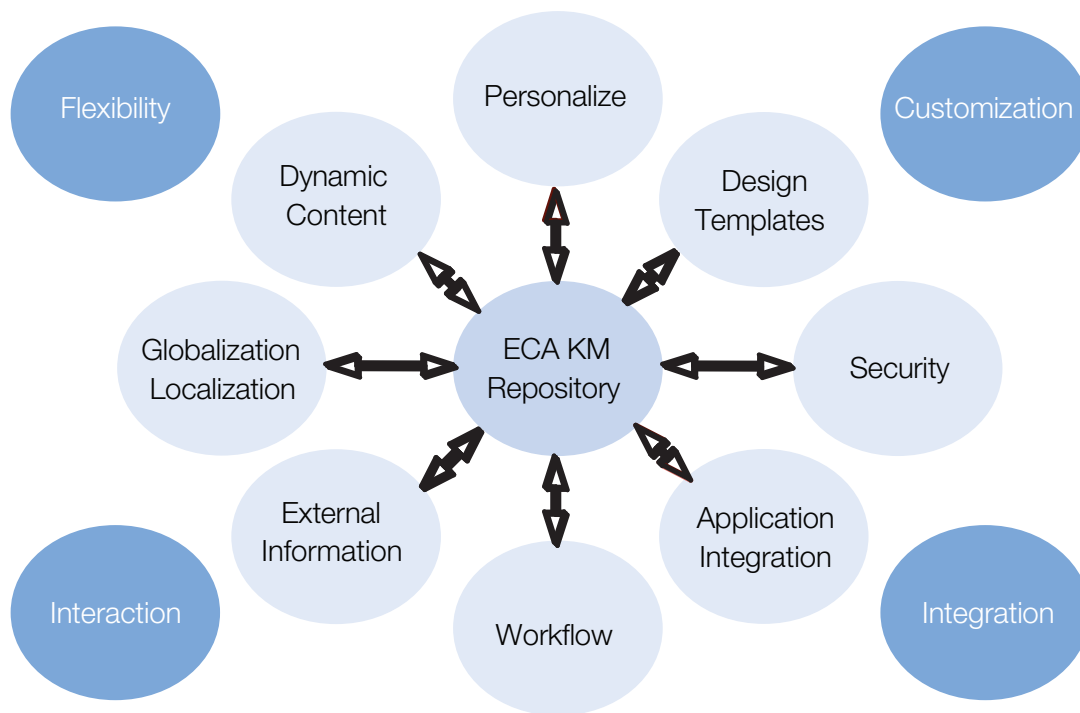
External Access to ECA clients and partners

A key aspect of ECA KM system is that it should be open to clients and partners who contribute to activities in a COP. This will be covered through two approaches:

- ♦ **External Users:** users of ECA KM system may belong to partner organizations, and clients who are not formally related to ECA or UN. The KM system will be able to store and provide information upon request on activities in a COP, on COP member's profile, etc... The KM system must also provide secure access from the Internet to partner users.
- ♦ **External Documents:** any contents handled through an external system such as a Blog, a Wiki or an existing KM system such as the one used at UNDP should be accessible and searchable from ECA KM system.

2 A Wiki is a web site which contents can be authored online and changed by an open community of users. It is mostly useful to create publicly available shared knowledge. A famous example of Wiki is wikipedia (www.wikipedia.com). Wiki was also recently used for example by a European government to design a new Law from the public input.

3 A Blog is a personal news web site. It is the simplest form of web publication system. It is mostly useful for online publication of short news



High Availability of the KM System

The system we have designed provide the following functionalities (the list is not exhaustive):

- ✦ at least 10 million documents
- ✦ at least 99.5% availability
- ✦ MySQL based catalog
- ✦ less than 15 minutes recovery in case of software failure
- ✦ less than 2 hours recovery in case of hardware failure with no data corruption
- ✦ less than 1 day recovery in case of hardware failure with data corruption.

However, if ECA the KM system must be a fault tolerant system (99.999% availability, i.e. less than 5 minutes of unavailability per year) or if there are plans to implement new processes that generate more than 1 million documents per year, the system can be extended to support large volume and fault tolerance:

- ✦ 1 billion documents
- ✦ 99.999% availability
- ✦ MySQL based clustered storage
- ✦ fully open source solution

ERDMS Global Components

The KM project is based on a modern Electronic Records & Document Management System (ERDMS), which consists of 5 components:

- Repository: an advanced object database, which provides flexible and dynamic storage for any types of documents: office file, HTML, XML, images, sound, video, etc. Structured metadata can be associated to documents with any variable number of fields and properties
- Catalogue: The Catalogue / Index component provides quick search of documents stored in the Repository. It is usually the bottleneck of dynamic Web applications such as KM, Content Management or Portals. The KM system is built using the highest performance open source solutions that are currently available.
- HR system: The Human Resource component defines the exhaustive taxonomy of Persons and Organizations. It allows the creation records for Persons, Organizations, Careers and Assignments. Person records may represent ECA staff. Every person is subordinated to an Organization through a Career record and may be assigned to a Community of Practice, a Project, etc. through an Assignment Record. Organization records represent the divisions, people involved in the KM. All HR can be stored and associated to multiple hierarchical classifications: physical sites, group entities, regions, functions, roles, etc.
- Workflow: The Workflow component can implement any business process by representing stages in a process, such as states of a document, and by representing decisions in a process, such as transitions between states. Workflows can implement a variety of processes such as: publication, accounting, project monitoring, form application, etc.
- Presentation: The Presentation component is in charge of rendering contents and documents in various formats (XHTML, RSS, PDF, etc.), and various layouts.
- All components are open source based.



Project Implementation Roadmap

The KM project team will collaboratively work with the substantive and support divisions at ECA to ensure that the KM approach will contribute to increasing the value of ECA's collective intelligence. This will involve the capture, evaluation, synthesis, organization, distribution and application of ECA's knowledge capital.

The following seven areas identified for the different Phases of the ECA KM project will be covered over the next 18 months.

■ Service Line Development

Objective: Define what specific services will be provided and how they will be delivered in each of the thematic priorities of ECA.

Activities: Undertake internal and external mapping exercise to assess which are the highest priority areas for specific services to be delivered; define appropriate skills mix; determine service modalities (policy advisory support, research and development, training, etc).

Objective	Deadline
Global Access to content	June 07

■ Development of Knowledge Networks

Objective: Develop a core set of virtual knowledge networks to enable ECA staff, partners and clients to discuss on an on-going basis, topics of priority to African Member States.

Activities: Determine core ECA networks; establish modus operandi; carry out communications strategy; recruit full or part time facilitators; develop a suite of knowledge products and services (especially guidelines for e-discussions, possibly the most high value added service and for Consolidated Replies which summarize any type of network support)

Objective	Deadline
Creation of Knowledge Network Functions and Services	June 07

■ Advisory Panels for Knowledge Networks

Objective: Bring in, virtually, 10-12 experts for each service line from leading institutions to supplement and provide targeted inputs for network discussions held by staff, partners and clients.

Activities: Determine scope of expertise required; source experts, preferably on pro bono basis; develop modus operandi for their involvement.

Objective	Deadline
Leveraging External Knowledge to Enhance Functions of ECA Knowledge Networks	June 07

■ Building of Communities of Practice (COP)

Objective: Build Communities of Practice including ECA staff, partners and clients on core thematic priorities to improve knowledge sharing, policy development and service delivery. Communities of Practice often interact

through Knowledge Networks but increasingly face-to-face meetings are needed to define the knowledge capture, sharing and application of the COP work.

Activities: Define core thematic priorities requiring a COP to further the policy and the service delivery initiatives targeted; consider recruiting a COP facilitator; build institutional linkages; develop COP workplan including core deliverables from its work.

Objective	Deadline
Promoting Cross-Regional Sharing of Innovative Approaches to KM with SROs	June 07

■ Development of Thematic Workspaces

Objective: Develop thematic workspaces that provide a virtual home and active space for Communities of Practice to access and contribute to a dynamic collection of knowledge resources.

Activities: Design and implement standard templates for publishing, searching and retrieving knowledge resources; develop standard taxonomy; carry out outreach and communications strategy; promote exchange of resources with relevant institutions.

Objective	Deadline
Global Access to content	June 07

■ Strengthening ECA Sub-regional offices (SROs)

Objective: Develop a mutually supportive knowledge management strategy between HQs divisions and SROs.

Activities: Define division of labour on KM issues between HQs and SROs; develop joint work-planning; provide human resources as needed to SROs.

Objective	Deadline
Promoting Cross-Regional Sharing of Innovative Approaches to KM with SROs	June 07

■ Competency Map for Staff

Objective: Build a competency map of all staff in the organization to capture their knowledge and experience in order to enable ECA to build surge capacity. The competency map can be used not only to map staff strengths, but also their learning needs.

Activities: Define core competency framework for ECA based on its core thematic priorities and services; develop web based questionnaire for all staff; train staff to complete questionnaire; link the results to the human resources management system.

Objective	Deadline
Global Access to Content / Creation of Knowledge Network Functions and Services	June 07

■ Technology Platform Development

Objective: Development of the technical platform that will provide the KM services to ECA and its partners. The platform will be based on open source software.

Activities: a project management team that will define the functional and technical specifications of all components of the platform will lead this effort. The UNDP OIST team in New York will provide technical advises to ensure there will be compatibility between both organizations' KM platform.

Objective	Deadline
Implementation and rollout of the platform	June 07

The following table provides a summary of the major tasks to be undertaken by the project management team in collaboration with the COP focal points and their respective team, over the next six months.

Actions	Responsible	Deadline
Define Collaboration & Knowledge Sharing needs for ECA	Project management team	January 07
Communities of Practice creation and sharing with ECA Partners (UNDP, AU, ADB)	Project Management team in collaboration with ECA COP focal point	January 07
Training and launch	Project Management team	June 07
Hardware and Networking	KM Publication Committee	March 07
Identify the content and the structure for each division and function and facilitate the day to day activities of each COP	Network Facilitators	June 07
Develop, Implement, test and deployment of the KM platform 1. Implement and integrate according to the defined business requirements 2. Maintain the system 3. Support and training of ECA Staff and Partners	Project management team	June 07

The table below provides a summary of the major deliverables that will be available when the system is fully operational.

Tools Levels	Phase I – Enhancing Knowledge in ECA Operations	Phase II – Providing Knowledge Services to Partners and Clients	Phase III – Becoming a Centre of Excellence in Knowledge about African Development
Staff	<ol style="list-style-type: none"> 1. Competency Map for all staff 2. Roster of Staff 3. Staff Learning Plan 4. Knowledge Sharing as part of performance review 	<ol style="list-style-type: none"> 1. On-going exchange with ECA partners 2. Roster with profile for all staff disseminated 	<ol style="list-style-type: none"> 1. Staff as thought leaders in their areas of competence
ECA	<ol style="list-style-type: none"> 1. Knowledge Networks with ECA and external partners and clients⁴ 2. Internal thematic workspaces and taxonomy 3. Knowledge links with SROs developed 	<ol style="list-style-type: none"> 1. External Advisory Panels for Networks 2. Workspaces as one-stop-shop for global content on African development 	<ol style="list-style-type: none"> 1. Networks and portals allow for external access to ECA KM resources
Partners	<ol style="list-style-type: none"> 1. Knowledge Networks 2. Communities of Practice (COPs) 3. Roster of Experts 	<ol style="list-style-type: none"> 1. Joint provision of services with other UN agencies 2. COPs opened to partners and clients 	<ol style="list-style-type: none"> 1. ECA as partner of choice for all major development initiatives in the region
Clients	<ol style="list-style-type: none"> 1. Development of specific service lines to support clients based on CA priorities 2. Knowledge Networks 	<ol style="list-style-type: none"> 1. Flagship Outputs 2. APRM 3. Peer Learning 4. Knowledge Products (Studies and Policy Papers) 	<ol style="list-style-type: none"> 1. ECA as partner of choice for all major development initiatives in the region 2. ECA provides support to KM initiatives at (sub)regional and country levels

A full operational ECA Knowledge Management platform that will be accessed to ECA, its clients, partners and the international community will be officially launched at the 50-year anniversary of ECA.

It is important to note that one major milestone that the KM team and the responsible of Communities of Practice, is the release for a set of components of the KM at the Conference of Ministers in March 07.

Roles and Responsibilities

All the content of the ECA Communities of Practice will fall under the responsibility of the appointed focal point person from the different substantive divisions. They will define, in collaboration with the KM team, and with the support from the COP Network Facilitator, all the content and final outputs of each COP.

Program Management

The ECA KM team will have the Program Management and Quality Assurance Responsibility Role of the KM Project. The role and related activities associated to its responsibilities are described hereunder.

Role	Planning	Delivering	Operating	Responsible
ArchitectTechnology Architect <i>(focus on execution architecture, development architecture, operations architecture, physical networks and computing platforms)</i> Process Architect <i>(focus on key business processes)</i> ApplicationArchitect <i>(focus on applications)</i>	<ul style="list-style-type: none"> Assess operational capabilities and define opportunities to create business value Identify and evaluate operating alternatives Work with the Implementation and Operation Project Manager to select operating alternatives forming an overall Operating Strategy and Business Architecture Define approach to close operating gaps 	<ul style="list-style-type: none"> Define components of capability releases and supporting performance model Identify and resolve cross-capability, cross-release issues which impact the integrity of the Business Architecture Work with Implementation and Operation Project Manager to ensure the capabilities being developed and deployed align with the architecture component and meet performance goals 	<ul style="list-style-type: none"> Ensure that the application components being developed or modified align with the Application Architecture and meet application performance goals. Ensure that testing and piloting results meet application performance goals. Align the application with the changing business context. 	ECA KM Team
Program Management	<ul style="list-style-type: none"> Establish program management infrastructure Provide structure to plan capability delivery (work breakdown structure, organization breakdown structure) Establish approach and timeline for capability delivery 	<ul style="list-style-type: none"> Work with the Implementation and Operation Project Manager to define a capability development/ validation approach and timeline Measure and monitor progress to ensure a business capability is delivered on time, within budget and meets or exceeds expectations 		
Quality Assurance		<ul style="list-style-type: none"> Ensure that quality services are delivered on a timely basis. Measure service delivery as defined in formal service agreements. 		

ECA KM Committee

This committee has cross-cutting oversight role as a Governance body on the KM content and output, as well as its strategic direction and programme budget. It would assess how the KM services all ECA substantive and support Divisions. The objectives and role of the Committee are described hereunder.

Role	Planning	Delivering	Operating	Responsible
Governance & COP Program Management (Focal points)	<p>Ensure that:</p> <p>a) Use of KM is aligned with the overall objectives of ECA;</p> <p>b) Existing systems and operational guidelines are reviewed to confirm their alignment with the KM</p> <p>c) Standard methodologies are developed and consistently used for the KM project.</p> <p>d) The requirements of the COP are met by the KM System</p> <ul style="list-style-type: none"> ♦ The presence of the Executive Secretary and other Senior Members of ECA will give the right signal that KM is regarded as an important issue within ECA. ♦ Provide a basis for: allocating and monitoring use of resources; communicating to interested parties, how the KM strategy will be delivered; and demonstrating how KM activities have been prioritized to meet ECA needs 	<ul style="list-style-type: none"> ♦ Define the scope of an KM strategy document to provide a vision and an overall strategy paper on KM at ECA. ♦ Define long and short term plans detailing all the tasks, which are required to meet the ECA KM strategy and satisfy ECA's needs ♦ Provide a basis for: allocating and monitoring use of resources; communicating to interested parties, how the KM strategy will be delivered; and demonstrating how KM activities have been prioritized to meet ECA needs. 	<ul style="list-style-type: none"> ♦ To ensure that ECA has effective oversight over its KM and to ensure that it contributes to the improvement of the effectiveness and efficiency of programme delivery and management, operational guidelines would be developed by the KM Committee, covering frequency of meeting, composition, relationship with other management bodies, decision making authority, and required outputs together with a mechanism for following up of implementation of decisions made. ♦ Ensure that KM related projects or task forces have terms of reference and operating guidelines and the Committee is clear on its responsibilities to monitor the work on the projects or of task forces. 	<p>KM Committee</p> <p>Chaired by the Deputy Executive Secretary</p>

KM Network Facilitator Support to ECA Divisions

Working under the overall guidance and management by the Knowledge Management Advisor, the incumbent will support the COP focal points and their team, for developing communities of practice as well as promoting the knowledge Management Division networks in collaboration with Division and SRO Leadership (Division Director, Head of Section Units and Service Line managers).

The support activities of the Network Facilitator to the Division focal points will be as follows:

1. Direct development of Communities of Practice/Sub-Practice (thematic programme division in ECA and SROs,). This involves promoting community collaboration around Division priorities and workplans; facilitating knowledge sharing and development within and across practice communities; facilitating face-to-face events to strengthen community identity both globally and regionally, in collaboration with Division and SRO Leadership, and managing the community's electronic network mailgroups.
2. Support to policy development and knowledge sharing through managing the delivery of the community's products and services, such as Consolidated Replies, e-Discussions, Off-Line Query Support, Division News Updates, Division Workspaces as well as Division agenda setting.
3. Build relations with external professionals and institutions, including donors and UN system agencies, in the relevant Division area and in support of knowledge sharing and networking.
4. Promote corporate knowledge sharing and provides strategic input into development of corporate policy on knowledge sharing and networking, including participating in the Division and SRO's Knowledge Management Support Team, collaborating with Knowledge Services Teams, and supporting implementation of the Knowledge Management Roadmap.
5. Promote cross-regional and cross-division collaboration through reviewing regional priorities in light of service line implementation at SRO and regional level; collaborating with Knowledge Services Teams in ECA; and introducing cross-division and cross-regional dimensions to core products and services delivered by ECA.
6. Provide direct technical backstopping and substantive support in the relevant Division/thematic area to SROs and Headquarters Programmes, and may include project and programme identification, formulation, monitoring and evaluation.

ECA KM Committee

- Design annual ECA KM business plan
- Determine ECA KM budget & resource allocation
- Determine cross community priorities
- Identify community gaps & formation/development needs
(Division Coordinators)

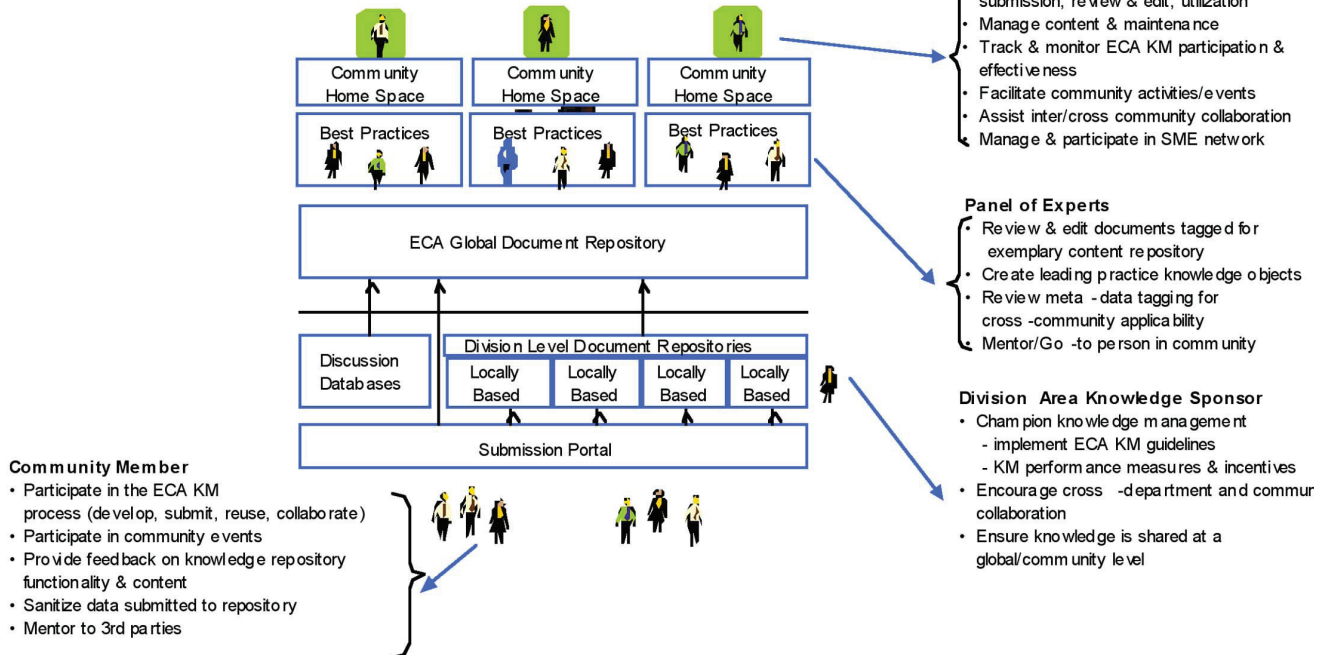


ECA KM Team

- Manage evolution of ECA KM infrastructure
- Process Program Manager: process, taxonomy, portals
- Technical Program Manager: technical platform and tools
- Community Leaders: communities, performance measures, resources, and roles
- Community Coordinator: admin and support
- Develop Strategy, Vision and Partnership Ecosystem

ECA KM Wide

Communities of Practice



KM Communities of Practice

The Community of Practice focal point and their respective team will have the ownership responsibility of the content related to each thematic area. They will be supported by the Network facilitator per the terms of reference of her/his functions.

Substantive Divisions Knowledge Management Action Plan

3

1- Biotechnology for Food Security and Poverty Reduction

Background

Africa's Development Measures the Promise of Biotechnology

Africa continues to suffer from poor economic growth and unprecedented poverty. More than 83 per cent of the worst-off countries are found in the region. About 46 per cent of the least developed countries are in Sub-Saharan Africa (SSA) which also accounts for nearly a quarter of the world's poor.

Agriculture, the backbone of the continent's economy, produces the lowest yields in the world. It is beset, among others, with abiotic stressors (drought, high temperature, poor soil fertility, vast marginal land areas); biotic factors (insect pests, weeds, diseases); high costs of pesticides, herbicides, chemical fertilizers and irrigation; and drug resistance. Some 200 million people are chronically hungry in Africa and more than half of the countries on the continent need food aid.

The continent leads the world statistics on the major health problems. More than 72 per cent of the people infected worldwide with the HIV/AIDS reside in Africa. Malaria alone kills two million people in the region and reduces the GDP of SSA by one percent every year. Malaria also accounts for about 10 and 25 per cent of direct and indirect child mortality, respectively. Tuberculosis, a disease of the poor, has re-emerged and is being reinforced by drug resistance.

Africa's natural resources and exquisite biological diversity is under fast degradation. Escalating soil erosion, declining soil fertility, salinization, soil compaction, soil pollution and desertification are growing threats. Increasing deforestation and forest degradation prevail due to a combination of factors including expansion of area cultivated, commercial harvesting, overgrazing, and increasing firewood utilization. More than 5 million hectares of land resources are lost every year, causing irreversible and ever increasing loss of biodiversity.

The continent essentially remains a producer of primary goods for the rest of the world. The transformation into added value products of its natural resources and agricultural raw material is limited. What is more, de-industrialization has taken a toll in the region. In particular, industrial processing of the region's enormous biomass into bio-energy, a valuable economic alternative to the costly fossil fuel and environmentally damaging firewood utilization, particularly in the rural areas, has received inadequate attention.

Limits of conventional technology packages in solving the above problems

Certainly, conventional technology packages have produced great achievements in the world including Africa during the past four decades. Many pathologies have been successfully controlled. High industrialization has been achieved in the North and is taking off in many countries of the South. Considerable improvements have been obtained in food and agriculture development, energy production and natural resources management. The Asian Green Revolution, which took place outside and bypassed Africa, has over the last thirty years, been instrumental in achieving increased crop yields, fallen food prices on international markets and reduced proportion of chronically undernourished people worldwide.

However, the above conventional techniques have not succeeded in eradicating many intractable diseases such as HIV/AIDS, malaria, tuberculosis, various types of cancer, diabetes and many other highly heritable diseases that continue to cause havoc and considerably weakens agricultural labor force in Africa. They have not won the battle against the intractable biotic and abiotic stressors (ie. heat, drought, low soil fertility) that stifle agricultural productivity in the region. They also have not won the battle against soil erosion, desertification, loss of biodiversity and expansion of marginal land. Moreover, they have not removed the constraints to adequate value addition to Africa's primary commodities in the food and agricultural sector, and efficient production and use of disease and pesticide resistant crops, nutritionally enhanced crops, bio-pesticides, bio-fertilizers and bio-fuel for rural energy supply.

What is more, the Asian type Green Revolution, which was essentially based on conventional technology package, has imposed an environmentally damaging reliance on agrochemicals, an overuse of irrigation that resulted in loss of soil fertility and falling yields in some regions. This Green Revolution was directed primarily at rice and wheat and failed to address many of the most important staple food crops of the tropical and sub tropical regions. Examples of these crops are "orphan crops" such as cassava, plantain and cooking bananas, sweet potato, taro, sorghum and millet. Lastly and most importantly, evidence has been accumulated, since the mid – 1990s, which shows that annual increases in rice and wheat yields are dropping meaning that the strategies of the Asian type Green Revolution are nearing their limits and will not by themselves be capable of providing the crop production increases required to supply future demands.

It is clear from the preceding that the ability of conventional technologies in eliminating many diseases remains very limited. It is also clear that the green revolution technology package is costly, input intensive, likely to damage the environment and therefore, may not be appropriate for Africa. Other forms of technologies, which minimize inputs use, improve the health of farmers while increasing yields and preserving the environment are more appropriate. Biotechnology is one of these technologies.

The Promise of Biotechnology and Related Empowering Justification by AU and UN

Biological technology also referred to as biotechnology is "any technique that uses living organisms or substances from these organisms to make or modify a product to improve plants or animals or to develop micro-organisms for specific uses". It represents a gradient of technologies ranging from the traditional technologies such as those related to brewing, fermentation, baking, biological control, artificial insemination and embryo transfer, tissue culture to modern biotechnology which involves genetic engineering.

Biotechnology has been identified as the leading technology of the 21st century. It has tremendous potential to solve problems not easily addressed by conventional means and therefore to address economic, social and environmental issues afflicting the poor. It provides a way forward in medicine and agriculture where earlier methods were less successful and offers the only or the best tool of choice for marginal ecological zones left behind by green revolution but home for more than half of the world's poorest people depending on agriculture and livestock.

Biotechnology is the best arm against many factors constraining agricultural productivity. These factors include the earlier mentioned biotic and abiotic stressors, intractable pathologies (malaria, HIV/AIDS, tuberculosis), loss of biodiversity, desertification, nutritionally deficient crops, high rural energy and poor value addition to food and agricultural primary commodities. Overall, it can help Africa address its greatest challenge and holds the key to accelerating the achievement of the related objectives if it is used safely. This challenge is to make the continent's agriculture productive while conserving the natural resource base. The consistently poor performance of agricultural sector is mostly responsible for increased poverty in the region.

Biotechnology has been recognized by the Heads of African States in the New Partnership for Africa's Development (NEPAD) as "an important priority area in science and technology for the continent's development". These Heads of States have urged to "harness the tool for the development of Africa's rich biodiversity, pharmaceutical industries and indigenous knowledge base as well as for the improvement of agricultural productivity, among others". AU has adopted the African position on Biotechnology and the African strategy on Biosafety in 2006.

The United Nations (UN) has also recognized Biotechnology as a tool of 'unique opportunities for developed and developing countries and small and large enterprises'. It has referred to the tool as "an important component of the scientific, economic and social life of the society, whose impact in agriculture, health, environment, manufacturing, energy and mining, among other sectors, is already being felt, and whose economic and social benefits have become a reality". In support of this recognition, the UN General Assembly (GA) has issued two resolutions in favor of biotechnology. These are resolution A/RES/58/200 of December 2003 and resolution A/RES/60/205 of January 2006.

The first resolution called for an integrated framework for biotechnology development within the United Nations system and for a strengthening of the coordination of biotechnology-related activities including, in particular, the promotion of biotechnology within the United Nations system. This resolution led to the creation in May 2004 of the Inter-Agency Cooperation Network on Biotechnology (IACNB) that was renamed UN-Biotech in May 2005.

The second resolution encouraged relevant UN bodies engaged in biotechnology to collaborate with a view to enhancing effectiveness in the implementation of programmes designed to assist developing countries in building capacity in all areas of biotechnology, including industry and agriculture, as well as for risk assessment and management of biosafety.

Representatives of many Addis Ababa-based UN institutions¹ held, in 2003 and 2004 at ECA, a series of consultative meetings on issues related to biotechnology uptake in Africa. They recommended the establishment and implementation of a UN Inter-Agency Partnership on Biotechnology for Africa's development or UN-Biotech/Africa in support of NEPAD.

¹ The Addis Ababa-based UN institutions working to establish and implement UN Biotech Africa are FAO, UNIDO, UNESCO, UNDP, UNEP, WHO, WFP and UNECA.

UN Biotech Africa is expected, among others, to (i) coordinate policies, strategic approach and actions among agencies and programmes of UN system in support of NEPAD in the area of biotechnology; (ii) generate synergies between activities of UN institutions for greater impact through greater efficiency in the use of UN resources; and (iii) create an effective platform of exchange of biotechnology-related information, experiences and perspectives

Objectives

The main objective of the Community of Practice on Biotechnology for food security and poverty reduction in Africa is to move Africa's biotechnology agenda so as to help achieve the Millennium Development Goals (MDGs of halving, by 2015, the proportion and the number of people suffering from extreme poverty and hunger.

Specific objectives are to:

- ✦ Connect horizontally all the people, knowledge and conversations related to biotechnology for food security and poverty reduction in Africa;
- ✦ bring together a wide range of partner/clients in a concerted effort to share common concerns, problems, mandates, or sense of purpose, to build consensus and find solutions to constraints regarding the development, transfer and diffusion of biotechnology for food security and poverty reduction in Africa;
- ✦ Connect across boundaries of time, distance and organizational silos, individuals with expert peers, promote a dynamic and productive collaboration and create an effective platform of exchange of biotechnology-related information, experiences and perspectives including the sharing of best practices among African member States, RECs and sub-regions, relevant UN bodies and organization, African partners and farmers' organizations;
- ✦ Enable the actors to make the most of their collective know-how and to help facilitate the integration of modern biotechnology activities in Africa within the NEPAD with the view of maximizing collective efforts;
- ✦ Establish database (s) in support of the COP's activities

Partners/Clients

Partners/ Organization/ Institution	Area of Focus
IAEA	Currently coordinates 7 research networks and assist about 30 capacity-building projects for integrating modern techniques into national plant-breeding and conservation programmes, with a view to characterizing plant genetic resources, widening plant genetic diversity and introducing agronomically and commercially useful traits. In the area of animal production and health, work is being done on improving reproductive efficiency, characterizing indigenous animal genetic resources and the diagnostics and treatment of contagious bovine diseases. Approximately 15 research networks and over 50 technical cooperation projects are under way in these areas.
UNIDO	In the area of agro industry, promotes the use of biotechnology to develop suitable bioprocesses, including the use of green jute as a raw material in the production of pulp and paper. UNIDO promotes the use of novel and safe strains of non-genetically modified microorganisms in fermented foods, as well as the enhancement of the nutrient content of food.
WHO	Cover variety of biotechnology related activities (blood transfusion safety, blood products, laboratory services, diagnostic radiology and other medical devices, surgery, anesthesiology, transplantation, health, genomics, food safety to technology assessment). Provides norms, standards, guidelines, advocacy, training materials, technical assistance at country, and regional and global levels.

Partners/ Organization/ Institution	Area of Focus
UNEP	Provide support to development of national biosafety frameworks and capacity building for their implementation, awareness raising and exchange of economy.
FAO	Established Biotechnology Applications in Food and Agriculture, Forestry and Fisheries Priority Area for Interdisciplinary Action
UNCTAD	Provide substantive servicing to the UN commission on science & technology for development; promote trade, and technology transfer.
ICGEB	Provide research & training activities in biotechnology addressed to the needs of developing countries
ILO	Monitors the impact of the introduction of biotechnology on the growing food and drink industries through its Food and Drink Industries Committee. At its most recent meeting in 1998, the Committee concluded that the development of food technology, including biotechnology and food chemistry, is generating new jobs in areas such as research and development, and that increased sales of new and high value-added products should create more employment opportunities. The production of safer and more disease-resistant products and the application of biotechnology to produce "functional foods", which reduce blood sugar levels and lower the risk of heart disease, is another promising area.
UNUI	Has two main research projects in this programme area: (a) bioprospecting and drug research focusing on the interaction between intellectual property rights on drugs, traditional medicinal knowledge and access rights over genetic resources for bioprospecting; and (b) building innovative biopharmaceutical systems that map and analyse existing innovation systems in the biopharmaceutical industry in five developing countries.
WFP	has no direct involvement in the development of biotechnology, it has expressed strong interest in developments in this area. Its policy on foods derived from modern biotechnology has been developed in consultation with FAO, WHO and World Trade Organization. While emphasizing that there is no scientific evidence of adverse health effects from the consumption of the genetically modified biotech foods currently on the market, and having distributed hundreds of millions of rations containing such elements, WFP respects national policies on these foods.
WTO	Provide a forum and which multilateral rules of trade are negotiated and monitored.
UNESCO	Established Biotechnology Action Council (BAC) Programme, which focuses on the applications of biotechnology in plants and marine life, especially in food production through agriculture, mariculture and aquaculture. Facilitate scientific exchange, training and research opportunities in the area of biotechnology.
WIPO	<ul style="list-style-type: none"> • establishes international standards for intellectual property laws and practices and providing registration services that allow patents, trademarks and designs to be protected in many countries. • also extends various technical and legal assistance to developing countries, facilitates resolution of intellectual property disputes, and explores new issues arising in the global intellectual property arena. • In all these activities, the latest information technologies are employed to promote efficiency and facilitate the electronic exchange of information on intellectual property.

Other partners/clients include Africa's regional institutions :

- NEPAD Secretariat
- AU, AfDB,
- FARA
- International institutions : CGIAR (ICRISAT, CIMMYT, CIAT, IITA, ISNAR, ILRI), ISAAA
- Sub-regional institutions: ASARECA, CORAF, SADC, HBF
- Local NARS and/or government agencies or centres
- Patented technology Providers (AATF)
- NGOs (e.g. BTA, ABSF, AHBFI)
- Private sector
- Farmers' Associations
- The media

Type of information

- ✦ UN-Biotech/Africa documents
- ✦ UN GA resolutions
- ✦ AU and NEPAD documents on biotechnology (eg. African common position on Biotechnology and African strategy on biotechnology)
- ✦ Publications, reports expert rosters, newsletters, databases of relevant UN bodies and organizations and other partner and client institutions
- ✦ Any other authoritative international or national publication on biotechnology
- ✦ Links to partners and other sources of knowledge
- ✦ Announcements

Tools for the online community platform

To achieve its objectives, the ECA CoP on Biotechnology for food security and poverty reduction in Africa, will use electronic platforms for e-discussions, UN-Biotech/Africa website and newsletter, sub-regional workshops, retreats, pilot studies, guidelines, toolkits, compendia of best practices, policy papers, field visits and other means to gather and share knowledge in the field.

Source of Knowledge

- ✦ FSSDD, NRID, ISTD, SROs
- ✦ UN Science and Technology Commission
- ✦ UN Bodies and agencies
- ✦ CGIAR institutions
- ✦ AU and NEPAD secretariat
- ✦ Universities and any other knowledge institutions

Timeframe

- ✦ Identification of CoP members and confirmation of membership: March-April 2007
- ✦ Compilation of preliminary information to be shared: April –May
- ✦ Meeting with major members: May-June

2- Macroeconomic Policy Analysis

Background

Macroeconomic Analysis Section (MAS) assist member states to improve their capacity to design, implement and monitor sound macroeconomic policies and better institutional frameworks, in order to achieve sustainable development, consistent with the priorities of the New Partnership for Africa's Development (NEPAD). The work of the section also includes policy advocacy and collaboration with non-governmental development organizations and institutions including other UN agencies, universities and research centers and networks.

The Section implements its tasks through:

- publications,
- trainings,
- conferences and
- workshops.

MAS undertakes macroeconomic research and policy analysis, at regional, sub-regional as well as country levels, in such areas as:

- macroeconomic modeling and planning,
- growth strategies,
- fiscal and monetary policies and
- debt management.

Beside other ECA major policy studies and thematic issues, the Section provides inputs to ECA's main flagship publication, the Economic Report on Africa, covering trends in African economies, developments in the global economy and dealing with economic globalization. Other MAS's regular tasks include preparation of background documents for the Commission's annual Conference of African Ministers of Finance, Economic Development and Planning, and ECA's input to the World Economic Situation and Prospects (WESP) a UN publication coordinated by the Department of Economic and Social Affairs (DESA).

Objective

ECA's Knowledge Management (KM) strategy serves as a means of positioning the Institution to better serve its stakeholders and optimize the synergies between its work and that of various partners in knowledge generation, policy advising and outreach. The KM strategy will allow ECA to establish a system of rationalization of acquisition, storage, and sharing of knowledge, which will optimize the impact of ECA's work. The Community of Practice on Macroeconomic Policy Analysis will be part of ECA's activities to address all of these objectives.

The thematic focus of this Community of Practice is the analysis of macroeconomic policies, covering issues relating to macroeconomic analysis, including monitoring of macroeconomic trends and macro-micro linkages; fiscal, monetary and exchange-rate policies and their institutional frameworks, consistent with the priorities of the New Partnership for Africa's Development (NEPAD); macroeconomic modeling at regional and country levels;

Partners/Clients

UN Organizations:

UNDP, ILO, UNCDF, UNU-WIDER, UNIDO, UN DESA, UNCTAD, ECLAC, ESCAP, ESCWA, ECE,

Other international organizations:

OECD, IMF, World Bank, European Union

Member states:

Ministries and government institutions involved in macroeconomic policy, trade policy, and development finance policy.

(Sub-)Regional organizations:

African Union, AfDB, NEPAD Secretariat, APRM Secretariat, RECs, DBSA,

Academia, Research Institutions, and Think Tanks (examples):

AERC, KIPRA (Kenya), Cambridge University, NIESR – London, Universities: University of Pretoria; University of Stellenbosch, Oxford Economic Forecasting, Political Economy Research Institute at the University of Massachusetts, Amherst, USA

Civil society organizations:

(within and outside of Africa)

Interfacing with partners/clients:

We are currently interfacing with clients in multiple ways, e.g.:

- ✦ Expert meetings organized by ECA, e.g. the “ad-hoc expert group meetings” frequently organized
- ✦ Expert meetings and conferences organized by partners or third parties
- ✦ Electronic roundtables, e.g. planned on the area of “macroeconomic modeling” in 2007
- ✦ Distribution of our publications by mail and electronically, e.g. through the ECA website
- ✦ Presentation of major outputs directly to partners/clients, e.g. this year’s launch of the Economic Report on Africa at the Conference of Ministers in March
- ✦ Newsletters, i.e. the ATPC Newsletter
- ✦ Conducting training workshops for partners/clients, e.g. as done in 2006 in the area of capital markets development
- ✦ Contracting individuals as consultants to provide expertise on specific knowledge areas
- ✦ Peer learning
- ✦ Online training

Examples of how TFED and the partners benefit from the Knowledge management partnership:

Table 1: Sample of upstream partners in knowledge sharing

PARTNER	DESCRIPTION
UNDP	TFED benefiting from UNDP's stock of knowledge in KM both at the initial stage and on an ongoing basis after the launch of the KM strategy.
OECD, IMF, World Bank, Oxford Economic Forecasting, Cambridge University, NIESR – London	Learning from these institutions' experience in macroeconomic modeling during the stages of building and simulating TFED country-level macroeconomic model and global model by exchanging information through CoP

Table 2: Sample of downstream partners in knowledge sharing

PARTNERS	DESCRIPTION
Member states	Ministries and government institutions involved in macroeconomic policy, trade policy, and development finance policy.
Continental organizations: AU,	Institutions utilizing ECA's research output for their own policy advising
Academia	Institutions utilizing ECA's output for research and training
Civil society organizations (within and outside of Africa)	Institutions utilizing ECA's output for advocacy

Table 3: Sample of horizontal partners in knowledge sharing

PARTNERS	DESCRIPTIONS
Other UN Agencies	Exchange of knowledge and collaboration on issues of Agencies' specialization; e.g., Macroeconomic policy and employment (ILO); exchange on regional developments with other RECs; etc.
Continental organizations: AU, AfDB	Setting up mechanisms for harnessing complementarities in policy-oriented research, policy advice, and advocacy
Universities: University of Pretoria; University of Stellenbosch	Universities interested in collaboration and exchange in macroeconomic modeling and forecasting; exchange of staff as visiting fellows; e-dialogue on macroeconomic modeling.
Africa-based Research Institutions and Think Tanks: AERC, AfDB, KIPRA (Kenya),	
Non-African Research Institutions and Think Tanks: e.g., Political Economy Research Institute at the University of Massachusetts, Amherst, USA	Policy research on alternative macroeconomic frameworks for targeting employment, growth and poverty reduction. Possible collaboration on country studies and exchange of knowledge, e.g., cross-listing on research output.

Type of information

The main products and services that TFED will contribute to ECA's knowledge capital are the following:

- ✦ Flagship outputs: TFED will put ECA on the map especially by producing the Institution's flagship publications, especially the Economic Report of Africa (ERA), the theme of which should be closely linked to emerging issues in this Community of Practice.
- ✦ Special and non-recurrent publications: Publications on specialized themes in the areas of industrial policy, development financing, and macroeconomic policy;
- ✦ Capacity building services: develop tools and manuals for capacity building in policy making in the areas of macroeconomic policy (e.g., macroeconomic modeling). TFED will share knowledge in best practice in capacity building in these areas.
- ✦ Demand-driven research: TFED will continue to develop and disseminate research output in areas identified on the basis of the needs of the stakeholders. The objective is to establish a knowledge hub for policy-relevant research output and evidence-based policy propositions.
- ✦ Databases: TFED will lead in the generation and management of African data on industry, finance and macroeconomics. It will develop methodologies for data collection and data utilization tools and establish mechanisms for dissemination and sharing of these databases. Thus ECA will become the first stop for researchers and policymakers seeking for quantitative information on African economies. In addition, TFED will build a database of skilled individuals/experts in the thematic area of the Community of Practice.

Tools for the online community platform

- ✦ Feature news
- ✦ Calendar of events
- ✦ Publications (flagship publications, recurrent and non-recurrent publications, demand-driven research outputs, etc.)
- ✦ Manuals and other means of capacity building
- ✦ Discussion forums / electronic roundtables on selected issues of the Community of Practice
- ✦ Databases for data on industry, finance and macroeconomics
- ✦ Database with profiles of experts in the thematic area of the Community of Practice
- ✦ Links to partners and other sources of knowledge

Source of Knowledge

- ✦ Outside TFED, but inside ECA, the other substantive divisions are expected to contribute to the Community of Practice, particularly when economic policy analysis is touching their area of expertise. Individuals will hopefully contribute to this Community of Practice according to their interest and expertise.
- ✦ Outside ECA, all partners and clients are expected to provide inputs into the further development of the Community of Practice. Some of them – like research institutions – by directly contributing pieces of research/knowledge, while others – like clients in the ministries – will mainly contribute by identifying areas need for additional research/knowledge to fit their needs as policy practitioners.

Activities

To accomplish this mission, TFED will undertake the following actions:

- ♦ Evaluation of capacity to deliver: TFED will undertake a detailed assessment of internal capacity to play a key role in ECA's Knowledge Management Initiative. This exercise will generate information on any gaps to be filled in terms of human, financial, and technological (e.g., ICT) resources.
- ♦ Inventory of deliverables: Here the exercise involves an inventory of products and services (recurrent and ad hoc) to be delivered by TFED and in collaboration with other ECA units and outside partners.
- ♦ Establishment of partnerships: TFED will make an inventory of knowledge sharing partners, which include:
 - *Upstream partnerships*: partners supplying information and knowledge to ECA. (e.g., sharing UNDP's knowledge content by cross posting queries, sharing of selected contents, joint e-discussions, platform technology implementation and roadmap). Table 1 above gives a sample of upstream partners and the nature of knowledge shared.
 - *Downstream partnerships* or clientele base: consumers of ECA's knowledge products and services. Table 2 above gives a sample of upstream partners (clients) and the nature of knowledge shared.
 - *Horizontal partnerships*: Sister institutions involved in the generation of complementary knowledge through peer learning and online training. Table 3 above gives a sample of upstream partners and the nature of knowledge shared.
- ♦ Identifying and setting strategies for handling competition: Identify institutions generating similar information and targeting the same client base. Setup strategies for securing and increasing market share, including possible collaboration or cooptation of competitors.

3- Governance and Public Administration

Background

As a result of the restructuring of ECA, which came into effect on 3 August 2006, the Development Policy and Management Division (DPMD) was renamed as Governance and Public Administration Division (GPAD). GPAD is organized into four sections, namely Public Administration, Civil Society, African Peer Review Mechanism (APRM) Support Unit, and Private Sector and Enterprise Development.

The Division's work should be relevant to its clients and optimize value-added from its limited human and financial resources. The work activities of the Division should be demand-driven and goal-oriented and not overlap with, but rather complement those of other Divisions in ECA and partner institutions working to advance Africa's development agenda. Building strong partnerships with key strategic partners would be crucial in such endeavors.

The overall objectives of the Division are to:

- ✦ Enhance capacities of African countries to formulate policies and programmes to strengthen institutions of governance
- ✦ Improve legislative and policy environment for ensuring greater participation of stakeholders in the development process.

ECA managed the first large-scale continent-specific study ever to be undertaken to assess and monitor progress toward good governance in Africa. Based on 83 indicators developed by GPAD, results from 28 countries were compiled in one of its flagship reports (African Governance Report, 2005). The analysis highlights best practices for peer learning, identifies capacity gaps in various sectors, and makes recommendations on addressing these deficits for improving governance.

The report was prepared for the 4th African Development Forum (ADF IV) "Governance for a progressing Africa" convened by ECA, in close partnership with the African Development Bank (AfDB) and the African Union (AU), in October 2004. The forum discussed and examined ways of improving governance in Africa and made concrete recommendations on mechanisms for instituting and monitoring good governance.

Some of the recommendations that emerged from the deliberations include:

- ✦ Improving checks and balances
- ✦ Strengthening African Media
- ✦ Harnessing Traditional Governance Institutions
- ✦ Tackling Corruption
- ✦ Improving Public Sector, Local Governance and Service Delivery
- ✦ Unleashing the Potential of the Private Sector
- ✦ Fighting HIV/AIDS as a Governance Issue

Objective

The objective of this Community of Practice (COP) is to contribute to the implementation of the seven recommendations of ADF IV above by bringing together experts in UN agencies, governmental agencies, private sector, civil society organizations, regional and international organizations, researchers and others to share views, experiences, information, lessons learned, databases, research, training and technical cooperation. The community can be a place where practitioners can exchange, cooperate, get insights and responses to common inquiries about the above mentioned governance issues and to build or strengthen partnerships, to harmonize relevant approaches and to make them available to regional stakeholders.

Partners/Clients

GPAD will work in close collaboration with other Divisions of ECA, SROs and other UN Departments, including UNDP, UNDESA and UNPAN. In addition, the Division will work with the AU, the regional economic communities (RECs), other sub regional organizations, the AU/NEPAD, APRM Secretariat, the AfDB, OECD, International Monetary Fund (IMF), the World Bank and civil society organizations. The division will also work with research institutions, universities, various Civil Society Organizations within and outside Africa, government agencies and ministries within and outside Africa. Moreover, GPAD will establish a network of national institutions participating in the preparation of the various country reports.

The partnerships will be based on acquisition of information and knowledge (upstream partnership), supply of information and knowledge (downstream partnership), exchange of information and knowledge and collaboration on relevant issues (horizontal partnerships).

Type of Information

Deliverable (products and services) produced by GPAD include:

- ♦ **Flagship Publication:** African Governance Report
- ♦ **Meetings and Conferences** to promote good governance and responsible public administration
- ♦ Non-recurrent publications on various topics pertaining to Governance, Public Administration, CSO and Private Sector Development
- ♦ **Exhibit, tours and lectures:** Lectures on key strategic issues bearing on good governance in Africa
- ♦ **Booklets** on selected messages from the African Governance Study focusing on issues of institutional effectiveness and accountability
- ♦ **Country profiles** from the African Governance studies
- ♦ **Technical materials for outside users (database and software)** Database of experts, institutions and networks on governance (expand update and maintain existing database)
- ♦ **Electronic and audio video issuances:** Dissemination of seminar/workshop materials in CD-ROM
- ♦ **Technical Cooperation**
 - Advisory services at the request of Member States on issues of political, economic and corporate governance and institutional effectiveness in the context of APRM
 - Group Training: Training workshop on topics pertaining to good governance, public administration, CSO and Private Sector Development
 - Field Projects: Assessing and monitoring governance in selected African countries
 - Field Projects: Project on support to the analytical work of NEPAD including the APRM countries

Tools for the Online Community Platform

GPAD needs to establish automatic mechanisms of acquisition and dissemination of information through on-line knowledge sharing infrastructure. Possible tools to serve GPAD community will be, among others, online discussion forum, staff/expert profile, calendar of events and email.

Source of Knowledge

Besides ECA library and the Internet, research institutions at the country level, UNDP, expert groups both within and outside ECA, are the suppliers of vital information and knowledge to the division.

4- ICT for Development Knowledge Management Strategy

Background

ECA's activities in ICT for development are geared towards supporting African countries to participate fully in the rapidly evolving people-centred, inclusive, development-oriented Information Society where everyone can create, utilize and share information and knowledge and empowered to achieve their full potential in order to gain improved quality of life, and where communities are enabled to attain sustainable development.

It is widely recognized that without embracing information and communications technologies (ICT), the development gap between Africa and the rest of the world will continue to expand. Information and knowledge have increasingly become essential resources and raw materials in the global networked economy. Africa can exploit these technologies to become fully integrated into the global economy and accelerate socio-economic development. The ICT Team is primarily responsible for implementing the African Information Society Initiative (AISI) and develops practical strategies and programs that will help lead Africa towards the realization of digital inclusion.

ISTD's ICT's work programme falls under the framework of the African Information Society Initiative (AISI), which remains the key framework for the development and implementation of national e-strategies of National Information and Communication Infrastructure (NICI) plans. With ECA's assistance, approximately 32 African countries have already developed such strategies and in the coming years, efforts will be geared towards financing the NICI process, building the implementation capacity of relevant institutions and stakeholders and harmonizing regulatory and legal frameworks.

The objective of creating a Community of Practice for this particular knowledge area

Since AISI's inception in 1996, partnership and networking in support of ICT activities have been necessary and powerful instruments to advocate Africa's digital agenda and facilitate its implementation. A number of regional and global mechanisms and networks provide inputs at the planning and implementation stages of ICT development programmes and activities in Africa.

In the area of ICT for development ECA's main thematic areas in promoting ICT for development are multi-stakeholder base and include:

- supporting strategies for building the African Digital Economy
- creating an enabling environment for the knowledge economy
- build capacities for securing networks and Infrastructure for the Knowledge Economy
- strengthening the role of SMEs in the Digital/Knowledge Economy
- strengthening the role of ICT in fostering regional economic integration, including facilitating intra-regional trade will also be enhanced
- promoting awareness among key stakeholders of the importance of the Information Society and Knowledge Economy

The promotion of networking and information sharing with partners including UN substantive organs and agencies, the Partners for Information and Communication Technologies for Africa (PICTA), the Global Knowledge Partnership (GKP) and the GAID (Global Alliance on Information for development) etc, all relevant digital opportunity initiatives, specialized institutions working in the field of information and communication technologies and regional economic communities, is a significance component of our work programme. Raising awareness constitutes AISI's major activity at its initial launch. This has now been expanded and targeted at a broad spectrum of stakeholders through its Knowledge Sharing, Outreach and Communication component, where emerging ICT4D topics feature.

Partners/Clients

- ✦ Members States.
- ✦ RECs
- ✦ Bilateral and Multilateral donors
- ✦ PICTA, GKP, GAID members
- ✦ Stakeholders: youth, media, women academia, diaspora, universities and research institutes etc
- ✦ The UN coordination in support of NEPAD

Type of information & Tools for the online community platform

- ✦ Thematic discussion lists
- ✦ Newsletters, bulletins
- ✦ Compendiums of best practices
- ✦ Calendar of ICT4D events in the region
- ✦ Models of ICT policies, strategies, implementation plans
- ✦ Business models etc...

The creation and facilitation of specific online discussion fora to effect interactive communication between various stakeholders and partners on the continent is one of the major activities of the AISI. Several e-discussion and online workspaces have been established in the past and new ones will be created in the future to facilitate the collaborative work of groups involved in the implementation of AISI.

ECA, through its ICT Policy and Development Section, is involved in the activities of a core set of virtual knowledge networks to enable these groups to discuss, share information and knowledge, best practices and lessons learnt. ECA is actually a member of Dgroups Partnership. Current members include Bellanet, DFID, Hivos, ICA, ICCO, IICD, OneWorld, UNAIDS and WorldBank, CGIAR, CIDA, CTA, Danida, FAO, IDRC, INASP, KIT, SNV, Sida, SDC, and UNECA.

ECA, as a member organization of the Dgroup has access to setting up and administrating/managing a number of Dgroups. So far, there are close to 25 Dgroups created for various stakeholders including CSOs, academia, youth, governments, media, gender, etc. The ECA Dgroups support exchange of views/information/knowledge in the implementation of its work programme under the framework of the African Information Society Initiative (AISII). The Dgroups were, and continue to be, very powerful means to solicit input from stakeholders prior to regional and sub-regional consultations and events. Furthermore, a series publication entitled "Africa Speaks" is produced to document the perspectives of various stakeholders with regard to Africa's road to building the Information Society.

E-discussions and thematic workspaces for Communities of practice (COP) and Communities of interests

Currently, over 1,000 members are included in the various AISI Dgroups. Some of these include:

- ✦ AISI-L: The AISI-L e-discussion list is a discussion list for general information exchange among the principal organisations and individuals involved in the implementation of AISI programmes. Currently, there are over 500 members on the list, and the list was actively used by the African civil society for their preparation to the World Summit on the Information Society.
- ✦ Online Discussion on the African Academia and the Information Society (aisi-academia-l): The general aim of the African Academia electronic discussion list is to determine how universities and other higher education institutions see their involvement in the development of information societies. And in which areas? Currently, there are over 100 members on the list
- ✦ Online Discussion on the African Media and the Information Society (aisi-media-l): This online discussion list provides a platform and space for African media practitioners to reflect on the many issues for enhancing the role of the Media (journalists and institutions) in the information society. It also serves as a forum for exchange of knowledge, information, lessons, and resources on information society issues in Africa. Currently, there are 90 members on the list.
- ✦ Online Discussion on the African Diaspora and the Information Society (diaspora-l): The African Diaspora electronic discussion list that aims at engaging the African Diaspora in an online discussion forum in the area of ICTs for social and economic development in Africa. Currently, there are 69 members on the list.
- ✦ Online Discussion for WSIS focal points of African governments (aisi-wsis-l): The discussion list aims at providing a platform for the World Summit on the Information Society (WSIS) focal points of African governments to address issues related to the WSIS process, and share experiences and lessons about preparations at national and regional level, to ensure adequate and active African participation in the process. It also aims at organising common African voices in the information society development with coordination from Bamako Bureau. Currently, there are 105 members on the list
- ✦ Online Discussion on the African Virtual Library and Information Network (AVLIN) (avlin-l): The list provides the members of the forum with a platform to share experience and discuss strategies for advocating for the role of libraries in development in Africa. Currently, there are 37 members on the list.
- ✦ Online Discussion list for CODI-Geo's Executive and Technical Working Groups: This discussion list is intended to define, through a consultative process among stakeholders, practical ways to implement the objectives of the sub-committee of Geo-information of CODI, which include, in particular, the functions of a Permanent Committee on SDIs for Africa. The realization of these objectives is the responsibility of the Executive Working Group, through the Technical Working Groups. Currently, there are 89 members on the list.
- ✦ ATAC-CL: A closed discussion list for members of the African Technical Advisory Committee (ATAC).
- ✦ PICTA-CL: A closed discussion list for members of the Partnership for ICTs in Africa (PICTA). Currently, there are 123 members on the list etc.

5- Land Policy/ Land Administration Reforms

Knowledge Management Strategy

Background

Poor management of land and other land related challenges are contributing factors to Africa's low agricultural productivity and food insecurity, poor environmental and natural resource management, poor urban planning and development, as well as conflicts and insecurity. It is in recognition of this interrelationship between poor land governance and these challenges, and the need to facilitate successful harnessing of land, that many African governments have engaged in various reforms of their land policies and land administration systems. In particular, reforms are aimed at addressing disparities in land ownership, insecurity of land tenure and access, and duality and inadequate systems of land administration, among other challenges. Yet in spite of many efforts in this regard few countries have been successful in tackling land related problems. Many countries have fallen short of formulating appropriate and comprehensive policies, and harmonizing laws and regulation. Even less successful are reforms in land administration systems, a factor that has contributed to the current low implementation of land policies.

At the continental level, African leaders acknowledged the need to 'extend the area under sustainable land management,' as is documented in the Comprehensive Africa Agricultural Development Programme (CAADP)² of the New Partnership for Africa's Development (NEPAD). And, the Action Plan of the Environment Initiative³ of NEPAD stresses the need to address land degradation, drought and desertification and combat climate change through, among other things, supporting national and sub-regional efforts. In particular, NEPAD recognizes the potential role of continental organizations such as ECA in facilitating access of technical expertise, facilitating benchmarking and mutual learning of good practices and the exchange of information, as critical to advancing successful strategies for addressing land related challenges.

Responding to this call by NEPAD, and in order to facilitate the implementation of related conventions (e.g. African Convention on the Conservation of Nature and Natural Resources; Agenda 21) and recommendations of various conferences, (e.g. ICARRD⁴), the Economic Commission for Africa (ECA), the African Union (AU) and the African Development Bank (ADB), under the overall leadership of the AU, undertook an initiative in 2006, aimed at developing a framework and guidelines for land policy and land reform in Africa. The process of developing and implementing the framework and guidelines, will assist stakeholders (including Africa's Regional Economic Communities; African Member States; the private sector; civil society; research and academia; and the development partners) to gain consensus on the key lessons, strategies and modalities useful for catalyzing land policy and administrative reforms on the continent, with clear benchmarks for assessing and monitoring implementation. In order to garner the will and commitment of Africa's highest level of governance, the framework and guidelines will be adopted by the AU African Heads of States and Governments Summit (AHS GS) in January 2008.

As a first step in the critical path for developing and implementing the framework and guidelines, the tripartite partners (AU, ECA, ADB) convened a consultative workshop in March 2006, in which representatives of the key categories of stakeholders mentioned above participated. The workshop was successful in gaining a consensus on:

2 NEPAD () Comprehensive Africa Agricultural Development Programme

3 Action Plan of the Environmental Initiative of the New Partnership for Africa's Development (NEPAD), June 2003

4 International Conference on Agrarian Reform and Rural Development

- a) the main land issues and pillars (Economic, Social, Environmental, Governance) that would form the basis for the framework and guidelines;
- b) the actions and activities needed to develop the land policy framework and guidelines;
- c) the roles of stakeholders and partners; and
- d) organizational modalities critical to building institutional capacity and partnerships, necessary for resource mobilization, development and implementation of the framework.

Several aspects of the roadmap and recommendations of the consultative meeting have been implemented, while other elements are underway as follows:

- a) A Joint Trust Fund for the land policy initiative has been set up at ECA, and a business proposal which developed in April 2006 has been successful in mobilizing some funds for the Land policy initiative from the Rockefeller Foundation, IFAD, UNDP with other partners expressing interest;
- b) In July 2006, a meeting of the African Experts Task Force was held to finalize the Background Document and draft a Skeleton framework. These documents are being circulated to the Member States and other Experts for comments based on recommendations of the Consultative Workshop;
- c) Preparations for a meeting of Experts in May 2007 on Land Policy Indicators are underway. A concept note for the meeting has been prepared jointly by UNHABITAT (who are providing funds for the meeting) and The World Bank in close collaboration with the tri-partite partners. Within ECA, focal points from various divisions (FSSDD, ACS, GPAD, ISTD, NRID), are reviewing the draft document to ensure adequate coverage of issues;
- d) Planning is underway for the regional assessments and consultations. This exercise is being conducted in close collaboration with the RECs. Regional assessments will document regional specificities, initiatives and lessons in a document that will form the basis for discussion at regional consultation workshops. These workshops will not only fulfill the requirements of AU's Policy Organs (regional consultation is necessary prior to adoption of the framework by AHSGS), but they will also serve as crucial fora for consensus building and championing the course for catalyzing land related reforms by highlighting needs and modalities for knowledge sharing, institutional building and resource mobilization.

Objective

The Community of Practice (COP) on Land Policy and Land Administration will focus on the formulation and implementation of the above-mentioned AU-ECA-ADB continental framework, guidelines and indicators for land policy and land reform in Africa. It will provide a platform to exchange information, lessons and best practices regarding land policy formulation, harmonization of related laws and legislation, reforms related to land administration systems and on-going initiatives and programs in the area.

Partners/Clients

The clients in the context of developing and implementing the continental framework, guidelines and indicators also serve as partners. They come from a wide range of stakeholder categories, including: AU, ADB, Africa's Regional Economic Communities, African Member States, the private sector, civil society, research and academia and the development partners. A table of contact persons representing the various partners is available.

Type of information

- ✦ Background documents, e.g. the main background reference document for the AU-ECA-ADB initiative: Land policy in Africa: A framework to strengthen land rights, enhance productivity and secure livelihoods: Background Document; documents on Land Policy Benchmarks and Indicators; documents emanating from ECA/ISTD's Land Information Systems Symposium (LIS)
- ✦ Reports of workshops, experts meetings on Land policy
- ✦ Data base of experts
- ✦ Lessons, best practices and on-going initiatives in land policy and land administration
- ✦ Calendar of events of partners
- ✦ Training opportunities of partners
- ✦ Forum of discussion on issues relating to land policy, land administration

Tools for the online community platform

- ✦ Calendar of events for the land policy initiative, including regional assessments and consultations, meetings of experts on land indicators, etc.
- ✦ Documents mentioned above. Discussions to start with the draft documents for land indicators
- ✦ Database of experts
- ✦ Discussion forum
- ✦ Links to partners and other sources of knowledge
- ✦ Lessons, best practices and on-going initiatives

Source of Knowledge

- ✦ AU-ECA-ADB Joint Secretariat on Land
- ✦ ECA, AU, ADB documents, publications and on-going work

Description of Activity	Timeframe
Providing currently available list of documents, articles, reports etc... to the KM Team	March 2007
Providing list of names of clients and partners who can potentially be members of the community of practice to the KM team	March 2007
Contacting partners and clients regarding community of practice	March 2007
Uploading all available information on the online community platform	April 2007
Arranging a face-to-face meeting with members of the community of practice back to back with the meeting of experts on land indicators	May 2007

6- Support to AU/NEPAD Knowledge Management Strategy

Background

In its capacity as the regional arm of the UN, ECA has been assigned the responsibility of coordinating the United Nations support to AU/NEPAD at the regional and sub-regional levels. In that regard, the role of ECA aims at facilitating the coordination of the United Nations system-wide support to the implementation of NEPAD and other related programmes and initiatives at the regional, subregional and country levels, using the frameworks of ECA in the subregions, the regional economic communities, the thematic clusters under the United Nations action plans in support of NEPAD. The coordination of the UN system-wide support for the implementation of NEPAD will be done at two levels:

A- Internal level

- creating awareness and support for NEPAD in ECA and fostering a better alignment of ECA programmes with NEPAD priorities
- creating a platform for the cluster system to work and strengthening the regional consultation mechanism
- creating, assembling and sharing knowledge within the organization and with the various UN Clusters

B - External level

- promoting cooperation and coordination between the UN and African continental organizations, including the AU, NEPAD Secretariat, AfDB, and the RECs.
- effectively managing the NEPAD and regional integration-related knowledge ECA creates or assembles and those generated by other research institutes and centres of excellence for effective policy making and implementation of NEPAD in member countries
- promoting and supporting the establishment of programmes in support of NEPAD at the regional and sub-regional levels
- promoting and advocating for NEPAD at the regional level

NEPAD and Regional Integration Division (NRID) is in charge of the NEPAD related issues. It comprises 3 sections, of which, one is especially dedicated to NEPAD: The NEPAD Support Section. Among other things, the NRID is responsible for the functioning of the Regional Consultation Mechanism initiated among the UN Agencies and programmes operating in Africa, in order to coordinate and improve UN support to NEPAD. The regional consultation mechanism has established nine thematic clusters around the priority areas of NEPAD, to serve as an operational framework for NEPAD support and as a reporting mechanism to the General Assembly. The nine thematic clusters include:

- Infrastructure development
- Governance
- Agriculture, Food Security and Rural Development
- Environment, Population and Urbanization
- Human Resource Development, Employment and HIV/AIDS
- Science and Technology
- Advocacy and Communications

- ✦ Peace and Security
- ✦ Industry, Trade and Market Access

ECA provides technical assistance and policy advice to its partners and clients through a variety of tools, including on-demand regional advisory services, training workshops and seminars, and fellowship and internship programmes involving visiting scholars and researchers. In providing this assistance, and in addition to its core analytical staff, the Commission draws on a specialist pool of regional advisers, who provide specific policy advice on demand. ECA's support to the implementation of the African Peer Review Mechanism (APRM) and the Comprehensive African Agricultural Development Programme (CAADP) are examples of concrete support to the implementation of NEPAD programmes

Objective

The NEPAD Support Section's contribution to ECA's Knowledge Management strategy would be in the following area:

- Knowledge generation: To be achieved through our high level research, our regular work programme and activities, and our continuous engagement with our key strategic partners.
- Knowledge sharing: This will be achieved through the strengthening of existing channels for acquiring, storing, exchanging and sharing of knowledge as well as creating new channels.
- Networking: the NEPAD Support Section would enhance its existing relationships with key Pan-African and non-African institutions as well establishing new relationships. These relationships would be used effectively to advance the goals of KM.

The strategy is to institute specific measures to improve the efficiency and development effectiveness of ECA and other UN agencies and impact on the implementation of NEPAD and AU programmes, including the following:

- ✦ Provide the agenda and schedule of meetings of the regional consultation and those of the clusters to help in better coordinating the regional consultations among UN agencies
- ✦ Provide clarity in the focus of the work and activities of the clusters normative and operational aspects
- ✦ Facilitate involvement of the NEPAD secretariat in the work of the UN clusters and sub-clusters by addressing the capacity constraints and organizational issues facing the Secretariat
- ✦ Develop platform to produce a demand-driven approach UN work in and support to AU and NEPAD

Partners/Clients

Through the NEPAD Support Section, ECA will collaborate with other internal and external partners including the following:

- ✦ NEPAD Secretariat
- ✦ Africa Union
- ✦ UNDP
- ✦ African Capacity Building Foundation (ACBF)
- ✦ Regional Economic Communities: the Arab Maghreb Union (AMU), the Southern African Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA), the

East African Community (EAC), the Inter-governmental Authority on Development (IGAD), the Economic Community of West African States (ECOWAS), the Central African Economic and Monetary Community (CEMAC), the Economic Community of Central African States (ECCAS), and the West African Economic and Monetary (UEMOA).

- ✦ 9 UN Agency NEPAD Clusters and their respective conveners
 - Infrastructure development - UNECA
 - Governance - UNDP
 - Agriculture, Food Security and Rural Development - FAO
 - Environment, Population and Urbanization – UN-HABITAT
 - Human Resource Development, Employment and HIV/AIDS - UNICEF
 - Science and Technology - UNESCO
 - Advocacy and Communications - OSAA
 - Peace and Security – DPA
 - Industry, Trade and Market Access - UNIDO
- ✦ Private sectors
- ✦ Civil Society Organizations
- ✦ Multilateral Organizations such as: African Development Bank, World Bank Group, European Union Commission, International Monetary Fund (IMF)

Type of information

Through NEPAD Support Section, ECA will aggregate and share existing knowledge by engaging in collaborative work processes, knowledge mapping and elicitation, reviewing intellectual capacity and identifying expertise in the areas of NEPAD. New and existing knowledge will be produced, assembled and shared by the NEPAD Support Section through:

- ✦ Reports
- ✦ Research publications
- ✦ Booklets, fact sheets and wall charts
- ✦ Manuals
- ✦ Publications on NEPAD
- ✦ Key NEPAD Documents
- ✦ Cluster activities – Progress reports
- ✦ News
- ✦ Announcements

Tools for the online community platform

- ✦ UNECA/NEPAD website content and knowledge disseminated through the online community platform
- ✦ Meetings
- ✦ Workshops
- ✦ Trainings
- ✦ Seminars
- ✦ Help desks
- ✦ E-discussions, discussion list

- ✦ E-training,
- ✦ Lessons learned
- ✦ Forums
- ✦ Documents
- ✦ Publication

Source of Knowledge

- ✦ NEPAD Support Section
- ✦ Each ECA Subprogram involved in NEPAD
 - NRID
 - CGSD
 - FSSD
 - TFED
 - GPAD
 - ISTD
 - ACS
 - ICS
 - SROs
 - IDEP
- ✦ 9 UN NEPAD Clusters
- ✦ NEPAD Secretariat

7- National Strategies for Sustainable Development Knowledge Management Strategy

Background

The World Summit on Sustainable Development (WSSD) called upon countries to take immediate steps to advance in the formulation and elaboration of NSSDs and to begin their implementation by 2005. This call was first made at the United Nations Conference on Environment and Development (UNCED), in 1992, and was reiterated at the 1997 Special Session of the UN General Assembly, which set a target date of 2002 for the elaboration of NSSDs. In recognition of the strategic positioning of Regional Commissions to effectively bridge global consensus with national priorities and concerns, UNCED and WSSD mandated Regional Commissions to promote the balanced integration of the three dimensions of sustainable development into policies, strategies and plans, among others. Approaches specified for achieving this include, facilitating and strengthening the exchange of experiences, including national experiences, best practices, case studies and partnership experiences related to the implementation of the sustainable development agenda

In light of the above, the Africa Committee on Sustainable Development (ACSD) at its third meeting, in October 2003, requested the Sustainable Development Division (SDD) of ECA to undertake a review of progress made by member States in the implementation of the outcomes of WSSD. This is with a view to: assessing progress made by member States in the implementation of WSSD outcomes; providing recent documentation of experiences in the implementation process; and promoting knowledge networking among member States to deepen and enhance the learning and implementation process.

In relation to sustainable development policies, strategies and plans, ECA's recently published report on National Councils for Sustainable Development states that African countries have adopted various policies, strategies and plans addressing sustainable development issues. These include long-term national vision documents, national and regional development plans, poverty reduction strategies, as well as others in the agriculture, environment, natural resources and social sectors. These frameworks can provide entry points for fully operationalizing the NSSD process.

Given the difficulties that countries are encountering with regard to the development and implementation of NSSDs, ECA member States, at the fourth meeting of the ACSD in October 2005, requested the Commission to establish a peer learning and knowledge-networking forum on NSSDs. In order to enrich the body of knowledge and build a strong foundation for the establishment of such a forum, ECA is currently conducting an assessment of the NSSD process in member States and the extent to which countries have progressed in regard to meeting the WSSD target. The assessment will document experiences and lessons learned to include the identification of good practices, challenges and constraints, as well as the needs of countries. It is expected that the assessment report will be published by November 2007, and will contribute to building a strong foundation for the proposed forum.

Objectives

The objectives of the Community of Practice are to:

- Provide participants with an in-depth view and knowledge of the process involved in the development and implementation of NSSDs, including technical aspects and tools for strategy design;
- Build regional, sub-regional and national capacities for managing progress towards sustainable development through cooperation, networking and exchange of experiences and lessons learned in the NSSD process;
- Build a critical mass of informed sustainable development experts and practitioners from government, the private sector, academia, research institutions and civil society at large; and
- Foster cooperation and collaboration among Africa's development partners and agencies active in the field of sustainable development in general, and in particular, those that are engaged in the promotion of strategic and coordinated actions for sustainable development.

Some of the expected outcomes from this community of practice include:

- Improved knowledge and understanding of the process involved in the development and implementation of NSSDs
- Increased collaboration among development agencies in supporting the development and implementation of NSSDs in Africa; and
- Enhanced capacity (quantitative and qualitative) to promote, develop, implement, and monitor NSSDs, as well as other sustainable development-related policies, strategies and programmes.
- Impacts:
- Increased policy coherence and institutional actions to effectively promote, develop and implement NSSDs;
- Priority national, subregional and regional sustainable development initiatives consistent with NEPAD priorities, the MDGs, WSSD outcomes and other internationally agreed development goals promoted, developed and implemented;
- Livelihoods of communities improved and poverty reduced; and
- Sustainable and equitable growth and development realized.

Partners/Clients

Partners will be invited to provide resource persons and materials for the discussions. Collaboration with other ECA substantive divisions and SROs, will be sought to promote an ECA-wide ownership of the process. The NSSD Community of Practice (COP), will therefore include relevant ECA staff members and partners identified below.

- Partnership with the African Union Commission (AUC), the Secretariat of the New Partnership for Africa's Development (NEPAD-Secretariat) and Regional Economic Communities (RECs) the African Development Bank (AfDB) is pertinent. These regional and sub-regional bodies will be invited as partners in order to enhance the forum's responsiveness to the continent's sustainable development priorities.

- Partnerships with other UN entities, development agencies and civil society will be pursued to bring to bear their experience, expertise, and relevant comparative advantage to the peer learning and knowledge networking events. Potential partners include UNDP, UNEP, UNDESA, the World Bank, as well as selected private sector and civil society organizations.

Type of information

The objective of the forum will be achieved through: Physical and electronic-based platforms. Resource persons, published and unpublished materials as well as ongoing studies will constitute important information and knowledge sources.

Topics to be covered will include:

- Strategy development process and content;
- Implementation, monitoring and evaluation (including indicators) and continuous improvement;
- Coordination (horizontal and vertical) and participatory aspects;
- Relationship with other planning instruments and processes; and
- Institutional and financial sustainability issues

Activities will include:

- See table

Outputs will include:

- Case studies;
- Compendia of good practices and lessons learned; and
- Toolkits;

Tools for the online community platform

- Calendar of events
- Database of experts
- Relevant documents
- Publications of flagship outputs
- Feature news
- Discussion forum
- Links to partners and other sources of knowledge
- Database of lessons learned and experiences

Sources of Knowledge

- FSSD
- ACGSD
- UNDP
- UNDESA
- UNEP
- ADB
- World Bank
- Research institutions in member states

Activities and Timeframe

Description of Activity	Timeframe
Contacting partners and clients regarding community of practice	March 2007
Providing list of names of clients and partners who can potentially be members of the community of practice to the KM team	March 2007
Providing currently available list of documents, articles, reports etc... to the KM Team	March 2007
Uploading all available information on the online community platform	April 2007
Organizing a regional consultation and agenda-setting workshop to: share the findings of the ongoing NSSD study; enhance and deepen experience sharing, including good practices, success stories and lessons learned; prioritize the needs of countries in the context of the project; agree on expectations and the project implementation path; and get to know one another.	October 2007
Establishing and operationalizing an e-discussion platform to: broaden and deepen participation in an efficient and cost effective manner; provide timely and well-considered solutions to problems encountered in the development and implementation of NSSDs; discuss new and emerging issues and generate new knowledge on sustainable development; enhance collaboration and coordination among NSSD practitioners, as well as the wider community of interest.	February 2008
Conducting case studies on key aspects of NSSD development and implementation to: provide in-depth knowledge on key aspects of the NSSD process. Case studies will be designed around the following topics: strategy development process and content; implementation, monitoring and evaluation (including indicators) and continuous improvement; coordination (horizontal and vertical) and participatory aspects; relationship to other planning instruments and processes, as well as approaches for achieving greater synergies; and institutional and financial sustainability issues.	May 2008
Producing a compendium of good practices and lessons learned. As part of the knowledge networking and peer-learning process, it would be useful to draw on experiences and bring them together in the form of a compendium. It would enable comparisons to be made between the different approaches to the NSSD process. The findings of the e-discussions and case studies will contribute to the preparation of the compendium.	December 2008
Producing a toolkit on the NSSD process. Building on the compendium mentioned in A4 above, a toolkit will be prepared to provide practical guidance on the development and implementation of NSSDs. This will include testing its applicability in selected countries, making necessary adjustments prior to finalization and dissemination, as well as organizing training of trainers workshops on the use of the toolkit.	June 2009
Organizing a second regional consultation workshop to: review and evaluate results and chart the way forward.	December 2009

8- Regional Integration Knowledge Management Strategy

Background

NRID would make incremental contributions to ECA's knowledge capital in the following areas:

- **Monitoring and Reporting:** NRID would enhance the understanding of regional integration issues on the continent through its high quality flagship publication, *Assessing Regional Integration in Africa*. As needed, it will also produce high level research and policy papers on natural resources and infrastructure, particularly in the areas of mining, transport, water and energy. To promote intra-African trade NRID would publish policy papers on trade facilitation, transport corridor management, movement of people and the development of regional and sub-regional financial markets and institutions.
- **Advisory Services and Technical Assistance (Capacity building):** NRID would build capacity at the regional and sub-regional level to:
 - support the implementation of programmes that would advance regional integration initiatives on the continent;
 - support the Secretariats of the RECs;
 - support the RECs in the creation of Free Trade Areas or Customs Unions by some of the RECs as well as the promotion and facilitation of intra-African trade;
 - support the RECs in its assistance to member states to achieve sound macroeconomic policies, particularly macroeconomic convergence;
 - develop coherent and sound infrastructure and services policies and on the continent;
 - support the efficient management of natural resources
 - document and share knowledge of best practice in the areas of regional integration, infrastructure development and natural resources.
- **Advocacy and Consensus Building:** Using its power of convening conferences, workshops and seminars, NRID would promote the integration agenda of the African Union and lead the UN agencies in supporting the implementation of NEPAD programmes. It would also promote: intra-African trade, the infrastructure initiatives, best practices and peer learning in regional integration, natural resource management.

Objective

NRID's contribution to ECA's KM strategy would be in the following area:

- **Knowledge generation:** To be achieved through our high level research, our regular work programme and activities, and our continuous engagement with our key strategic partners.
- **Knowledge sharing:** This will be achieved through the strengthening of existing channels for acquiring, storing, exchanging and sharing of knowledge as well as creating new channels.
- **Networking:** NRID would enhance its existing relationships with key Pan-African and non-African institutions as well establishing new relationships. These relationships would be used effectively to advance the goals of KM.

The Community of Practice (COP) on Regional Integration will focus on:

- ♦ promoting the integration agenda of the African Union
- ♦ enhancing the understanding of regional integration issues on the continent through flagship publication *Assessing Regional Integration in Africa*.
- ♦ supporting the RECs in their assistance to member states to achieve macroeconomic convergence
- ♦ best practices and peer learning in regional integration, infrastructure and natural resources

Partners/Clients

NRID's inventory of knowledge sharing partners would include:

- ♦ Upstream partnerships: partners supplying information and knowledge to ECA. (e.g., sharing UNDP's knowledge content by cross posting queries, sharing of selected contents, joint e-discussions, platform technology implementation and roadmap). Table 1 gives a sample of upstream partners and the nature of knowledge shared.
- ♦ Downstream partnerships or client base: client of ECA's knowledge products and services. Table 2 gives a sample of downstream partners (clients) and the nature of knowledge shared.
- ♦ Horizontal partnerships: institutions involved in the generation of complementary knowledge through peer learning and online training. Table 3 gives a sample of horizontal partners and the nature of knowledge shared.

Table 1: Sample of upstream partners in knowledge sharing

PARTNER	DESCRIPTION
UNDP	NRID would benefit from UNDP's stock of knowledge in KM both at the initial stage and on an ongoing basis after the launch of the KM strategy.
OECD, World Bank, EU, ECB, ASEAN	Learning from these institutions' best practices in regional integration issues, sound economic theory and policies, macroeconomic convergence, financing of infrastructure development and the management of natural resources

Table 2: Sample of downstream partners in knowledge sharing

PARTNERS	DESCRIPTION
Member states, the Secretariats of RECs and sub-regional Inter-Governmental Organization (IGOs) and institutions	Ministries and government institutions involved in regional integration, infrastructure and natural resources.
Continental organizations: AUC, NEPAD Secretariat, Global Coalition for Africa	Institutions utilizing ECA's research output for advancing the strategic vision of the African Union
Academia	Institutions utilizing ECA's output for research and training
Civil society organizations (within and outside of Africa)	Institutions utilizing ECA's output for advocacy

Table 3: Sample of horizontal partners in knowledge sharing

PARTNERS	DESCRIPTIONS
Other UN Agencies	Exchange of knowledge and collaboration with Agencies in areas of regional integration, implementation of NEPAD activities, infrastructure and natural resources.
Continental organizations: AUC, AfDB, NEPAD Secretariat	Setting up mechanisms for harnessing complementarities in policy-oriented research, policy advice, and advocacy
Africa-based Research Institutions and Think Tanks: AERC, AfDB, KIPRA (Kenya),	Setting up mechanism to brainstorm on research topics in the area of regional integration, infrastructure and natural resources

Type of information

- ✦ Reports
- ✦ Research publications
- ✦ Booklets, fact sheets and wall charts
- ✦ Publications on Regional Integration
- ✦ Key Documents
- ✦ Progress reports
- ✦ News
- ✦ Announcements

Tools for the online community platform

- ✦ Physical meetings and workshops on regional integration, infrastructure and natural resources.
- ✦ Electronic publication of flagship outputs: ARIA, etc.
- ✦ Electronic publication of non-recurrent research output: policy research studies, policy briefs, etc.
- ✦ Electronic dissemination of best practices in regional integration, infrastructure development and natural resources
- ✦ Electronic round tables with partners on key issues
- ✦ Electronic discussions on major developments in Intra-African Trade and Trade Facilitation issues
- ✦ Forums
- ✦ Best practices

Source of Knowledge

- ✦ NRID
- ✦ Each ECA Subprogram involved in Regional Integration
 - CGSD
 - FSSD
 - TFED
 - GPAD
 - ISTD
 - ACS
 - ICS
 - SROs
 - IDEP
 - NEPAD Secretariat
 - All ECA partners mentioned in the above Table

Timeframe

- ♦ Submit names of contacts by 16 March 2007
- ♦ Contact clients in CoP by the end of March 2007
- ♦ Face to face meeting with clients by end of June 2007

9- Statistical Development and MDGs Monitoring Knowledge Management Strategy

Background

Africa is engaged in a series of reforms and programmes including Poverty Reduction Strategies (PRSs), Millennium Development Goals (MDGs) and other national and sectoral development plans, to extricate the continent from the malaise of underdevelopment and exclusion. This agenda requires clear and systematic measurement and reporting on achievement of outputs, outcomes and impact of development policies and programs using good statistics. Quality statistics are required to inform various development challenges facing Africa and as a necessary part of the development infrastructure.

To address the critical issue of data gap on the continent, the ECA, the African Development Bank (AfDB), the Partnership in Statistics for Development in the 21st century (PARIS21) and the World Bank have elaborated the Reference Regional Strategic Framework for Statistical capacity building in Africa (RRSF) which was adopted by countries and partners in statistics as the guide for any statistical development in Africa for the next ten years.

In line with the recommendation of the RRSF, the ECA has established a subprogramme in statistics to improve the production, dissemination and use of key demographic, social, economic and environmental statistics, including the Millennium Development Goals indicators, in accordance with internationally agreed standards and good practices. The new statistics Division of the ECA, the African Centre for Statistics (ACS), will assist African countries in building and strengthening their capacity in various areas of statistical development through the provision of advisory services, preparation of guidelines for statistical needs assessment, strategy development, group training activities, preparation and adaptation of handbooks and manuals, and co-ordination of technical cooperation. This intervention of the ACS will be in line with the implementation of the RRSF.

Objective

The Community of Practice (COP) on Statistical Development will therefore focus on the implementation of the RRSF, which encompasses all the critical objectives and strategies to develop the continent's statistical systems.

It will consist of a platform of exchange of information and know-how on the implementation, monitoring, evaluation, and reporting on the RRSF as recommended by the Forum on African Statistical Development (FASDEV). As the RRSF addresses all areas of statistical development, the COP is expected to be a one-stop shop of knowledge creation and dissemination on African Statistical Development.

Partners/Clients

The ECA clients are the countries statistical systems (users, producers,...) and the external partners of the systems, namely:

- Countries National Statistical Offices and lines ministries (NSOs);
- Sub regional organizations such as Afristat, Regional Economic Communities (RECs) (ECOWAS, SADC, COMESA, UMA...);

- ✦ Regional organizations: AU, AfDB;
- ✦ UN: UNSD, UNDP, WHO and other UN agencies;
- ✦ PARIS21;
- ✦ World Bank;
- ✦ Universities and Statistical Training Centres.

Type of information

- ✦ Development data on Africa including data on MDGs (RRSF strategy 5 and 10);
- ✦ Statistical Advocacy tools, including themes and materials of the African Statistics Day (ASD) and the African Symposium on Statistical Development (ASSD) (RRSF strategy 1);
- ✦ Coordination of the adoption of international standards in statistics (RRSF strategy 6);
- ✦ Countries reports and National Strategies for Development of Statistics (NSDS);
- ✦ Database of Experts in various areas of statistics (RRSF strategy 9);
- ✦ Calendar of events from partners, countries and other organizations;
- ✦ Best practices on the 12 strategies areas of the RRSF;
- ✦ Training opportunities (RRSF strategy 9);
- ✦ Forum of discussion on issues pertaining to statistical development;
- ✦ Summary of solutions to issues discussed; and
- ✦ Selected articles from the African Statistical Journal.

Tools for the online community platform

- ✦ Calendar of events from NSOs;
- ✦ Database of Experts;
- ✦ NSOs profiles and contact information; and
- ✦ Discussion forum.

Source of Knowledge

- ✦ The Statistical commission;
- ✦ The ECA work programme;
- ✦ The RRSF;
- ✦ The partners work programmes;
- ✦ Countries NSOs;
- ✦ Universities and statistical training centres activities;
- ✦ The Committee for the Coordination of Statistical Activities (CCSA); and
- ✦ Various Inter Agencies and Experts Groups (MDGs indicators, SNA, Gender Statistics,...)

Timeframe

- ✦ Provide soft copy of the RRSF document: available
- ✦ The ECA work programme: available
- ✦ ECA database: mid February

Trade

Background

The ECA has very strong capacities on trade issues including international negotiations, mainstreaming development in trade and vice-versa, identifying policies that could help African countries deepen their export capacities among others. These capacities have enabled the ECA, through the African Trade Policy Centre (ATPC) to provide technical support to the African countries in multilateral (WTO) and bilateral (EPA) negotiations. The ECA also has extensive experience in providing technical support on trade to African countries. The technical support is underpinned by a strong desire to help African countries identify policies to build export capacities to exploit the market access likely to result from the negotiations. To ensure the attainment of desired outcomes, the ECA complements the technical work and support to African countries with strong advocacy. The advocacy element has been assured through the building of very strong collaborations with regional and international organizations.

Objective

To make the ECA the center of excellence and first reference point on matters related with trade in the context of African countries, the Community of Practice (COP) on Trade will focus on general issues such as:

- Trade,
- Development,
- Africa,
- WTO negotiations

And more specifically on:

- Economic Partnership Agreements (EPAs),
- Non-agriculture market access (NAMA),
- Agriculture market access (AMA),
- Trade and related intellectual properties (TRIPS),
- Supply side constraints,
- Policy space

Partners/Clients

- All the African Regional Economic Communities (RECs)
- Member States (African countries) – the interface would be through Ministries of Trade and Industry in respective countries
- Continental organisations: ADB; African Union; NEPAD;
- UN Agencies: UNDP, UNCTAD, UNDESA, Regional Commissions
- Other international organisations: ACP Secretariat; WTO; AITIC; ITC; AFD; OIF; South Centre;
- Research Institutions: EPRC (Uganda); KIPPRA (Kenya); ESRF (Tanzania); AERC; EDRI (Ethiopia); Mauritius University; BIDPA (Botswana); TRALAC; etc.
- International Non-Governmental Organisations: TWN; SEATINI; ECDPM; ENDA-TM; ILEAP;

Type of information

Some of the main products and services that will be shared are shown in the table below:

Type of information	<ul style="list-style-type: none"> ♦ Qualitative ♦ Quantitative ♦ Policy briefs for policymakers ♦ Technical notes for senior officials in government and experts in trade.
In order to facilitate the...	
Creating and Innovating	<ul style="list-style-type: none"> ♦ Development and Creation of new analytical tools on Trade Issues ♦ Economic Simulation through the development and appropriation of Economic Softwares ♦ Content Analysis ♦ Continuous Learning
Sharing and Learning	<ul style="list-style-type: none"> ♦ Expert Group Meetings organized in order to disseminate information to the stakeholders ♦ ATPC Working paper regularly published (around 50 up to now). A complete lists of the ATPC working papers are available from the following website: http://www.uneca.org/atpc/work_in_progress.asp ♦ Policy Briefing Papers in order to disseminate in a friendly manner the knowledge created in the sections ♦ UN Reports regularly submitted to the Member States ♦ Publications in International Academic Journal and Academic Support ♦ Publications of Books ♦ Trainings ♦ Connecting to Academic Societies and networks ♦ Diffusion of ATPC newsletter to almost 5000 persons through a World Wide data base (Emails)

Tools for the online community platform

- ♦ ATPC content and knowledge disseminated through the online community platform
- ♦ Forum by topics:
 - General issues (Trade, Development, Africa, WTO negotiations etc)
 - Specific issues (Economic Partnership Agreements (EPAs), non-agriculture market access (NAMA), agriculture market access (AMA), trade and related intellectual properties (TRIPS), supply side constraints, policy space)
 - Fast Track Question-Response
- ♦ List of useful websites (institutions, research centers, databases etc)
- ♦ Calendar of events, within the institution, and major events related to the issues
- ♦ Resources
- ♦ Publications
- ♦ List of services provided by ECA on this particular knowledge area.

Source of Knowledge

ECA and other institutions engaged in trade research and multilateral and bilateral trade negotiations. There are many institutions working on different areas in trade. Some of these institutions focus on domestic trade policy questions. Still others concentrate on trade negotiations issues at the multilateral and bilateral level. The UNDP for instance contracts and then disseminates case studies on trade policies at country level. The WTO

also undertakes trade policy reviews in member countries. These would be two institutions that could serve as sources of knowledge on domestic trade policy. Besides, the African research institutes under the African Capacity Building Foundation network also produce trade research at the national level. Examples include institutions such as the Kenya Institute for Public Policy Research and Analysis, the Botswana Institute of Development Policy Analysis among others. International institutions such as the World Bank and UNCTAD are also important generators of trade research. They also have experiences that could be shared in their technical support to individual countries.

Timeframe

1. 20 March 2007: Contact identified 10-15 dedicated partners willing to be part of the Trade Community.
2. 20 March 2007: Finalize the list of participants (clients) after identifying and getting in touch with them.
3. 20 March 2007: Prepare an exhaustive list of information already available ready for use in the Community.
4. 30 March 2007: Finalize the roster of experts for the different topics/subjects in trade.
5. Early May 2007: Invite some of the partners to one of the ECA's organised meetings.
6. End June 2007: Have an operational workspace for the Community.

Implementation of Communities of Practice

4

Introduction

The Knowledge Management team has been working with ECA's substantive divisions in identifying ECA's comparative advantage in various knowledge areas with the strategic focus and priorities of ECA to implement a Knowledge Management strategy. The next step is the implementation stage based on plans of actions that substantive divisions have prepared to kick-off the process of deploying the ECA Knowledge Management solution for the staff, ECA's clients and partners starting June 2007.

An initial step in the Knowledge Management strategy is to build communities of practice. The concept of 'communities of practice' plays an influential role in current theory and practice of Knowledge Management at ECA. A community of practice (CoP) has been defined as "...peers in the execution of 'real work.' What holds them together is a common sense of purpose and a real need to know what the other knows." Launching new joint activities, carried out by 'task teams' operating outside the existing divisional structure will clearly create new incentives to establish communities of practice within ECA, and this will be supported through the introduction of new collaboration solutions and services.

Building communities of practice (COP) is part of the larger project of creating a stronger internal culture where ECA's staff, partners and clients all systematically collaborate through the sharing of knowledge and ideas with each other through voluntary, flexible communities, based on common professional interest.

ECA's communities of practice

To build ECA's communities of practice, each substantive division initially identified strategic areas based on an assessment of needs of partners and clients and the organizational objectives and prepared a plan of action. A review of the action plans shows desired outputs that ECA will be achieving through the various divisions with specific objectives, profiles of members, potential partners and the tools that would be used to achieve these objectives.

Based on the strategic areas identified and ECA's refocused programme priorities as outlined in its Business Plan (2007-2009), the following four communities of practice that serve each of ECA's main thematic areas, have been identified:

I. Sustainable Economic Growth, Poverty Reduction and Gender

This community of practice will ensure that ECA continues to place due emphasis on issues such as eradication of poverty as well as the need to place African countries on the path of sustainable economic growth, while accelerating the empowerment of women. African countries have made real effort to integrate the MDGs into their national development plans and budgets. However, given the current trends and contexts, with few exceptions, it is generally feared that Africa as a continent may not meet most of the MDG targets within the set timeframes. Hence one of the focus of this community of practice will be in ECA's work on MDGs that will revolve around growth and poverty reduction, sustainable development and food security, gender and social development.

Moreover one major challenge for African countries is to reach and sustain high levels of economic growth. Key to reaching this objective are factors such as stable and conducive macroeconomic policies and access to development finance. This community of practice will also tackle these issues under this broad thematic strategy.

II. NEPAD & Regional Integration and Trade

The community of practice under this thematic area will reflect the consistently stated desire of African countries for greater integration of the continent and within the global economy.

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

ECA's commitment to the strengthening of infrastructure on the continent lies in its strong belief that sound interregional and overseas transport and communications contribute to the facilitation, promotion and expansion of international and intra-regional trade.

III. Statistical Development and Sectoral Priorities

This community of practice will focus on supporting the establishment of strong statistical systems in African countries and enabling proper tracking of the progress made in attainment of the Millennium Development Goals. ECA's work programme on statistics will focus on: monitoring progress of statistical capacity building; strengthening the coordination and harmonization of statistical development activities; supporting the implementation of National Strategies for the Development of Statistics; and providing technical assistance and capacity building to member States.

IV. Governance and ICT and S&T for Development

The community of practice on "Governance and ICT and S&T for Development" will underline the centrality of good governance to improving Africa's development prospects due to the crucial role of institutions in devel-

opment, and popular participation. Focus in this thematic area would be in promoting and monitoring progress towards good governance in all its dimensions and will also support the APRM, promote the institutional effectiveness of governance institutions, encourage participatory development and support actions to strengthen the African media.

On the other hand, ICT and science and technology are key not only in the provision of infrastructure, but also in promoting the progress of African countries towards joining the knowledge economy.

Service lines

Each one of ECA's communities of practice will be comprise of a set of service lines. Services provided under each service line are pre-defined package of tasks or outcomes offered to clients. Each service line will have a fluid working group that shares information, resources and comparative experiences, develops new policy strategies and can sometimes have a community event or workshop. The emphasis is on knowledge sharing and creation within the framework of a global community represented by ECA's substantive divisions, RECs, UN agencies, regional institutions and organizations, research institutions and academia and other external partners.

The choice of services that will be provided through service lines under each communities of practice is driven by ECA's substantive division priorities based on the demand expressed by member States and the RECs in various forums as well as by the specific competencies of ECA. They are also informed by the potential synergy and leverage through ECA's partnership. Service lines need a clear strategic rationale and a substantial number of practitioners, experts and researchers who are eager to participate in the service line. Since a key rationale for the introduction of the community of practice and service lines is increased collaboration around the key focus areas of ECA's work, there is obviously a limit to the number and range of them that will be developed.

ECA will have the following service lines under the above-mentioned communities of practice. These have been selected with an eye to ECA's comparative advantages and its broader business plan. The service lines are demand driven and rooted in member States and RECs needs.

1. Sustainable Economic Growth, Poverty Reduction and Gender

1.1. MDGs

The underlying rationale for the MDGs is development with equity which requires poverty eradication and the promotion of gender equality. These are key objectives of national development strategies and ECA will contribute to the achievement of these goals by, inter alia, becoming a repository of knowledge for the region; assisting its member States to develop performance indicators and statistics for MDG planning; tracking, as well as building capacity through strengthened statistics departments and training activities.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced capacity of member States to monitor performance in achieving the MDGs	<ul style="list-style-type: none"> ♦ To monitor progress on sustainable development ♦ To track progress in achieving the MDGs 	<ul style="list-style-type: none"> ♦ Sustainable Development Report on Africa (SRDA (2007) and SRDA (2009)) ♦ Annual MDGs reports (2007, 2008 & 2009) ♦ Report on progress towards MDGs (2010) (2008 & 2009) ♦ African Human Development Report (2008)

1.2. Gender

This service line will focus on promoting gender-related issues, including the promotion of women's human and legal rights, the analysis of gender disaggregated data and the indispensable role of women in socio-economic development. The service line will enable ECA to continue to give prominence to this area in all its activities.

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> ♦ Enhanced capacity of member States to monitor performance in achieving the MDGs and assessing trends in gender 	<ul style="list-style-type: none"> ♦ To improve reporting by member States on their performance in achieving gender equality and women's advancement; ♦ To strengthen the capacity of Member States to effectively monitor the progress made in implementing conventions that African countries have ratified and other gender commitments; ♦ To promote change in attitude, structures and mechanisms at political, legal and operational levels in order to achieve gender equality and women's advancement; ♦ To bridge the knowledge and information gap between stated achievements by Member States and the real impact of gender mainstreaming efforts; ♦ To democratize statistics and qualitative monitoring tools that are easy to use and are effective; ♦ To stimulate synergy between research, policy advocacy and networking on gender issues in Africa; ♦ To promote a common African mechanism for assessing the performance towards gender equality. This includes the analysis of trends and salient gender issues in Africa, sharing of good practices, and consensus building on key issues affecting African women and on Africa's position in global foras. 	<ul style="list-style-type: none"> ♦ African Women Report (2007 & 2009)

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> Enhanced networking between national machineries at the sub-regional and regional level to promote gender equality and empowerment of women. 	<ul style="list-style-type: none"> To enhance Knowledge Management and communication strategies of national machineries; To strengthen networking between national machineries at the sub-regional and regional levels; To enhance the capacity of national machineries to utilize ICT to implement their roles as advocates and catalysts for the achievement of gender equality; To directly link national machineries to information on and processes connected to important intergovernmental bodies in the United Nations, such as the regional Committee on Women and Development and the global Commission on the Status of women. 	<ul style="list-style-type: none"> Summaries of quarterly discussions on relevant topics identified by national machineries
<ul style="list-style-type: none"> Established structures in member States through which information and monitor progress made on the status of women are collected. 	<ul style="list-style-type: none"> To provide a platform for accessing and exchanging pertinent and updated information on women's human rights, women's empowerment and gender equality in Africa To facilitate the monitoring and reporting on national performance in addressing women's human rights in all spheres. 	<ul style="list-style-type: none"> Published qualitative appraisal of progress individual countries are making towards safeguarding women's human rights.

1.3. Macro policies

African countries are vulnerable to external shocks from the rest of the world as well as rising oil prices, declining aid flows, and sharply declining commodity prices, which have deleterious impact on their balance of payments and fiscal revenues. These challenges require appropriate macroeconomic policies and improved economic governance in both the public and private sector. ECA can be of help in this regard through continued support for mutual accountability, providing advice, advocating policy options, and building capacity for research, economic forecasting and policy analysis in member States.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced capacity of member states and RECs to design and implement macroeconomic policies and programmes for increased economic cooperation	<ul style="list-style-type: none"> To provide technical assistance & Quick Response Facilities To analyze macroeconomic policies, covering issues relating to macroeconomic analysis, including monitoring of macroeconomic trends and macro-micro linkages; fiscal, monetary and exchange-rate policies and their institutional frameworks, consistent with the priorities of NEPAD; macroeconomic modeling at regional and country levels 	<ul style="list-style-type: none"> Establishment/strengthening of Economic Policy Units in The REC secretariats and in African Countries Establishment/strengthening of Trade Negotiating Units

1.4. Human social development

This service line will bring together issues relating to population and migration policies, health (including HIV/AIDS), education and other related social issues. This arrangement will enable social elements of the MDGs to be properly reflected in ECA's activities.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced capacity of member States to monitor performance in achieving the MDGs and assessing trends in social development (population, migration, human settlement and HIV/AIDS)	To monitor internationally agreed commitments on social development (population, migration, human settlement, HIV/AIDS)	<ul style="list-style-type: none">♦ Report on the implementation of the Madrid International Plan of Action on Ageing (2007)♦ Report on ICPD+15 Regional Review (2009)♦ Report on International migration (2008)♦ Report on HIV/AIDS (2009)♦ Report on Youth in Africa (2009)

1.5. Environment and Sustainable Development

The World Summit on Sustainable Development (WSSD) called upon countries to take immediate steps to advance in the formulation and elaboration of NSSDs and to begin their implementation by 2005. This call was first made at the United Nations Conference on Environment and Development (UNCED), in 1992, and was reiterated at the 1997 Special Session of the UN General Assembly, which set a target date of 2002 for the elaboration of NSSDs. In recognition of the strategic positioning of Regional Commissions to effectively bridge global consensus with national priorities and concerns, UNCED and WSSD mandated Regional Commissions to promote the balanced integration of the three dimensions of sustainable development into policies, strategies and plans, among others. Approaches specified for achieving this include, facilitating and strengthening the exchange of experiences, including national experiences, best practices, case studies and partnership experiences related to the implementation of the sustainable development agenda

In light of the above, the Africa Committee on Sustainable Development (ACSD) at its third meeting, in October 2003, requested ECA to undertake a review of progress made by member States in the implementation of the outcomes of WSSD. Given the difficulties that countries are encountering with regard to the development and implementation of NSSDs, ECA member States, at the fourth meeting of the ACSD in October 2005, requested the Commission to establish a peer learning and knowledge-networking forum on NSSDs.

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> ♦ Improved knowledge and understanding of the process involved in the development and implementation of NSSDs ♦ Increased collaboration among development agencies in supporting the development and implementation of NSSDs in Africa; and ♦ Enhanced capacity (quantitative and qualitative) to promote, develop, implement, and monitor NSSDs, as well as other sustainable development-related policies, strategies and programmes. 	<ul style="list-style-type: none"> ♦ To provide an in-depth view and knowledge of the process involved in the development and implementation of NSSDs, including technical aspects and tools for strategy design; ♦ To build regional, sub-regional and national capacities for managing progress towards sustainable development through cooperation, networking and exchange of experiences and lessons learned in the NSSD process; ♦ To build a critical mass of informed sustainable development experts and practitioners from government, the private sector, academia, research institutions and civil society at large; and ♦ To foster cooperation and collaboration among Africa's development partners and agencies active in the field of sustainable development in general, and in particular, those that are engaged in the promotion of strategic and coordinated actions for sustainable development. 	<ul style="list-style-type: none"> ♦ Case studies conducted on key aspects of NSSD development and implementation ♦ A compendium of good practices and lessons learned produced to enable comparisons to be made between the different approaches to the NSSD process. ♦ A toolkit on the NSSD process.

1.6. Financing development/ capital flow

This service line will focus on the task of understanding and analyzing the challenges and prospects of development finance to achieve sustained growth and poverty reduction in Africa through rigorous policy-oriented research. It provides support to member states, African institutions, academics, the private sector and civil society. It also engages in policy advocacy work in the area of development finance. The service line focuses mainly on key elements of development finance such as Foreign Aid, Debt, Private Capital Flows, Savings, and Remittances. Recent and ongoing research activities include: Financing Development in Africa: trends, issues and challenges; Financing economic growth to reduce poverty by half in 2015 in Africa; Current account sustainability in Africa; Profile and determinants of aid in Africa; and Capital Market Development in Africa.

Expected Outcome(s)	Objective(s)	Output(s)
Understanding and analyzing the challenges and prospects of development finance to achieve sustained growth and poverty reduction in Africa	<ul style="list-style-type: none"> ♦ To provide support to member states, African institutions, academics, the private sector and civil society on issues related to development finance such as Foreign Aid, Debt, Private Capital Flows, Savings, and Remittances 	<ul style="list-style-type: none"> ♦ Publication of capital flows and development of African economies

2. NEPAD & Regional Integration and Trade

2.1. Trade/ATPC

The world economy is characterized by an increasing value of trade and financial flows facilitated mostly by improved scientific processes and technological links. Africa is regarded as being marginalized from these flows and processes and ECA will provide support to African countries by helping them to gain better outcomes from globalization, including improved access to markets, scientific knowledge and ICTs.

ECA has very strong capacities on trade issues including international negotiations, mainstreaming development in trade and vice-versa, identifying policies that could help African countries deepen their export capacities among others. These capacities have enabled the ECA, through the African Trade Policy Centre (ATPC) to provide technical support to the African countries in multilateral (WTO) and bilateral (EPA) negotiations. ECA also has extensive experience in providing technical support on trade to African countries. The technical support is underpinned by a strong desire to help African countries identify policies to build export capacities to exploit the market access likely to result from the negotiations. To ensure the attainment of desired outcomes, the ECA complements the technical work and support to African countries with strong advocacy. The advocacy element has been assured through the building of very strong collaborations with regional and international organizations.

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> • Increased capacity of member States to better understand and monitor performance of African economies • Strengthened national capacity for enhancing international trade 	<ul style="list-style-type: none"> • To make ECA the center of excellence and first reference point on matters related with trade in the context of African countries 	<ul style="list-style-type: none"> • Economic report on Africa (ERA (2008) & ERA (2009)) • Provide technical support/ advisory services for trade capacity building in the sub-regions

2.2. Regional Integration and Infrastructure

Regional integration and infrastructure are priority areas of NEPAD; hence, this service line will handle related issues including institutional aspects of regional integration, transport, energy, mining, water, natural resources and intra-Africa trade in order to bring about coherence in ECA's support to a very important sector for African countries. This service line will also take account of the interlocking relationship between the various aspects of regional integration and will be supported in this regard by all other service lines.

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> • Increased capacity of member States to better understand and monitor performance of African economies with particular emphasis on regional integration • Enhanced consensus on regional integration, infrastructure and trade issues 	<ul style="list-style-type: none"> • To promote the integration agenda of the African Union • To enhance the understanding of regional integration issues on the continent through flagship publication Assessing Regional Integration in Africa • To supporting the RECs in their assistance to member states to achieve macroeconomic convergence 	<ul style="list-style-type: none"> • Report on the status of Regional Integration in Africa (ARIA III (2007) & ARIA IV (2009)) • Best practices and peer learning in regional integration • Establish a GIS infrastructure master plan (2007, 2008 & 2009) • Establish a database on trans-African highways (2007 2008 & 2008)

2.3. NEPAD support

In its capacity as the regional arm of the UN, ECA has been assigned the responsibility of coordinating the United Nations support to AU/NEPAD at the regional and sub-regional levels. In that regard, the role of ECA aims at facilitating the coordination of the United Nations system-wide support to the implementation of NEPAD and other related programmes and initiatives at the regional, subregional and country levels, using the frameworks of ECA in the subregions, the regional economic communities, the thematic clusters under the United Nations action plans in support of NEPAD.

Expected Outcome(s)	Objective(s)	Output(s)
Enhance capacity in adopting policies and implementing programmes for infrastructural development consistent with the AU vision and the priorities of NEPAD	<ul style="list-style-type: none">♦ To provide support for the implementation of NEPAD programme♦ To build capacity for mainstreaming NEPAD at the national level♦ To provide technical support for NEPAD secretariat♦ To monitor and evaluate NEPAD implementation	<ul style="list-style-type: none">♦ Report in the evaluation of the NEPAD programme (2007)♦ Report on the capacity-building for Africa (2007/2008)

3. Statistical Development and Sectoral Priorities

3.1. Statistical Development

Many African countries do not have strong statistical systems and therefore lack the data needed for planning and tracking of economic development. This is partly due to a lack of adequate statistical capacity in these countries. ECA will therefore seek to assist African countries in improving their statistical databases and also their statistical capacity at various levels. In particular, the desired outcome would be to enable proper planning for MDG achievements as well as the monitoring of progress made in this regard.

Expected Outcome(s)	Objective(s)	Output(s)
Strengthened statistical capacity of member States and RECs to enable planning for tracking performance of their economies and for accelerating progress toward achieving the MDGs	<ul style="list-style-type: none">♦ To provide a platform of exchange of information and know-how on the implementation, monitoring, evaluation, and reporting on the RRSF as recommended by the Forum on African Statistical Development (FASDEV)	<ul style="list-style-type: none">♦ African Statistical Yearbook (2007,2008 & 2009)♦ Compendium of Intra-African and Foreign Trade Statistics (2007,2008 & 2009)♦ Establish and maintain MDG indicators and database (2007,2008 & 2009)

3.2. Gender Statistical Network

Gender equality and women's empowerment is an internationally agreed goal enshrined in the third Millennium Development Goals (MDGs). It is also central to the Beijing and Dakar platforms for Action that guide international support for addressing various aspects of gender inequality. While gender equality is moral and legal issue. It also has implications for economic efficiency in the allocation and productivity of resources for sustainable development. It is clear that marginalization of women in economic production, distribution and social services and non-consideration of gender characteristics in the allocation of public resources, is a source of economic inefficiency. At the same time, analytical work to sharpen gender aspects of policy-making and

programme formulation, implementation and monitoring and for tracking progress towards MDG 3 and other commitments towards gender equality require detailed, reliable and timely gender disaggregated data.

National and regional statistical systems in Africa have not made the type of progress in designing systems and operations to generate gender-disaggregated data that are needed to support the advances that have been made in raising awareness of the social and economic implication of gender imbalances. Thus, policy-making and programme targeting aspects of gender in many sectors are not as sharp as could be if gender differentiated data were available. The current project seeks African governments to improve gender sensitive policy formulation, programme targeting, including public expenditure programmes and monitoring progress towards gender equality and empowerment of women through gender disaggregated data.

This service line intends to provide a framework for knowledge sharing, peer learning and networking between all stakeholders dealing with gender statistics issues. It will be implemented by African Center for Gender and Social Development (ACGS) and the African Center for Statistics (ACS) in ECA.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced capacity in African Countries in gender statistics including establishing a permanent mechanism for promoting a dialogue among stakeholders in this area, improving gender- related analytical in support of policy-making and programme formulation, monitoring and evaluation of progress towards gender equity in poverty reduction and other development goals in Africa.	<ul style="list-style-type: none"> • To advocate for sustained political commitment to integrate gender equality concerns into the policy agenda and the development of standards, frameworks and guidelines such as the Principles and Recommendations on Population and Housing Censuses (P&R on PHC), the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) and other statistical initiatives; • Peer review of the national statistical system of two pilot countries; 	<ul style="list-style-type: none"> • Best practices on improving gender indicators (2007).

3.3. Agriculture

Agriculture, the backbone of the continent's economy, produces the lowest yields in the world. It is beset, among others, with abiotic stressors (drought, high temperature, poor soil fertility, vast marginal land areas); biotic factors (insect pests, weeds, diseases); high costs of pesticides, herbicides, chemical fertilizers and irrigation; and drug resistance. Some 200 million people are chronically hungry in Africa and more than half of the countries on the continent need food aid.

ECA will assist its member States in enhancing regional food security through support for the creation of regional agricultural market information systems and databases. To further foster broad-based agricultural growth and poverty reduction, ECA will undertake in-depth studies on strategic food and agricultural commodity chains with emphasis on regional integration aspects.

This service line will include agricultural production and food security issues. Services provided through this service line will bring food security, a major concern for many African countries, back to the forefront of ECA's programme priorities thus ensuring its visibility.

Biotechnology has been recognized by the Heads of African States in the New Partnership for Africa's Development (NEPAD) as "an important priority area in science and technology for the continent's development".

The United Nations (UN) has also recognized Biotechnology as a tool of ‘unique opportunities for developed and developing countries and small and large enterprises’.

Representatives of many Addis Ababa-based UN institutions held, in 2003 and 2004 at ECA, a series of consultative meetings on issues related to biotechnology uptake in Africa. They recommended the establishment and implementation of a UN Inter-Agency Partnership on Biotechnology for Africa’s development or UN-Biotech/Africa in support of NEPAD.

UN Biotech Africa is expected, among others, to (i) coordinate policies, strategic approach and actions among agencies and programmes of UN system in support of NEPAD in the area of biotechnology; (ii) generate synergies between activities of UN institutions for greater impact through greater efficiency in the use of UN resources; and (iii) create an effective platform of exchange of biotechnology-related information, experiences and perspectives

Expected Outcome(s)	Objective(s)	Output(s)
<ul style="list-style-type: none"> ♦ Enhanced awareness and capacity to achieve food security by promoting agribusiness development and Intra-African trade in food and agriculture ♦ Biotechnology for food security and poverty reduction in Africa to move Africa’s biotechnology agenda so as to help achieve the Millennium Development Goals 	<ul style="list-style-type: none"> ♦ To connect horizontally all the people, knowledge and conversations related to biotechnology for food security and poverty reduction in Africa; ♦ To bring together a wide range of partner/clients in a concerted effort to share common concerns, problems, mandates, or sense of purpose, to build consensus and find solutions to constraints regarding the development, transfer and diffusion of biotechnology for food security and poverty reduction in Africa; ♦ To connect across boundaries of time, distance and organizational silos, individuals with expert peers, promote a dynamic and productive collaboration and create an effective platform of exchange of biotechnology-related information, experiences and perspectives including the sharing of best practices among African member States, RECs and sub-regions, relevant UN bodies and organization, African partners and farmers’ organizations ♦ To enable the actors to make the most of their collective know-how and to help facilitate the integration of modern biotechnology activities in Africa within the NEPAD with the view of maximizing collective efforts 	<ul style="list-style-type: none"> ♦ Establish database on regional agricultural markets and African products (2007 & 2009) ♦ High-level meeting on PPP in the agro-industry and agri-business (2008)

3.4. Land Policy and Administration

Poor management of land and other land related challenges are contributing factors to Africa’s low agricultural productivity and food insecurity, poor environmental and natural resource management, poor urban planning and development, as well as conflicts and insecurity. It is in recognition of this interrelationship between poor land governance and these challenges, and the need to facilitate successful harnessing of land, that many African

governments have engaged in various reforms of their land policies and land administration systems. In particular, reforms are aimed at addressing disparities in land ownership, insecurity of land tenure and access, and duality and inadequate systems of land administration, among other challenges. Yet in spite of many efforts in this regard few countries have been successful in tackling land related problems. Many countries have fallen short of formulating appropriate and comprehensive policies, and harmonizing laws and regulation. Even less successful are reforms in land administration systems, a factor that has contributed to the current low implementation of land policies.

At the continental level, African leaders acknowledged the need to 'extend the area under sustainable land management,' as is documented in the Comprehensive Africa Agricultural Development Programme (CAADP) of the New Partnership for Africa's Development (NEPAD). And, the Action Plan of the Environment Initiative of NEPAD stresses the need to address land degradation, drought and desertification and combat climate change through, among other things, supporting national and sub-regional efforts. In particular, NEPAD recognizes the potential role of continental organizations such as ECA in facilitating access of technical expertise, facilitating benchmarking and mutual learning of good practices and the exchange of information, as critical to advancing successful strategies for addressing land related challenges.

Responding to this call by NEPAD, and in order to facilitate the implementation of related conventions (e.g. African Convention on the Conservation of Nature and Natural Resources; Agenda 21) and recommendations of various conferences, (e.g. ICARRD), the Economic Commission for Africa (ECA), the African Union (AU) and the African Development Bank (ADB), under the overall leadership of the AU, undertook an initiative in 2006, aimed at developing a framework and guidelines for land policy and land reform in Africa.

Expected Outcome(s)	Objective(s)	Output(s)
Progress made towards achieving the MDGs through sustainable development by assisting member States to formulate and implement land management policies of the AU-ECA-ADB continental framework, guidelines and indicators for land policy and land reform in Africa	To provide a platform to exchange information, lessons and best practices regarding land policy formulation, harmonization of related laws and legislation, reforms related to land administration systems and on-going initiatives and programs in the area.	<ul style="list-style-type: none"> ✦ Framework and guidelines for land reform and present to AU Summit (2007) ✦ Establish web-based Virtual African Land Policy and Administration Facility (2008-2009)

4. Governance, ICT and S&T for Development

4.1. Good Governance

ECA will provide support to member States on political, economic and corporate governance and on institutional-effectiveness issues. This will help address the capacity deficits in governance institutions identified in the ECA country governance surveys and in country assessments under the APRM. Such support will include training for senior policymakers and other stakeholders focused on issues relating to the principles and objectives of good economic and corporate governance.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced capacity of African Countries to promote a sense of responsibility, ownership, accountability and transparency in their civil service and public organizations	<ul style="list-style-type: none"> ♦ To assess the progress towards good governance ♦ To provide technical assistance to member States to implement and monitor policies and measures for the promoting of good governance 	<ul style="list-style-type: none"> ♦ African Governance Report (2007 & 2009)

4.2. Peace Building

Overcoming the effects of violent conflict is a major challenge facing several African countries and initiatives have been put in place in support of this process. The UN has established a Peace Building Commission while AU has a Peace and Security Council in place. ECA through this service line will support collaboration with AU and the Peace Building Commission in enhancing capacity in the affected countries, for formulation and implementation of post-conflict reconstruction and development programmes and projects.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced institutional and organizational capacities for peace building	To provide technical assistance in collaboration with AU and the Peace Building Commission, to build capacities of affected countries for the formulation and implementation of post-conflict reconstruction and development programmes and projects	<ul style="list-style-type: none"> ♦ Reports in building capacity of key governance institutions in conflict countries (2007 & 2008) ♦ Case studies on the root causes of and consequences of conflict and State fragility in Africa (2007 & 2008)

4.3. ICT for development

ECA's activities in ICT for development are geared towards supporting African countries to participate fully in the rapidly evolving people-centred, inclusive, development-oriented Information Society where everyone can create, utilize and share information and knowledge and empowered to achieve their full potential in order to gain improved quality of life, and where communities are enabled to attain sustainable development.

It is widely recognized that without embracing information and communications technologies (ICT), the development gap between Africa and the rest of the world will continue to expand. Information and knowledge have increasingly become essential resources and raw materials in the global networked economy. Africa can exploit these technologies to become fully integrated into the global economy and accelerate socio-economic development.

ECA's in ICT work programme falls under the framework of the African Information Society Initiative (AISII), which remains the key framework for the development and implementation of national e-strategies of National Information and Communication Infrastructure (NICI) plans.

Expected Outcome(s)	Objective(s)	Output(s)
Enhanced development of ICTs and strengthened and better-networked institutions and centers of excellence	<ul style="list-style-type: none"> • To support strategies for building the African Digital Economy • To create an enabling environment for the knowledge economy • To build capacities for securing networks and Infrastructure for the Knowledge Economy • To strengthen the role of SMEs in the Digital/Knowledge Economy • To strengthen the role of ICT in fostering regional economic integration, including facilitating intra-regional trade will also be enhanced • To promote awareness among key stakeholders of the importance of the Information Society and Knowledge Economy 	<ul style="list-style-type: none"> • Implement NICI policies in context of African economy (5 countries per year) (2007, 2008 & 2009) • Pilot programmes on research and innovations (2 countries per year) (2007, 2008 & 2009)

5. Partnership

Partnership will be crosscutting through each service line under each communities of practice. ECA recognizes that building partnerships is an important part of its work because continental institutions and development partners working for Africa or in pursuit of its interests have to collaborate to harness required resources, ensure coherence and avoid duplication in their activities. ECA also acknowledges that it is only through its partnerships and relationship with member States, RECs, UN agencies, AfDB, WB, donor agencies and research institutions that it will be at the forefront of development thinking and development programming in its core areas of intervention.

Engaging in active partnerships will also enable ECA to focus on its comparative advantages, scale up its resources and derive maximum results from service delivery. This service line will provide a platform for partners to exchange views on the emerging development priorities for Africa as well as a discussion on ECA's key initiatives in support of these priorities.

Implementation framework for communities of practice

The following framework for implementing the above-mentioned communities of practice, describes activities that will be undertaken collaboratively by substantive divisions, network facilitators and ECA's.

1. Concept note

A concept note of the KM initiative will be developed by and shared with its partners. It will provide a background on the community of practice and articulate ECA's priorities in this area. This includes topics related to service lines and the outputs and impacts that will be achieved through these service lines.

2. Consultation with clients and partners

Based on the concept note and the plan of actions, ECA's substantive divisions and the Knowledge Management team will proceed to have a consultation with ECA's clients and partners. The consultations will include initial

meetings with RECs, AU, AfDB, donor community and Ambassadors of member States. The consultation meeting with this core group of potential partners and clients to 'champion' each theme will ensure buy-in. The consultations will also help validate and agree with partners and clients about the expected outcomes of the communities of practices, and ensure that they are within their interest.

3. Communities of practice workplan

The consultation will feed on the workplan that is prepared by substantive divisions. The workplan will include outputs, how they will be achieved, roles and responsibilities of people involved, delivery timeframe, various tools that will be used and a success indicator.

4. Launch of communities of practice

Four Network Facilitators will be in place on time for the launching of the communities of practice. The main launching of the communities of practice will be through face-to-face meeting of the members of the communities. The meeting's participants could include the practitioners identified through the plans of action of substantive divisions and the consultations with partners. During these meetings and their follow-up, each community of practice will identify the practical and concrete "next steps" that it will take. This might include identifying specific learning/training needs and practical tools that would be required to best support the community of practice and service line agenda. Moreover the meeting will include a basic training on how to use some of the tools already available on the community of practice workspace.

5. Promoting the communities of practice

Once the communities of practice have launched, they need to continue to develop and for this more practitioners, experts, researchers, institutions and organizations need to know that it exists and be convinced that visiting and/or joining the workspace is beneficial. To this end a number of effective communication tools should be used by both the Network Facilitators and the substantive divisions to promote what the communities of practice has to offer and to increase the number of members and contributors to the community.

6. Monitoring and Evaluation

Based on the output, success indicator and the timeframe cited in the workplan the community of practice will undergo monitoring and evaluation every six months and assess the impact of the community of practice on both members of the community and the organization.

Workplan for ECA's communities of practice implementation (May – December 2007)

The table below details the practical steps the Knowledge Management team, Network Facilitators and divisions will undertake in implementing ECA's communities of practice.

Expected outcome: Enhanced knowledge content in ECA's priority areas and outputs, providing knowledge services to partners and clients and becoming a Centre of Excellence on knowledge about African development

Objectives	Description of Activity	Success Indicator	Responsible Officers	Time Frame
To define what specific services will be provided and how they will be delivered in each of the thematic priorities of ECA	<ul style="list-style-type: none"> ♦ Review substantive divisions plans of actions ♦ Review ECA's Business Plan 2007-2009 ♦ Review of "Repositioning ECA: Harnessing Regional Resources to meet Africa's Development priorities" 	Four communities of practice thematic areas identified with corresponding service lines	Divisions and KM team	May 2007
To develop a concept note outlining ECA's vision of the communities of practice	<ul style="list-style-type: none"> ♦ Draft a concept note for each communities of practice ♦ Draft workplan for communities of practice and service lines under each community 	Concept note finalized for each of ECA's communities of practice with workplan	Network facilitators and divisions	May 2007
To review with partners and clients the concept note and implementation strategy of ECA's communities of practice and receive feedback	<ul style="list-style-type: none"> ♦ Consultative meeting with AU ♦ Consultative meeting with AfDB ♦ Consultative meeting with Donors ♦ Consultative meeting with Ambassadors of member States ♦ Consultative meeting with ECOWAS ♦ Consultative meeting with SADC ♦ Consultative meeting with COMESA, EAC ♦ Consultative meeting with ECCAS, CEMAC ♦ Consultative meeting with UMA 	Concept notes and CoP implementation strategy shared and discussed with each key partners and feedback received	<ul style="list-style-type: none"> ♦ KM Team and NRID ♦ KM Team and ACS ♦ KM Team and ♦ KM Team and ♦ KM Team and SRO-WA ♦ KM Team and SRO-SA ♦ KM Team and SRO-EA ♦ KM Team and SRO-CA ♦ KM Team and SRO-NA 	May – June 2007
To reflect the feedback of partners in both concept notes and implementation strategy	Include the feedback received from partners in the concept notes and implementation strategy	Feedback received from partners reflected in CoP concept notes and implementation strategy	Network Facilitators, divisions and KM Team	June 2007

Objectives	Description of Activity	Success Indicator	Responsible Officers	Time Frame
To launch ECA's communities of practice	<ul style="list-style-type: none"> ♦ Finalize the online workspace with tools specified in the concept note ♦ Upload content on communities of practice workspace ♦ Schedule for kick-off meeting ♦ Invite potential members of communities of practice for face-to-face meeting ♦ Invite potential members to sign-in and be members of the online community 	<ul style="list-style-type: none"> ♦ CoPs online workspace finalized ♦ CoP content uploaded on workspace ♦ Face-to-face meeting held with potential CoP members ♦ Members signed-in on online community workspace 	KM Team, Network Facilitators, SROs, and divisions	June - July 2007
<ul style="list-style-type: none"> ♦ To publicize/promote the communities of practice both online and offline ♦ To increase the number of members and contributors 	<ul style="list-style-type: none"> ♦ Use available communication tools to promote what ECA's communities of practice have to offer 	<ul style="list-style-type: none"> ♦ Membership broadly extended from initial number 	Network Facilitators and divisions	July –December 2007
To train clients and partners to used communities of practice	<ul style="list-style-type: none"> ♦ Present members of communities with a hands on training on how to use the online community tools during the kick-off meetings ♦ Organize trainings for ECA staff (HQ and SRO) on how to use the ECA online platform to fully utilize the resources available on the communities of practice workspace ♦ Organize trainings for partners on how to use the ECA online platform to fully utilize the resources available on the communities of practice workspace 	Members of communities, ECA staff, partners and clients all conversant with the tools and functions of the communities of practice	KM Team and Network facilitators	August - December 2007
To assess the impact of the communities of practice	<ul style="list-style-type: none"> ♦ Review products and results of communities of practice against objectives and outputs set on workplans ♦ Organize face-to-face meeting of members to re-adjust the priorities of the community. 	Monitoring and evaluation report prepared for each communities of practice	Network Facilitators	December 2007

ECA's Knowledge Management tools

There are different ways in which members can contribute to ECA's communities of practice portal - from simple comments, documents, images and news items to more complex contributions using collaboration tools. The following are some of the common tools on communities of practice workspace.

Repository of information: The repository of information will have archives of consolidated replies from e-discussions and queries of members of the community. It will also include ECA's inventory of existing and relevant data, documents, reports, etc. and relevant information gained from other organizations and institutions.

Community products: This section will contain all products and results achieved through the community of practice including flagship publications, reports, case studies, best practices, country experiences, etc.

Search engine: The search engine allows for the most comprehensive search in information within the community of practice. Members can search for information based on key words, author's name, title, etc...

Frequently asked Questions: Based on what community members have frequently asked, the workspace will have a FAQ tool with a repository of questions submitted, or collected responses to meet the needs and interest of its members.

Each service line workspaces will have the following tools and functionalities:

Expert Roster: In this section members will be able to get information about national, regional or international experts or other Institutions/Organizations. The Roster provides information on professionals with substantial knowledge and expertise within a CoP's area. The roster will be constantly updated by both the network facilitator and members of the community ensuring best and up-to date referrals of experts. The experts roster will also be linked to other communities of practice of UN agencies and partner and client organizations creating a much bigger pool of 'proven experts'.

E-discussion forum: Through the e-discussion forum members of communities of practice will have a chance to engage in an in-depth discussion and exchange on emerging issues and common challenges in a particular knowledge area. E- discussions usually run for 3 to 6 weeks and are generally organized by a set of sub-topics and guiding questions. Each sub-topic is closed by a summary, which states several concrete recommendations to feed into future thinking and implementation. Optionally, a network member or an outside guest moderator can moderate e-discussions.

Wiki: A wiki is a web site whose contents can be authored online and changed by an open community of users. It is mostly useful to create publicly available shared knowledge. Developing or converting content as wikis enables members to add and edit content, and track revisions and comments from others.

Smart folder: this feature will enable cross posting of information that is relevant to different communities of practice.

Help Desk/ Query: All queries will be sent to the help desk e-mail, which will first go to the network facilitator. The network facilitator will "approve" the query before sending it out to all members. This allows the facilitator to ask the person who is sending the message for any clarifications that may be needed, edit the subject heading to make it clearer, and generally make sure that the exchanges are running smoothly. Members will then

respond to queries based on their knowledge and experience. The responses to queries will then be summarized as consolidated replies.

Consolidated replies: Consolidated replies are a synthesis or summary of responses to a member's query and are also supported by researched materials. They provide a comprehensive summary of responses to any given question, query or discussion that takes place on the community of practice in a user friendly format designed to make key information available at a glance. The consolidated replies are then archived for future use by members of the community of practice. A consolidated reply contains information regarding who launched the query, what it was, who responded, and the summary of responses (the filtering and quality control aspect, also an aspect of knowledge building), and list of related resources.

News updates: This feature will provide members of the community with timely information whenever there is a critical mass of new information to announce. The News Updates will notify members of the new materials & features posted on the online community platform, including news, feature articles, case studies, best practices, community of practice announcements (open queries, closed queries and new members), new and interesting resources and much more.

Upcoming events: A calendar of ongoing and archived events will be available under this link. It will provide a list of recent and future events. Members will also be able to download any reports that came out of past events if available.

Publications and Resources: This section will provide members with an electronic library, with a variety of relevant documents, books, publications, reports, and so on. A search engine will allow members to easily search publications and resources for the information they are looking for. This section will also provide a database of best practices, which includes a collection of case studies and lessons learned from development projects both within the region and outside.

Partnership planned activities: e.g. ECA - UNDP joint initiative

In order to deliver a comprehensive Knowledge Management solution, ECA needs to develop a broad collaboration with partners. This paragraph details an example of practical activities that will be undertaken jointly by ECA and UNDP to develop their respective knowledge management initiative.

UNDP and ECA have decided to collaborate on the development and implementation of their Knowledge Management platforms and content. Both organizations will join their effort to support one to another in the four different following areas across their existing and future communities of practice:

1. Cross-posting of queries
2. Sharing of selected content
3. Joint e-discussions
4. Network facilitators

Cross-posting queries: The cross posting queries is the process by which, network facilitators of selected communities of practice (CoP), become members of the corresponding CoP in both organizations. This will enable them to access the content of both organizations and share it with their community members. Additionally, they will be granted access to queries coming from both organizations, and will seek answer from their community expert panel, and the answers they will receive using the consolidated reply from, will be shared with their

community members. Example: the network facilitator of UNDP MDGNet receives a query from a member of her/his community of practice; she/he can provide a consolidated reply that could benefit members of both communities, i.e. both organizations. The substance of the consolidated reply could come from ECA MDGNet. In such case, the UNDP MDGNet Network Facilitator simply posts a query to ECA MDGNet and his/her counterpart will provide her/him with an existing or to be created consolidated reply. The same process could happen in the reverse way.

Sharing of selected contents: Sharing of selected content will consist in allowing each organization's Knowledge Management system to download, index, and make available to its members, selected content coming from the other organization's Knowledge Management system. All or selected consolidated replies, documents, reports, etc., that exist on both organizations' CoP, would be downloaded automatically both ways and indexed. As a result, searches for information by all CoP members would return enriched and more comprehensive contents. Implementing this process requires at least a dedicated login to access each Knowledge Management system. A formal process to identify the content coming from the ECA or UNDP CoP, so that to distinguish the origin of the content will be implemented.

Joint e-discussions: Joint e-discussion consists in opening an e-discussion to selected members from both organizations' CoPs. The proposed solution implementation would require to setup a private mailing on a private wiki platform, that is open but accessible to identified members only. In this process, the role of the network facilitator of the organization that initiates the e-discussion would be limited to starting the process, and to invite members from both organizations to register. An elected moderator would lead the e-discussion.

Roles and Responsibilities

ECA KM Team:

The ECA KM team will have the Program Management and Quality Assurance Responsibility Role of the KM Project. The role and related activities associated to its responsibilities are described hereunder.

- ♦ Assess operational capabilities and define opportunities to create business value
- ♦ Identify and evaluate operating alternatives
- ♦ Work with the Implementation and Operation Project Manager to select operating alternatives forming an overall Operating Strategy and Business Architecture
- ♦ Define approach to close operating gaps
- ♦ Define components of capability releases and supporting performance model
- ♦ Identify and resolve cross-capability, cross-release issues which impact the integrity of the Business Architecture
- ♦ Work with Implementation and Operation Project Manager to ensure the capabilities being developed and deployed align with the architecture component and meet performance goals
- ♦ Ensure that the application components being developed or modified align with the Application Architecture and meet application performance goals.
- ♦ Ensure that testing and piloting results meet application performance goals.
- ♦ Align the application with the changing business context.
- ♦ Establish program management infrastructure
- ♦ Provide structure to plan capability delivery (work breakdown structure, organization breakdown structure)
- ♦ Establish approach and timeline for capability delivery

- Work with the Implementation and Operation Project Manager to define a capability development/validation approach and timeline
- Measure and monitor progress to ensure a business capability is delivered on time, within budget and meets or exceeds expectations
- Ensure that quality services are delivered on a timely basis
- Measure service delivery as defined in formal service agreements

Network Facilitator:

The Support activities of the network Facilitator to substantive divisions will be as follows:

- Directs development of communities of practice/service lines (thematic programme division in ECA and SROs,). This involves promoting community collaboration around Division priorities and workplans; facilitating knowledge sharing and development within and across practice communities; facilitating face-to-face events to strengthen community identity both globally and regionally, in collaboration with Division and SRO Leadership, and managing the community's electronic network mailgroups.
- Support to policy development and knowledge sharing through managing the delivery of the community's products and services, such as Consolidated Replies, e-Discussions, Off-Line Query Support, Division News Updates, Division Workspaces as well as Division agenda setting.
- Build relations with external professionals and institutions, including donors and UN system agencies, in the relevant Division area and in support of knowledge sharing and networking.
- Promote corporate knowledge sharing and provides strategic input into development of corporate policy on knowledge sharing and networking, including participating in the Division and SRO's Knowledge Management Support Team, collaborating with Knowledge Services Teams, and supporting implementation of the Knowledge Management Roadmap.
- Promote cross-regional and cross-division collaboration through reviewing regional priorities in light of service line implementation at SRO and regional level; collaborating with Knowledge Services Teams in ECA; and introducing cross-division and cross-regional dimensions to core products and services delivered by ECA.
- Provide direct technical backstopping and substantive support in the relevant Division/thematic area to SROs and Headquarters Programmes, and may include project and programme identification, formulation, monitoring and evaluation.

Conclusion

The ECA Knowledge Management Initiative will be, in effect, the systemic catalyst to facilitate the efficiency and effectiveness of all the other components of the ECA Repositioning Programme. Through the Knowledge Management, ECA can deliver continuous improvement in performance and standards of service delivery and global outreach that will impact positively on the economic policies of member states and achievement of the MDGs in Africa.

