



# ECA Business Plan 2013-2015



United Nations  
Economic Commission for Africa





United Nations  
Economic Commission for Africa

ECA

# BUSINESS PLAN

2013-2015



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# Acronyms and abbreviations

ACPC	African Climate Policy Centre
ADF	African Development Forum
AGDI	African Gender and Development Index
AGOA	African Growth and Opportunity Act
AGR	African Governance Report
AIDA	Accelerated Industrialization Development for Africa
AMDC	African Minerals Development Center
AMU	Arab Maghreb Union
AMV	Africa Mining Vision
APAI-CRVS	Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics
APRM	African Peer Review Mechanism
ARIA	Assessing Regional Integration in Africa
ASYB	African Statistical Year Book
ATPC	African Trade Policy Center
AU-ABC	African Union Advisory Board on Corruption
AUC	African Union Commission
AWRO	African Women's Rights Observatory
CAADP	Comprehensive Africa Agriculture Development Programme
CEMAC	Monetary and Economic Community of Central Africa
CFTA	Continental Free Trade Area
CSO	Civil society organization
COMESA	Common Market for Eastern and Southern Africa
CRVS	Civil Registration and Vital Statistics
EAC	East African Community
ECA	United Nations Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EPA	Economic Partnership Agreements
ERA	Economic Report on Africa
GDP	Gross Domestic Product
HLP	High-level Panel
HSGOC	NEPAD Heads of State and Government Orientation Committee
ICT	Information and Communication Technology
IDEP	African Institute for Economic Development and Planning
JFA	Joint Financing Arrangement
MDG	Millennium Development Goal
MRDE	Mutual Review of Development Effectiveness
NEPAD	New Partnership for Africa's Development



NPCA	NEPAD Planning and Coordinating Agency
NSDS	National Strategies for the Development of Statistics
OECD	Organization of Economic Cooperation and Development
PIDA	Programme for Infrastructure Development in Africa
RCM	Regional Coordination Mechanism
REC	Regional Economic Community
SADC	Southern Africa Development Community
SRO	Subregional Office
UEMOA	West African Economic and Monetary Union
UNDP	United Nations Development Programme



# Foreword

This Business Plan is a direct outcome of the just completed United Nations Economic Commission for Africa (ECA) refocusing exercise. It is a strategic articulation of the programme of work of ECA in the coming three years. It outlines how ECA intends to deepen its work in identified priority areas, with greater emphasis on statistical information and credible data for better and informed policy and decision making; improved packaging and communication of ECA knowledge products and highlights how the Commission plans to strengthen its partnership and collaboration with the African Union Commission (AUC), the African Development Bank (AfDB) and the regional economic communities (RECs).

When we embarked on the process of reform some eight months ago, in consultation with our stakeholders and partners, we knew we had to review every aspect of our operation and commit to a change process that would make ECA a more rigorous and responsive centre of excellence in support of Africa's transformative agenda. We took measures to become better equipped to deliver professional, high-quality products and services in order to meet the increasingly complex needs of Africa's governments and people. This Commission-wide transformation is a testament to the earnest self-examination that we undertook.

The Commission is revamping its research and advocacy priorities to ensure that its work is policy relevant and at the cutting edge of Africa's development agenda. Drawing on our convening power and our strength in policy research, collaborative partnerships with other institutions, particularly the AUC and AfDB, will continue to be central to our work. Although the development challenges of Africa are daunting, now more than ever, we are positioned to meet them with renewed energy.

The AU Assembly of Heads of State and Government at its 20<sup>th</sup> Ordinary Session, held on 27-28 January 2013 in Addis Ababa, welcomed the strategic reorientation and refocusing of ECA to support accelerated socio-economic transformation of Africa. This was further endorsed by the AU Conference of Ministers of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development, at the 6th Joint Annual Meetings held from 25 -26 March 2013 in Abidjan, Côte d'Ivoire.

The Business Plan is anchored on the three pillars of support to transformative development in a renascent Africa: economic growth and impact of the global economic crises, the mega-trends and rise of the emerging economies. The Commission will therefore place emphasis on delivering results in these three areas through its existing service lines of knowledge generation, sharing and networking; advocacy and consensus building; advisory services and technical cooperation; and focusing its "operations" on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

The strong partnership with the AUC in support of Africa's development agenda is further enhanced with the formulation of the Second AUC Strategic Plan 2014-2017. The ECA Business Plan 2013-2015 is accordingly aligned with the strategic priorities of the AUC; and on-going collaboration with the AUC along these priorities will be streamlined and strengthened.

The 2013-2015 Business Plan is in five parts. The first part provides the strategic context of the Plan. It highlights Africa's development challenges and briefly reviews how ECA has restructured itself to help address these challenges. It outlines the focus of the plan and the ECA programme implementation

strategies. Part two highlights the salient achievements of the 2010-2012 Business Plan while part three presents our planned programme activities for 2013 – 2015 in response to the current needs and emerging priorities of African States. It also outlines how ECA aims to consolidate and build on past progress and partnerships for better results and greater impact. Part four focuses on financial resource requirements associated with the Plan. Whilst part five focuses on enhancing delivery of result through partnership and dialogue.

I take this opportunity to thank all our partners who have supported the Commission over the past years. We are looking forward to your renewed partnership and support, particularly in the form of budget support, to provide a more predictable, continuous and assured funding that enables the Commission to flexibly respond to the emerging priorities and demands of member States.

I am very grateful for all your support since I took office eight months ago, as the Executive Secretary of the Commission. In presenting this Business Plan, I wish to express our commitment to further strengthen our collaboration and partnership during the new Plan period and marshal our resources in the most effective and efficient manner to maximise the impact of our work in advancing Africa's transformative agenda.

I look forward to continued cooperation in the years to come.

Carlos Lopes  
Executive Secretary  
Economic Commission for Africa

# Part I: Strategic Context

## 1.1. Overview of the strategic vision of ECA in the next three years (2013 – 2015)

The world is changing, Africa is changing and in order to meet continental priorities, ECA must itself change. The changes in the world include a new phase of globalization – accelerated economic integration, driven by the phenomenal growth of ICT due to increases in digital processing power and their multimedia applications. This has been accompanied by liberalization of trade and financial markets on a global scale with implications for national economies particularly in the developing regions like Africa. These developments have also made for higher value addition from knowledge generation and impelled the emergence of global industrial value chains.

Another important dimension is the reconfiguration of economic powers and increasing South-South flows. Several countries in the global South have become key players in the global economy due to their economic weight and the extent of their participation in global finance, investment and trade flows. In 2012, the collective gross domestic product (GDP) of the emerging markets increased by 7.4 per cent to US\$29.1 trillion, compared to the combined output of \$33 trillion in the G7. Yet, just five years ago, the G7 output was twice the size of emerging markets' output. Such is the economic importance of the emerging economies that they are now an integral part of the G20, which has replaced the G8 as the generally accepted forum for shaping global economic policy.

In a similar context, global mega trends will reshape the global economy in unimaginable ways. Some of these mega trends include: (a) amazing shift in demographic profiles; (b) rapid urbanization; (c) the emergence of a global civil society movement; (d) historical poverty reduction in countries of the global South and a larger middle class; and (e) acceptance of limits to current consumption patterns affecting the planet's renewal capacity.

In this changing global context, Africa has also been experiencing significant changes that impact on its future prospects. Several African countries are among the fastest growing economies in the world. This growth of about 5.4 per cent is due to several factors including Africa's youthful population, its burgeoning middle class, enormous natural resource wealth, improvements in macroeconomic fundamentals, growing strength and dynamism of the private sector and the massive process of urbanization which brings with it the benefits of agglomeration. There has also been a great improvement in governance in the continent, with a very discernable trend towards constitutional government under the auspices of the African Union.

These developments have led to more positive assessments of Africa with visible changes from attitudes of afro-pessimism to effusive afro-enthusiasm. However, there is a need for caution because of concerns about the quality and sustainability of growth, massive degradation of production structures and deficits in State capacity. These are manifested in the high rates of unemployment, inequality and persistent poverty. The situation has been exacerbated by changes in the global economy, accompanied by deepening inequality, persistent poverty, jobless growth and constraints to human mobility, all of which are also reflected in Africa.

Equally significant is the issue of changing policy dynamics, partly as a result of the unsatisfactory outcome of structural adjustment programmes as well as the global economic and financial crisis. The evidence after over 20 years was that structural change had not occurred in African economies and inequality had been accentuated. The global economic and financial crisis of 2008 gave further cause for reflection as it showed the limits of unregulated markets and the important role of the State in managing economic volatility. Similarly, by not prescribing the means, the Millennium Development Goals (MDGs) gave some policy space to African countries. It would also be important for a post-2015 development agenda to take full account of Africa's experience with the MDGs and to be well aligned with the outcomes of the Rio +20 Conference, including the proposed Sustainable Development Goals.

It has become imperative for Africa to use its current growth as a platform for broad structural transformation. In order to do so, Africa should be empowered to tell its own story while development policy on the continent should put "Africa First". It would also mean continued close collaboration between the three pan-African institutions, namely the African Union (AU), the African Development Bank (AfDB) and ECA to ensure coherence and synergy in programme delivery.

The structural transformation also entailed a substantial change in the sectoral composition of the GDP with a larger proportion of productive activities shifting from the primary sector to the secondary sector, particularly industry and manufacturing. Accordingly, growth must work for Africans and driven by their own priorities. It must also have a strong focus on the use of Africa's economic strengths, scaling up infrastructure, creating productive jobs and facilitating domestic entrepreneurship. It should also assure food and nutritional security alongside viable social policies.

## 1.2. The ECA strategic refocusing exercise

Bearing the above global and regional developments in mind, it became evident that ECA had to change in order to support the continent in addressing major current issues. Such reform would also be consistent with the tradition of ECA response to changing dynamics that would impact on the implementation of its mandate. In this regard, the Executive Secretary of ECA launched a process of reflections, and undertook a series of consultations with various configurations of staff members. Heads of State and Government, ministers of finance and planning, ministers of foreign affairs, African ambassadors in Addis Ababa, partner organizations including the African Union and the Africa Development Bank, and bilateral partners were also consulted on the direction of ECA reform. The outcome of the reflection and consultations was that ECA should fashion a transformation agenda for Africa and retool and recalibrate its programmes accordingly.

In order to be relevant to the transformative agenda of the continent, ECA must put "Africa First" in its work and be ready to take bold positions on policy issues of crucial importance to the continent. ECA programmatic work has been realigned with emphasis on (a) strengthening the rigour and pertinence of knowledge produced by ECA; (b) making ECA the authoritative source of analytical insights into African development; (c) generating knowledge underpinned by robust statistics and (d) improving the packaging and communication of ECA knowledge products to core policy constituents.

With regard to knowledge generation, the emphasis will be on specialization in areas in which ECA research can make a difference or have an impact. It will take the frontline in generating original data and knowledge, grounding its policy research and advocacy on clear and objective evidence.

The intention of the Commission is to become the think tank of reference on matters pertaining to African development. This would require putting greater emphasis on generating robust statistics and data using innovative techniques, including information and communication technologies (ICTs). It also means that ECA subregional presence will be leveraged to support the collection and collation of data in member States, which will also be used to generate informative and regularly updated country profiles.

The new strategic direction will also ensure adequate emphasis on supporting African countries to overcome gaps identified in planning, statistics, contract negotiations; and on helping them to adjust to megatrends such as urbanization, shifting demographics and challenges of environmental sustainability.

ECA knowledge generating activities will have to be complemented by subprogrammes that enhance knowledge delivery to its member States and their regional and subregional institutions. Accordingly, and in keeping with the principle of specialization, all training activities will be undertaken under the auspices of the Institute for Economic Development and Planning (IDEP). In a similar context, specialized advisory services in macroeconomics, industrialization, development planning and natural resource management will be provided under the new programme priorities.

Taking these principles into account, the following nine subprogrammes have been established:

- (a) **Macroeconomic policy:** this sub-programme will underscore the continued importance of increased growth in Africa, based on the design of sound economic policies, the promotion of private sector development, the mobilization of resources and improved governance.
- (b) **Regional integration and trade:** This subprogramme will give emphasis to the central role regional integration plays in African development, by promoting the nexus between trade, industry, agriculture, land, infrastructure and investment and supporting African countries to boost intra-Africa trade and participate effectively in international trade.
- (c) **Innovations, technologies and management of Africa's natural resources:** This subprogramme will focus on nurturing and harnessing new technologies and innovation in support of African development, particularly in the context of promoting the green economy and addressing the challenges of climate change. It will also promote the implementation of the African Mining Vision and the outcomes of the VIII African Development Forum (ADF VIII).
- (d) **Statistics:** The statistics subprogramme is vital for the increased emphasis that ECA will place on generating data for evidence-based policy research and policy formulation. ECA statistical activities will also support the monitoring and evaluation of progress in achieving the MDGs and other internationally agreed goals while ensuring the availability of high quality data to guide policy making.
- (e) **Capacity development:** This subprogramme will play a vital role in ensuring that the key policy findings in ECA research are used to support policy implementation at national, subregional and continental levels. It will do so by strengthening the capacity of member States, regional economic communities and the African Union to implement their development priorities. The delivery of services under the capacity development subprogramme will also entail incorporation of the New Partnership for African Development (NEPAD) into AU structures.
- (f) **Gender and women in development:** This subprogramme will continue to address emerging issues that impact African women. It will also promote the mainstreaming

- of gender empowerment and gender equality into national policies and programmes of member States through credible evidence and data.
- (g) Subregional activities for development: This subprogramme will be delivered through the five subregions, namely, Central, Eastern, North, Southern and West Africa. The subprogramme will strengthen the capacity of member States to formulate evidence-based plans and policies in the respective subregions through the production and dissemination of quality and timely statistics to periodically produce country profiles and risk analysis to inform policy and decision-making. This subprogramme will also promote the design and implementation of subregional development initiatives.
  - (h) Development planning and administration: This subprogramme will be the locus for training activities to improve public sector management with, particular regard to economic policy formulation, analysis, implementation, monitoring and evaluation. It will also be used to improve and strengthen national visioning and development planning in member States.
  - (i) Social development policy: This subprogramme will be strengthened to mainstream human development and concerns such as employment, population, social protection and youth issues into regional and national policies and strategies. Activities in these vital areas will be complemented by promoting better understanding of the delivery of social services in the context of urban planning and management.

**The refocusing of ECA will not bring about the desired result without a change of its institutional culture.**

Accordingly, new ways of doing business in the ECA secretariat will be introduced based on the following principles:

- Enhanced support to member States and pan-African institutions through focused capacity development intervention
- A collective approach to implementing key initiatives
- Ensuring that ECA policy centres are governed by a similar set of rules
- Establishing one common data bank for ECA that is also accessible to all stakeholders
- Improved and monitored messaging and branding of ECA work
- Establishing and maintaining a disciplined calendar of annual activities
- Significantly reducing the current preponderance of service delivery through workshops and seminars
- Establishing and implementing ambitious gender parity policies
- Significant re-profiling of staff skills and capabilities to carry out new programme priorities
- Working assiduously to reduce ECA carbon footprint

Ten task forces have been set up on each of the above subject areas and the recommendations of the task forces will be implemented during the plan period.

### 1.3. Focus of the Business Plan 2013 – 2015

The ECA Business Plan 2013-2015 is designed to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation, in line with the vision and priorities of the African Union. This will entail high-level and focused strategic interventions and



increased attention to rigorous research and analysis, supported by sound statistics and original data, to broaden policy options with a view to generating robust social compacts towards equity as well as supporting and enabling the real economy.

Priority will be given to strengthening leadership and capacities of national and regional institutions to enhance policy coordination and integrated development planning, as well as promoting inter-sectoral linkages. Equally, efforts will be deployed to formulate adequate development models, toolkits and guidelines for policy formulation and implementation, strategy setting and to equip member States with practical solutions to better harness comparative advantages and other opportunities for structural economic transformation and build modern, competitive, resilient and diversified economies.

The Business Plan will also support foundational issues that underpin inclusive economic transformation and broad-based development. These are strong governance systems, gender equality, empowered youth, innovation and technology diffusion, regional integration and climate change adaptation and mitigation.

The modalities for implementation will include a combination of policy research to generate knowledge; advocacy and consensus building; and advisory services and technical cooperation. As part of the implementation strategy, the research and analytical work of ECA will now be sharpened for conducting policy- and issue-oriented analyses, to ensure a good basis for policy dialogue among member States. These analyses will be supported by reliable statistics. ECA is therefore revamping the statistics subprogramme to strengthen national statistical systems to provide the requisite statistics to support sound policy analyses and decision making. The Commission will ensure that the statistics are compiled and fed into global development efforts, in line with the 2012 United Nations Conference on Sustainable Development (Rio+20) outcome document that called for support to be given to regional economic commissions such as ECA to collect and compile national inputs to inform global efforts towards the achievement of development goals. Accordingly, the Commission will introduce country and subregional profiles and risk analyses on the economic, social and environmental conditions of African countries, a new recurrent publication to be prepared by the subregional offices (SROs).

Field or prototype projects will continue to be undertaken with a view to compiling good practices and distilling lessons that can contribute to knowledge creation and the design of toolkits, templates, guidelines and practical solutions to accelerate policy uptake and implementation in selected sectors. Policy dialogue and exchange of country experiences will be strengthened in all the subprogrammes.

Capacity development and technical assistance will be results oriented, evaluated, streamlined and focused on the specific needs and priorities of the African Union, its NEPAD programme, RECs and member States.

In implementing the Business Plan, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to explore economies of scale, reduce duplication and maximize the impact of its work. To this end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities.

ECA will also continue to build on its existing partnerships with AU, AfDB and other regional organizations, as well as with African civil society and private sector organizations. In addition, ECA will strengthen its collaboration with the NEPAD Planning and Coordinating Agency (NPCA) as a



technical body of the African Union to strengthen its capacity to implement its programmes within the context of the United Nations Ten-Year Capacity Building Programme for the African Union. Interagency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the Regional Coordination Mechanism (RCM) of United Nations agencies convened by ECA in support of AU, its NEPAD programme, and RECs at the regional and subregional levels.

In addition, ECA will work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, the Commission will work closely with the United Nations Resident Coordinator system to exploit the inherent strengths of specialized agencies, funds and programmes at that level.

The Commission will also invest in results-based messaging, communication and advocacy for development and in streamlining its business processes for greater efficiency and cost-effective and speedy impact. This will involve the overhauling and modernization of ICT platforms and increased use of social media.

## Part II - Salient achievements from the 2010-2012 Business Plan

A brief summary of the salient achievements from the 2010-2012 Business Plan organized in seven thematic areas is presented below. Details of key ECA accomplishments during the three-year period are presented in Annex I.

*Economic development and NEPAD:* During the triennium, ECA made great strides in enhancing the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies for higher and sustained growth, poverty reduction and sustainable development, in the context of the MDGs, NEPAD and other internationally agreed development goals.

*Regional integration, infrastructure and trade:* ECA has been successful in strengthening the process of regional integration in Africa through enhanced intra-African trade and physical integration, with particular emphasis on infrastructure and natural resource development. A key achievement of ECA is the support and contribution to the development and launch of the Africa Mining Vision (AMV), which paved the way for the establishment of the African Minerals Development Centre, which aims at maximizing the development outcomes of mineral resource exploitation.

*Gender and social development:* The Commission achieved visible impact in supporting member States to achieve gender equality through gender mainstreaming and empowerment of women. Notable achievements include: (a) providing effective support to member States in the implementation of the priorities identified by the 15-year review of the implementation of the Beijing Platform for Action; (b) implementing the African Gender and Development Index (AGDI) in more African countries; and (c) strengthening the capacity of member States in the area of gender statistics.

*Governance and public administration:* ECA made significant progress in promoting good governance practices, policies and standards in support of Africa's economic and social development. The Commission recorded remarkable results in its work in the areas of the African Peer Review Mechanism (APRM); anti-corruption; illicit financial flows; and engagement of non-State actors in development and democratic processes - all aimed at improving the capacities of member States to adopt efficient, transparent and accountable public sector practices for better service delivery.

*ICT, science and technology for development:* ECA continued to strengthen the capacity of member States to formulate, implement and evaluate strategies and plans in the area of information for development. The Commission actively assisted member States in the formulation and implementation of e-commerce policy and regulatory frameworks, e-government, knowledge networks, innovations, information society and Internet governance. ECA also supported member States in ICT policy formulation and implementation, including their integration into national information and communication infrastructure plans and policies.

*Statistics and statistical capacity:* The Commission contributed to promoting, coordinating and advocating for statistical activities in Africa; building a data hub at ECA for the provision of development data on Africa; implementing the standard international System of National Accounts (SNA) in Africa; supporting statistical training programmes; establishing a regional programme for

population and housing censuses, in line with internationally adopted cycles; and improving the status of civil registration and vital statistics in Africa.

*Food security and sustainable development:* ECA made considerable progress in assisting member States to achieve food security and sustainable development whilst addressing the challenge of climate change. ECA contributed to facilitating and supporting Africa's participation in the Rio+20, as a result, the Rio+20 outcome document largely addresses and reflects Africa's concerns and priorities. The Commission also made remarkable progress in supporting the implementation of the AU Declaration on Land Issues and Challenges in Africa.

## Independent evaluation of the 2010-2012 ECA Business Plan

Following the completion of the 2010-2012 Business Plan, a team of international consultants was recruited to conduct an independent external evaluation, with the aim of: (a) assessing the impacts of ECA programmatic interventions in strengthening capacities of member States, RECs and the AUC; and (b) assessing the effectiveness and efficiency of the Joint Financing Arrangement (JFA) of Pooled Fund Partners.

The evaluation sampled four of the seven subprogrammes supported by the JFA funding partners, namely: (a) macroeconomic analysis, finance and economic development (b) regional integration, infrastructure and trade; (c) governance and public administration; and (d) gender and social development. A combination of an analytical framework that focused on context, inputs, outputs, outcomes/impacts and sustainability of the subprogrammes and a five-point criteria were used to assess the relevance, effectiveness, efficiency, impact and sustainability of the selected subprogrammes.

The key findings, recommendations and lessons learnt are presented in Annex II.

## Part III - Programme Activities Planned for 2013-2015

The choice of activities for the 2013-2015 Business Plan is generally guided by the overall objective to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation. This is in line with the priorities of NEPAD and internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of other major United Nations conferences and international agreements since 1992.

The planned activities for the three-year period are therefore organized around nine interdependent and complementary subprogrammes, with special emphasis on (a) strengthening the rigour and pertinence of knowledge produced; (b) making ECA the authoritative source of analytical insights into African development; (c) generating knowledge underpinned by robust statistics; and (d) improving the packaging and communication of ECA knowledge products to core policy constituents.

A matrix showing results, planned outputs and activities in the nine subprogrammes is presented in Annex III.

### 3.1 Macroeconomic policy

The main strategic focus of the subprogramme will be to accelerate the transformation of African countries from low-income to middle-income status. An important element in this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities and accelerate the process of poverty reduction and overall economic development within a framework of good governance and stability.

To support the efforts of member States to revive planning, the subprogramme will undertake normative and analytical work on development planning. The research will support African countries to formulate policies for efficient allocation of resources for production, investment and distribution with a view to accelerating inclusive economic growth. In addition, the subprogramme will contribute to strengthening policymaking capacity for achieving the MDGs in Africa and contribute to the formulation of the post-2015 development agenda.

The subprogramme will also focus on economic forecasting of key economic indicators of member States to support their planning efforts. The subprogramme will therefore develop forecasting models based on solid econometric principles and theoretical knowledge of how economies function.

The subprogramme will focus part of its research and analytical work on private sector development, which is an important enabler for economic growth, wealth creation and reducing inequality. The issues for research, which will include measures to enhance the role of the private sector in economic development, with particular emphasis on promoting investments and strengthening the financial sector by improving the governance structure, regulatory and institutional frameworks of financial

institutions. Public-private partnership arrangements will also be examined with a view to assisting member States to formulate appropriate policies and incentives to attract private sector investments. The subprogramme will also produce policy papers that seek to support the efforts of member States to enhance private sector development, investment opportunities and building capacity to support the development of SMEs.

In view of the centrality of good governance to achieving, equitable, inclusive and broad-based growth and development, the strategy will also ensure that Africa's strides towards good governance are sustained to support its developmental agenda, including promoting policies and programmes for enhancing efficient and participatory public sector management. In this regard, the subprogramme will focus on research and capacity building on measures for promoting good governance, with particular emphasis on improving governance in Africa, including measures for combating corruption and strengthening public institutions.

#### Estimated budget 2013 – 2015

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Macroeconomic policy	3.1	3.6	3.1	9.05	3.1	9.05	9.3	21.7

## 3.2 Regional integration and trade

Trade contributes to the promotion and acceleration of economic growth. However, Africa's international trade and trade within the continent remain extremely low as a result of poor infrastructure and the slow pace of regional integration. To support African countries in addressing the low level of trade, the subprogramme will focus on solid research in trade, with a view to producing policy guidelines and options for international, regional and bilateral trade, in the context of multilateral (World Trade Organization), North-South (e.g. economic partnership agreements and the African Growth and Opportunity Act), and South-South trade and investment relationships. Specifically, the subprogramme will develop toolkits and research-based guidelines targeted at promoting intra-African trade under the Boosting Intra-African Trade Action Plan and the Continental Free Trade Area Architecture and Road Map. The subprogramme's work on trade, which will be carried out through the African Trade Policy Centre (ATPC), and will also include production of position papers on how African countries could embark on diversification of production structures so as to manufacture value-added trading goods as well as enhance their competitiveness. The subprogramme will also produce research papers that will support member States in their efforts to improve their trade policies and in mainstreaming these policies in their subregional and regional trade strategies.

The subprogramme will also undertake research and analytical work to support member States in their efforts to embark on the structural transformation of agriculture and the rural economies within a perspective of regional cooperation and integration. The major focus will be on climate-smart agriculture, land, water, forests, urban-rural linkages, human settlements, environmentally sustainable growth and disaster risk reduction. The analytical work is in response to the sustainable development challenges in Africa as contained in the African Union/NEPAD strategic framework, as well as in the outcomes of major summits and conferences on sustainable development, such as the 2005 World

Summit Outcome, the Johannesburg Plan of Implementation, the 2010 African Development Forum and the outcomes of Rio+20.

The subprogramme will contribute to monitoring and assessing progress in food security and sustainable development in support of the implementation of the relevant outcomes of major summits and conferences on food security and sustainable development. Partnerships will be pursued with a view to enhancing investment in agriculture, to increase agricultural production and productivity toward achieving food security.

Land plays an important role in the promotion of economic activities in Africa, particularly in agriculture. That is why ECA, AfDB and AUC established the Land Policy Initiative. The subprogramme will therefore undertake research and normative and analytical work to further the Initiative.

Guided by the Accelerated Industrialization Development for Africa (AIDA) framework and the Agribusiness and Agro-business Development Initiative (3ADI) and the Comprehensive Africa Agriculture Development Programme (CAADP), the subprogramme will undertake research on transforming the economies of African countries from the current low income into middle income levels. Research reports will therefore be produced on industrialization, in particular, significantly adding value to Africa's large reservoir of natural and agricultural resources. Also, the subprogramme will conduct analytical work to support member States to implement the Programme for Infrastructure Development in Africa (PIDA), especially in the areas of trade and transport facilitation including the Trans-African Highways, clean and renewable energy, energy efficiency and financing energy infrastructure.

Africa requires a strong and effective investment policy; the subprogramme will therefore undertake research and analytical work to support member States in formulating and designing investment policies for sustainable growth. The analytical work will also help define policy frameworks to help countries enhance investments in all sectors of their economy. The subprogramme will focus on issues of bilateral investment agreements, recognizing that investment and natural resource beneficiation policies are intricately tied, as are investment and trade and market access issues. The subprogramme will also aim to enhance member States' understanding of how trade really works in this era of regional and global supply/value chains, and the critical role played by investment policies.

#### Estimated budget 2013 – 2015

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Regional integration and trade	3.83	2.5	3.83	6.7	3.83	6.7	11.5	15.9

### 3.3 Innovations, technologies and management of Africa's natural resources

The objective of this subprogramme is to promote the adoption and implementation of new initiatives in the areas of natural resource management and new technologies in view of supporting the advancement of economic and social development in Africa. The strategy for implementing activities under this subprogramme is based on the recognition that new discoveries in science and technologies as well as innovations are central to the socioeconomic transformation of African countries. The subprogramme will therefore conduct research and analytical work to support member States to promote the use of innovations and technological systems as an engine of economic growth. Such systems include mobile technologies which have demonstrated the potential of innovation in meeting social, economic and political development. Policy papers on assisting member States to mitigate and manage the effects of climate change will be prepared. The subprogramme will continue supporting gender-sensitive strategies for building and sustaining the African Digital Economy and creating an enabling environment for the knowledge economy through evidence-based research that assists African countries to formulate, implement and evaluate ICT and science and technology policies and strategies. Within the framework of NEPAD priorities, the subprogramme will promote the mainstreaming of technology and innovations in national and subregional development policies and strategies.

The subprogramme will also focus on research and analytical work on mineral resource development. In this regard, the African Mineral Development Centre (AMDC) will support the implementation of the African Mining Vision to enable the continent realize fuller benefits from the mineral sector, notably by: (a) integrating mining into industrial and trade policies; (b) ensuring that mining can contribute to better local development; and (c) ensuring that nations are able to negotiate contracts that generate fair resource rents. With a view to supporting African countries to achieve improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities, the subprogramme will undertake research and policy analysis on green economy and natural resources. The subprogramme will also undertake analytical and normative work on the promotion of sustained and inclusive economic growth, foster innovations, while addressing the challenges and opportunities of agriculture, fisheries, forests, and renewable energy. The activities of the subprogramme on green economy are influenced by the outcome of the Rio+20 Summit. The subprogramme will produce policy papers that will support efforts by African countries to move towards a green economy as well as assess the impact of using green technologies.

Under the subprogramme, the African Climate Policy Centre will continue to strengthen the capacity of African countries to participate more effectively in international climate negotiations, particularly the development of a comprehensive and equitable post-2012 climate agreement, and to benefit from the emerging carbon trading system and adaptation/mitigation financing. This will be accomplished using the following three key areas of work (a) knowledge generation, sharing and networking; (b) advocacy and consensus building; and (c) advisory services and technical cooperation.



**Estimated budget 2013 – 2015**

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Innovations, technologies and management of Africa's natural resources	20.0	2.7	20.0	10.0	20.0	11.5	60.0	24.2

### 3.4 Statistics and statistical development

This subprogramme is aimed at strengthening the production and use of quality statistics for evidence-based policy formulation, programme implementation, monitoring and evaluation of progress towards the achievement of national and internationally agreed goals.

By scaling up the use of modern technology, this subprogramme will strive to increase the statistical capacities of African countries to collect, compile and use quality, comparable and harmonized statistics to: (a) monitor progress towards the implementation of set development objectives, including internationally agreed goals such as the MDGs; and (b) support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications, and development indicators, in compliance with international methodologies, such as the 2008 SNA.

In the first instance, the subprogramme will provide adequate support to efforts by countries to improve their statistical operations, including conducting censuses and surveys and making data and information products available to users. Special attention will be given to the efficient use of administrative data such as civil registration and vital statistics, which are necessary for producing gender-disaggregated and gender-responsive statistics, evidence-based service delivery procedures and monitoring and reporting of progress towards internationally agreed development goals. The subprogramme will continue to play a lead role in implementing the Reference Regional Strategic Framework for statistical capacity building in Africa, designed to improve national statistical systems; and in providing support to countries to design, adopt and implement their national strategies for the development of statistics. The subprogramme will also continue its role in the implementation of the African Charter on Statistics, designed by the AUC and the Strategy for the Harmonization of Statistics in Africa (SHaSA), which emphasizes the importance of comparable statistics for regional integration. Improved quality and comparable statistical data will be collected continuously to populate the ECA statistical database as the authoritative source of statistical data to inform evidence-based decisions about Africa. To do this, the subprogramme will work with national statistical offices to implement modern data collection practices using hand-held devices and other modern ICT-based tools and methodologies.

The strategy will also include: rigorous methodological work through the production of manuals, handbooks and guidelines; field projects; advocacy on addressing institutional issues and designing National Strategies for the Development of Statistics (NSDS); dissemination of information, experiences and best practices; and providing technical assistance to member States and their institutions. In this context, particular emphasis will be placed on developing manuals for producing harmonized statistics; and supporting the statistical working groups dealing with harmonization of price statistics, national accounts statistics, trade and public finances, data development in pilot countries, maintenance of databases, advocacy, gender mainstreaming, and institution building. The subprogramme will promote statistical harmonization and collaboration through the meetings of the

Statistical Commission for Africa. It will also strengthen and scale up its partnerships with other ECA subprogrammes on data collection and statistical methodologies for their analytical work and flagship publications. Particular emphasis will be placed on emerging and cross-cutting issues, notably: (a) working with the subprogramme on gender and women in development on gender statistics, as a part of the strategy to augment evidence-based reporting on gender equality and women's empowerment; (b) working with the subprogramme on macroeconomic analysis, finance and economic development to monitor Africa's progress towards the achievement of internationally agreed goals and special initiatives for least developed countries; (c) working with the regional integration and trade subprogramme in addressing the challenges of climate change.

### Estimated budget 2013 – 2015

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Statistics and statistical capacity development	3.0	2.9	4.5	9.5	4.5	9.5	12	21.9

## 3.5 Capacity development

During the three year period, the activities of ECA under this subprogramme will be geared towards strengthening the capacity of African Union and its organs, including the AUC, NEPAD Planning and Coordinating Agency (NPCA) and the secretariat of the African Peer Review Mechanism (APRM) within the context of the UN Ten-Year Capacity Building Programme for the African Union. The central focus of the subprogramme is to support African countries in deepening and advancing the African Union's agenda of continental integration. The strategy will also focus on strengthening the capacities of African countries in formulating and implementing appropriate policies and programmes for achieving the internationally agreed development goals, including the Millennium Development Goals, and the priorities of the New Partnership for Africa's Development (NEPAD). Efforts will be coordinated to ensure an appropriate balance between regional and subregional activities, with priority assigned to the needs of the regional economic communities and the African Union and its NEPAD programme.

The subprogramme will support enhancing the capacities of AUC and NPCA in formulating and designing development strategies and addressing other emerging cross-cutting issues such as the impact of climate change on development and environmentally sustainable growth. The subprogramme will also support the efforts of AUC in areas of regional integration, trade, agriculture, infrastructure, governance gender, social and economic issues as well as science and technology and ICTs.

Interagency coordination and collaboration among UN agencies working in Africa will be coordinated by the subprogramme through the regional consultation meetings of United Nations agencies convened by ECA in support of the AU and its NEPAD programme at the regional and Subregional levels. In addition, the subprogramme will support the Ethiopian UN country team.

As a strategic partner in the APRM process, the subprogramme will scale up its assistance to member States in the implementation of the Mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

The subprogramme will also respond, upon request, to targeted capacity demands of African countries and the regional economic communities. This will be carried out through technical assistance and advisory services to enhance the technical, human and institutional capacities of member States, regional economic communities and other intergovernmental organizations. Capacity development at the national and subregional levels will be focused on the following key strategic priorities: macroeconomic analysis, industrialization, development planning and natural resource management.

#### Estimated budget 2013 – 2015

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Capacity development	3.26	7.5	3.27	6.45	3.27	6.45	9.8	20.4

## 3.6 Gender and women in development

Gender inequality and persisting gender gaps remain one of the major challenges to development in Africa. Systemic sociocultural barriers continue to limit member States' capacity to put in place legislative, policy and institutional changes that promote gender equality and women's empowerment.

This subprogramme will be guided by the recommendations of the 2008 African Development Forum on ending violence against women. The gender assessment undertaken within ECA in 2011 will provide entry points to strengthen the Divisions and the ability of SROs to deliver better to member States on gender and development within different sectors.

Partnership with the African Centre for Statistics will be strengthened to scale up work on gender statistics as a strategy to support evidence-based reporting and to determine the impact of programmes on gender equality and women's empowerment. The subprogramme will also work closely with the Regional integration and Trade Division as well as the African Climate Policy Centre to address the gender dimensions of climate change. The subprogramme will continue to enhance collaboration with the African Union Commission, regional economic communities, the African Development Bank, and the United Nations system through the regional consultative mechanisms. The subprogramme will also leverage strong relationships with development partners, civil society organizations and networks to support the implementation of its activities. Also, it will strengthen joint activities with UN Women. Finally, the implementation strategy will include the e-Network of National Gender Machineries, the African Women's Rights Observatory and other knowledge sharing platforms that will be used to strengthen outreach to the member States. This will also reinforce gender mainstreaming efforts and facilitate sharing of information and best practices.

**Estimated budget 2013 – 2015**

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Gender and women in development	1	1.8	1.95	2	1.95	2	4.9	5.8

### 3.7 Subregional activities for development

This subprogramme aims to strengthen the capacity of member States to formulate evidence-based plans and policies to support economic and social transformation in the North, Southern, West, Eastern and Central Africa subregions.

The components of this subprogramme will be implemented by the subregional offices for North, Southern, East, West and Central Africa. The subprogramme will work closely with the African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable and harmonized statistics pertaining to each of the five subregions. The subprogramme, in close collaboration with National Statistical Offices, will collect a large variety of statistics for the subregions, including data on monitoring the MDGs; censuses, surveys, national accounts, economic classifications, and development indicators. The subprogramme will work with the African Centre for Statistics to provide adequate support to member States in the subregions in their efforts to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users.

The subprogramme will also focus on regularly producing country profiles. These profiles will include research, analysis, forecasts, indicators and trends on a variety of statistics including those on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce policy advice in support of the development agenda of member States in the subregions.

Under this subprogramme, the subregional offices will develop and maintain a subregional repository of statistical information to feed into the ECA common databank and support all analytical and research needs of the Commission.

Another focus of this subprogramme will be on special subregional initiatives. Accordingly, the RECs and regional intergovernmental organizations will be assisted to implement the road map for a more integrated regional programme, which addresses their needs and priorities and focuses on key outcome areas, as reflected in the Subregional Coordination Mechanism Business Plans and in the agreed multiyear programmes with RECs. Emphasis will also be put on building and maintaining knowledge and information networks for harnessing and disseminating best practices and lessons learnt elsewhere, and within the regions, to member States and their organizations, by using Communities of Practice. To attain these goals, the subregional offices will continue to work in close partnerships with United Nations agencies (at both the national and regional levels) and other development partners operating in the subregions to enhance effectiveness of the input and impact of ECA. The subregional offices will also work closely with other stakeholders, such as the private sector, universities, civil society organizations and regional intergovernmental organizations.

**Estimated budget 2013 – 2015**

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Subregional activities for development	2.5	15.5	4.45	15.5	4.45	15.6	11.4	46.6

## 3.8 Development planning and administration

The key objectives of this subprogramme are to improve and strengthen:

- (a) Public sector management and results orientation with respect to economic policy formulation, analysis, and monitoring and evaluation in African countries; and
- (b) Development planning by African governments and other associated development actors.

IDEP, based in Dakar, Senegal, is responsible for implementing this subprogramme. In the context of the recent successful repositioning of IDEP to further reinforce and enhance its presence, visibility, reach, and relevance, the Institute is entering the 2013-2015 triennium standing as a premier capacity development resource for African governments. To this end, the Institute has diversified its programme offerings, introduced significant value addition to its training and capacity development courses, built visibility for itself as a centre for advanced training in economic management and development planning, and increased its impact, both through the relevance of its offerings and the post-training tracking of the professional work of its alumni. The United Nations General Assembly recently endorsed the relevance of the work of the Institute by approving a significant increase in the annual grant for its activities. Also, in continuation of a process, which began in 2009 and accelerated in the 2012-2013 biennium, the Institute will further deepen its programmatic integration into ECA by assuming full responsibility for all the training and capacity development activities and expert group meetings that are connected to or derived from the knowledge generation work of the Commission.

During the 2013-2015 plan period, the Institute will pursue a multifaceted strategy to achieve its strategic objectives. This includes:

- (a) The adoption of an even more interactive pedagogical approach to the delivery of training and capacity development programmes, and the continued but strategically focused diversification of the range of courses on offer at and through the Institute, including on economic management, policy analyses, monitoring and evaluation and development planning;
- (b) The reinforcement of IDEP collaboration with the ECA subregional offices and the forging of partnerships with local universities, development training institutions and development research centres;
- (c) The continuation of efforts to build and nurture international partnerships, both within and outside the United Nations system, as part of the overall programme delivery strategy of IDEP, and in so doing, ensuring that the Institute fully assumes its position as the leading hub for organizing and hosting of capacity building workshops and expert group meetings of all ECA subprogrammes;
- (d) The conscious recruitment of participants from the private sector, the legislative arm of government and development-oriented non-governmental organizations and civil society groups, in recognition of the increased significance of non-State development actors in Africa over time;

- (e) The facilitation of intra-African development learning and experience sharing through the organization of study visits and tours designed to help solve specific problems; and
- (f) The provision of an increasing number of tailor-made courses designed to meet the specific needs of requesting governments and institutions, including the RECs that constitute the building blocs of the African development agenda.

#### Estimated budget 2013–2015

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Development planning and administration	2.0	3.0	2.0	4.5	2.1	4.4	6.1	11.9

## 3.9 Social development policy

This subprogramme will focus on employment, social protection and human and social development. It will also focus on issues related to youth, population and urbanization.

Part of the strategic focus of the subprogramme will be to accelerate the process of achieving the targets set out in the United Nations Millennium Declaration and the outcomes of the Rio+20 Conference. An important element in this strategy is to embark on research and analytical work that will support African countries to design appropriate national, subregional and regional policies and programmes to ensure adequate social protection, particularly the creation of youth employment opportunities, and accelerate the process of poverty reduction and overall economic and social development. In addition, the strategy will focus on evidence-based research and policy dialogue on human and social development, with a view to improving the social indicators of African countries. The sub-programme will also undertake policy research, documentation of best practices and knowledge sharing in various sectoral areas of human and social development.

During the plan period, the subprogramme will also undertake policy research on population movements, including internal and international migration, population displacements and redistribution, and their linkages to economic and social development. Member States will receive active support to integrate population movements and migration into national development plans and strategies, and in the delivery and accessibility of people to economic and social services.

Given the rise in urbanization in most African countries, the subprogramme will also focus its research and normative and analytical work on the opportunities and challenges of urbanization. With a view to increasing productivity and growth, the strategy will focus on cross-cutting issues related to urbanization, including infrastructure gaps, access to services, urban slums, water and sanitation, environment and housing. The subprogramme will produce policy papers on financial sustainability of urbanization, improving governance and the capacity of African countries to manage urbanization.



**Estimated budget 2013 – 2015**

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Social development policy	0.8	5.2	1.25	7.25	1.25	7.25	3.3	19.7

## 3.10 Public information and knowledge management

ECA activities under this thematic area will address key areas of the building blocks for policy research and knowledge delivery; and focus on promoting networking and information-sharing with policymakers, other stakeholders, including partners, United Nations and development organizations working on African development issues. ECA will develop and deploy effective publication, communication and media strategy for better understanding of the Commission's role, mandate, initiatives and work. The Commission will also provide, through a common knowledge management platform, learning and knowledge and information services to member States, subregional organizations and other institutions as well as to Africa's development partners.

**Estimated budget 2013 – 2015**

Subprogramme	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Public information and knowledge management	0.7	0.33	0.7	0.33	0.7	0.33	2.1	1

## Support to the African Union Commission and the regional economic communities

**Support to the African Union Commission**

The strong partnership with the African Union Commission in support of Africa's development agenda received a further boost with the recent formulation of the Second AUC Strategic Plan 2014-2017. The ECA Business Plan 2013-2015 is substantially aligned with the AUC strategy (see Table 1). Ongoing collaboration with the AUC, particularly in the areas of trade, gender, macroeconomic issues, governance and public administration, land policy and climate change have been streamlined and strengthened and will continue through various joint initiatives in the area of knowledge outputs and joint activities, including the Conference of Ministers of Finance, Planning and Economic Development.

The AUC strategic priorities, which are grouped into eight clusters, emerged from internal reflection and are at the heart of its strategic plan. These are :

1. Promote peace and stability, including regional initiatives, good governance, democracy and human rights as a foundation for inclusion, security and the development of the continent and its people.



2. Expand agricultural production, developing the agro-processing and businesses sectors; increase market access and attain Africa's collective food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, including climate change.
3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources.
4. Build Africa's human capacity through the prioritization of primary health care and prevention; education, skills development and investment in science, research and innovation; access to clean water and sanitation, with inclusion of the vulnerable groups.
5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent.
6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development.
7. Strengthen a people-centred Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda.
8. Strengthen the institutional capacity of AUC, the RECs and other organs, and relations with strategic and other partners.

Source: *Preamble to AU Commission Strategic Roadmap, 2012-2016*

**Table 1 - AUC Strategic Pillars / Strategic Objectives and corresponding ECA Programmes / Activities**

AU Strategic Pillars / Strategic Objectives	ECA Programmes / Activities
<p><b>Pillar 1: Peace and Security</b></p> <p><i>Strategic Objectives</i></p> <p>1.1 Reduce conflicts to achieve continental security and stability</p> <p>1.2 Achieve the necessary continental security and stability as a prerequisite for development and integration</p>	<p><b>Maintaining peace and security for economic growth and development</b></p> <ul style="list-style-type: none"> <li>• Political institutions and conflict management in the context of fragile States</li> <li>• Monitoring commitments for effective development in Africa</li> <li>• Providing technical assistance in peace and security to AU, RECs and member States</li> <li>• Collaborate with AU, RECs and member States to implement the continent's Peace and Security Agenda</li> <li>• Support for post-conflict countries and State-building</li> </ul>
<p><b>Pillar 2: Social, Economic &amp; Human Development</b></p> <p><i>Strategic Objectives</i></p> <p>2.1 Promote sustainable economic development</p> <p>2.2 Promote sustainable social and human development</p> <p>2.3 Promote gender equality</p>	<p><b>Meeting the MDGs and addressing gender and social development challenges</b></p> <ul style="list-style-type: none"> <li>• Monitoring social developments at regional and subregional levels</li> <li>• Promote gender equality and social development</li> <li>• Promote sustained and inclusive economic growth</li> </ul>
<p><b>Pillar 3: Integration, Cooperation &amp; Partnerships</b></p> <p><i>Strategic Objectives</i></p> <p>3.1 Formulate frameworks for developing and sharing Africa's statistics and research and development</p> <p>3.2 Strengthen continental integration</p> <p>3.3 Build and strengthen continental and global cooperation</p>	<p><b>Supporting regional integration and cooperation</b></p> <ul style="list-style-type: none"> <li>• Monitoring Africa's progress towards achieving the MDGs</li> <li>• Research and capacity building in the area of intra-African and international trade</li> <li>• Support to AU Programmes such PIDA and CAADP</li> <li>• Capacity building and institutional support to RECsPromotion of food security and sustainable development in member States</li> <li>• Enhancing statistics development and capacity for long-term planning</li> <li>• Assist member States in developing national databases and with advisory services in various areas of statistics</li> <li>• Building knowledge and capacity on regional integration processes</li> <li>• Assessing progress in the area of regional integration in Africa</li> <li>• Promotion of private sector development and investment, and implementation of public-private sector partnership</li> </ul>
<p><b>Pillar 4: Shared values</b></p> <p><i>Strategic Objectives</i></p> <p>4.1 Promote good governance, democracy and human rights</p> <p>4.2 Promote the active participation and contribution of all segments of the African society in Africa's development and integration</p>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Support and strengthen the APRM process</li> <li>• Promote effectiveness of governance institutions</li> <li>• Scale up the fight against corruption</li> <li>• Harness traditional governance institutions</li> <li>• Address election challenges in relation to conflict and violence</li> <li>• Promote participatory development through the strengthening of Civil Society Organization</li> <li>• Support to AUC Heads of State Summits</li> </ul>
<p><b>Pillar 5: Institutions, capacity building and communication</b></p> <p><i>Strategic Objectives</i></p> <p>5.1 Strengthen the capacity and enhance the operational efficiency of the African Union Commission</p> <p>5.2 Promote effective cooperation and collaboration with Member States and the RECs</p> <p>5.3 Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages</p>	<p><b>Delivering results through partnerships / special initiatives</b></p> <ul style="list-style-type: none"> <li>• Support institutional building efforts and technical capacity of AUC,</li> <li>• Implementation of the AUC-UN 10 year capacity building plan</li> <li>• Consolidate and strengthen support to Africa's development agenda</li> <li>• Undertaking joint initiatives in the production of knowledge products (ERA, ARIA, MDGs Report, Conference of Ministers, NEPAD, the AUC-AfDb-ECA Land Policy Initiative, and the ClimDev-Africa Programme)</li> <li>• Developing and implementing the African Regional Action Plan on the Knowledge Economy</li> <li>• Coordinating UN inter-agency support to NEPAD</li> <li>• Maintain and sustain partnerships between the ECA SROs and RECs</li> <li>• Establishment of Subregional Coordination Mechanisms</li> <li>• Facilitating and promoting the Coalition for Dialogue in Africa</li> <li>• Strengthening the African Development Forum</li> <li>• Establishing the Donor Support Group</li> <li>• Establishing a senior research fellowship scheme</li> </ul>

## Support to RECs

A key achievement of the 2010-2012 Business Plan was the strengthening of partnerships between the ECA subregional offices and their respective regional economic communities. Efforts will continue to maintain and sustain these partnerships in the 2013-2015 plan period (Box1).

The SROs will continue to be the first port of call between ECA headquarters on the one hand and RECs and member States on the other. They will also continue to be a source of direct support to the RECs and intergovernmental organizations (IGOs) based on the established subregional priorities and initiatives. This mode of support will be captured in the various multiyear programmes to be signed between the SROs and their respective RECs. The SROs will update and refine their multiyear programmes for the forthcoming period of this Business Plan.

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

### Box 1 – ECA support to RECs

With a view to deepening, scaling up and enhancing the effectiveness of its support at the subregional level, ECA (through its SROs) will reach partnership agreements with key RECs in the form of multi-year programmes. Such programmes will be prepared and signed with the Economic Community for West African States (ECOWAS), the Economic Community of Central African States (ECCAS), the Monetary and Economic Community of Central Africa (CEMAC), the Southern Africa Development Community (SADC), the Arab Maghreb Union (AMU), the East African Community (EAC), the Economic Community of the Great Lakes Countries (CEPGL) and the Common Market for Eastern and Southern African Countries (COMESA).

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

- Building statistics and statistical capacity aimed at strengthening REC capacity to track performance in implementing MDGs and other regional or global initiatives.
- Building capacities to accelerate progress toward achieving the MDGs, including poverty reduction, gender equality and sustainable development, and monitor performance.
- Ensuring good governance, focusing on enhancing the capacity of member States to apply better economic and corporate governance and peace building, and facilitate public private sector dialogue.
- Implementing the Climate Information for Development (ClimDev-Africa) Programme
- The areas of support are unique to each particular subregion and are detailed in Annex III, together with the planned outputs.

## Part IV: Resource Implications for 2013-2015

### 4.1 Expected level of funding for 2013-2015

The overall expected level of funding required by ECA for the three-year period 2013-2015 to effectively implement activities under the “policy research” and “knowledge delivery” pillars of its refocused work programme amounts to \$331.9 million. \$196.9 million (59.3 per cent) of this amount, will be funded through the regular budget of the Commission, while the balance of \$135 million (40.7 per cent) is expected to be funded from extra budgetary resources through grants provided by ECA donor partners. Some of the projects carried forward from the 2010-2012 Business Plan have already been partially funded and will continue to be financed from expected funding during the current Business Plan period.

**Table 2: Regular budget (RB) and extra budgetary (XB) funding requirements 2013-2015 (US\$ million)**

Year	Amount (\$ million)		Total	Percentage Share	
	RB*	XB		RB	XB
2013	47.63	41.29	88.9	53.6%	46.4%
2014	73.88	46.8	120.7	61.2%	38.8%
2015	75.38	46.9	122.3	61.6%	38.4%
2013-2015	196.9	135.0	331.9	59.3%	40.7%

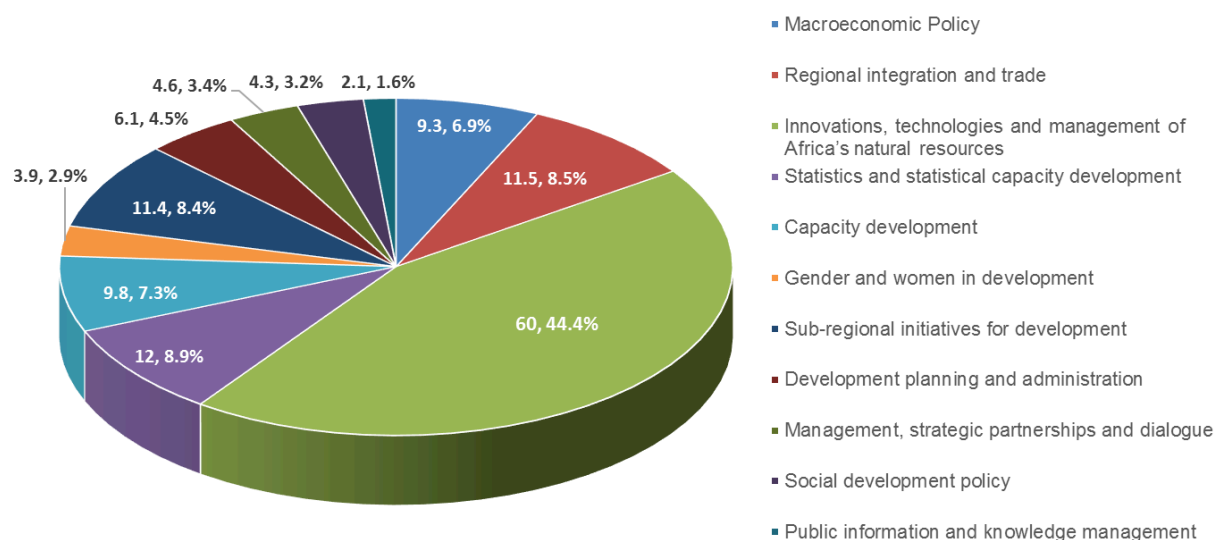
\*\*The regular budget resources for the biennium 2014-2015 may change after re-costing and after the application of the proposed budget reduction in the context of the austerity measures being implemented by the United Nations Secretariat.

(Source: Approved Programme Budget 2012-2013 and Proposed Programme Budget 2014-2015, ECA)

The proportional distribution of the three-year budget by thematic areas is presented in Table 3 below. With 44.4 per cent of the total extra budgetary resources, the ECA programme on innovations, climate change and natural resource management accounts for the single largest share. This is followed by statistics and statistical capacity development, which includes the work of the African Centre for Statistics, with 8.9 per cent. The regional integration and trade programme constitutes the third largest with 8.5 per cent, while subregional initiatives for development take up a share of 8.4 per cent.

**Table 3: Resource requirements by subprogramme 2013-2015 (\$ million)**

SN	Subprogramme	XB	%	RB	%	Total	%
1	Macroeconomic policy	9.3	6.9%	21.7	11.0%	31.0	9.3%
2	Regional integration and trade	11.5	8.5%	15.9	8.1%	27.4	8.3%
3	Innovations, technologies and management of Africa's natural resources	60	44.4%	24.2	12.3%	84.2	25.4%
4	Statistics and statistical capacity development	12	8.9%	21.9	11.1%	33.9	10.2%
5	Capacity development	9.8	7.3%	20.4	10.4%	30.2	9.1%
6	Gender and women in development	3.9	2.9%	9.7	4.9%	13.6	4.1%
7	Subregional initiatives for development	11.4	8.4%	46.6	23.7%	58.0	17.5%
8	Development planning and administration	6.1	4.5%	11.9	6.0%	18.0	5.4%
9	Management, strategic partnerships and dialogue	4.6	3.4%	7.8	4.0%	12.4	3.7%
10	Social development policy	4.3	3.2%	15.8	8.0%	20.1	6.1%
11	Public information and knowledge management	2.1	1.6%	1	0.5%	3.1	0.9%
	<b>Total</b>	<b>135</b>	<b>40.7%</b>	<b>196.9</b>	<b>59.3%</b>	<b>331.9</b>	

**Figure 1: XB resource requirements by subprogramme 2013-2015 (US\$ million)**

## 4.2 Funding contributions carried forward from 2010-2012

As indicated above, a number of projects that started during the 2010-2012 biennium will continue under the current Business Plan, including the AUC/ECA/AfDB Land Policy Initiative; the African Climate Policy Centre(ACPC) component of the ClimDev-Africa Programme, the ATPC, the AMDC and other programme activities on gender equality and social development. The balance remaining from funding commitments already received from partners for these projects will be carried forward to the new Business Plan.

**Table 4: Funding contributions received from partners during 2010-2012 and carried forward to the 2013-2015 Business Plan (\$ million)**

SN	Partner / Donor	Projects/Thematic Areas Supported	Amount
1	Canada	African Trade Policy Centre	2.6
2	Sweden, United Kingdom and Norway (Through the Joint Financing Arrangement)	Africa Climate Policy Centre; African Trade Policy Centre; Gender equality and social development; Statistical development; Governance; Regional integration; AUC/ECA/AfDB Land Policy Initiative; ICT for development; Economic development	14.5
3	European Union	AUC/ECA/AfDB Land Policy Initiative; Africa Climate Policy Centre	17.0
<b>Total</b>			<b>34.1</b>

## 4.3 Resource gap 2013-2015

Taking into account the funding analysis in Table 3, ECA is faced with a total extra budgetary resource gap of \$100.9 million for the period 2013-2015. Substantial additional XB resources are therefore required not only to continue and consolidate current efforts, but also to respond to emerging priorities outlined in the Plan. Bridging the resource gap will depend on the renewal of the multi-year agreements with core partners, with increased funding commitments as well as more flexible budget support. This also requires broadening the ECA funding base to include new funding partners and technical collaborators.

**Table 5: Resource gap 2013-2015 (\$ million)**

Plan Period	Amount (in \$ million)
Funding requirements 2013-2015	135
Firm commitments from 2010-2012	34.1
Funding gap 2013-2015	100.9

## Part V -Enhancing Delivery of Result through Partnership and Dialogue

### 5.1 Partnerships

ECA has always recognized that partnerships based on comparative advantage and pooling of resources are critical to maximizing impact on Africa's development. The Commission has progressively strengthened its partnership agenda with a wide spectrum of partners both within and outside the Continent. Strengthening partnership with Africa's development partners is therefore key to harnessing the required resources, ensuring coherence and maximizing impact

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

#### **Tripartite partnership with AUC and AfDB**

The strong ECAs partnership with AUC has been complemented by the African Development Bank with the setting up of a joint secretariat support office (JSSO), which is currently hosted in ECA. This has enabled the three institutions to collaborate in the implementation of a number of initiatives. These partnerships will continue to be consolidated and strengthened during this plan period.

#### **Collaboration among other continental institutions, the United Nations agencies and development Partners**

Partnerships built by ECA in support of Africa's development efforts will continue to be deepened during this plan period. This is because such partnerships are necessary to harness resources for Africa's development, ensure coherence in the activities of the various stakeholders and avoid duplication of efforts.

**The United Nations Development Programme (UNDP) and other United Nations Agencies:** ECA continues its role in enhancing the coordination of United Nations activities in Africa, especially through the modality of the RCM chaired by the Deputy Secretary-General of the United Nations. In addition, ECA will undertake specific activities with UNDP and other United Nations agencies, especially with regard to joint reporting on major issues, consensus building, sectoral issues and peer learning activities. It is envisaged that an agreement will be reached on the joint delivery of such services.

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



**Bilateral/Multilateral Partners:** The Commission developed a strong partnership with bilateral partners during the 2010-2012 plan period. In addition to specific project support in several key areas, it also formulated an innovative Joint Financial Arrangement with a number of bilateral partners who came together as Pooled Fund Partners, in the spirit of the Paris Declaration on Aid Effectiveness. It is intended, during this new plan period, to use the instrumentality of the Strategic Partners Dialogue, jointly established with the African Union Commission and the AfDB, to rally partnership support towards the continent's development efforts. The Donor Support Group will demonstrate the strong partnership between ECA and the African Union and establish a clear linkage between partnerships and commitments; it will also give ECA an opportunity to widen its partnership base. The Commission will also further expand its partnership among African States through the United Nations Trust Fund for African Development.

## 5.2 Strategic dialogue

Regular dialogue with partners has remained a constant theme in the Commission's work since the repositioning exercise in 2006. These dialogues are important to ensure that we collectively and regularly evaluate progress being made and share valuable global experience that will help advance the continent's development agenda.

**ECA Partners Forum:** The ECA Partners Forum remains a very useful medium for interaction and information sharing between ECA and partners on how the funds entrusted to the Commission are being used. The Forum's annual meetings provide a forum for exchanging views on the emerging development priorities for Africa and discussing key ECA initiatives to support these priorities. Constructive comments and suggestions at these meetings have helped considerably in strengthening donor confidence and promoting greater accountability and transparency in ECA operations.

It is envisaged that the deliberation and exchanges at this forum will further enrich the partnership process, increase partner participation and strengthen donor confidence.

**Technical dialogue and consultations:** Regular consultations among both the development partners and stakeholders alike are essential to continued engagement and effective implementation of the programme and delivery of expected results. ECA developed strong ties with bilateral partners during the current plan period. In addition to specific project support in several key areas, some of the bilateral partners (Denmark, Norway, Sweden and the United Kingdom) have come together under a joint financing arrangement to form an innovative Pooled Fund Partnership, in the spirit of the Paris, Accra, and Bussan Declarations on Aid Effectiveness. A similar arrangement will be encouraged for all future funding support to ECA and its special initiatives. This joint financial arrangement will be further enhanced through regular meetings and dialogue. These include regular four monthly technical working group meetings, chaired jointly by the Chief of the Office of Partnerships of ECA and a nominated partner representative; and a six monthly joint project implementation review. A strategic partner dialogue has been jointly established with the AUC and the AfDB. The Strategic Partners Dialogue will demonstrate the strong partnership between ECA and the African Union and other pan-African organizations, and establish a clear linkage between partnerships and commitments to collaborate and provide support. It is also intended to enable a high-level buy-in for the ECA Business Plan by officials from the capitals of bilateral partners.

## 5.3 The ECA donor portal

The portal is a web-based application designed to provide personalized information to donors and partners on the management of ECA Trust Fund (TF) activities. ECA funding and implementing partners will be able to log on remotely and access relevant information in relation to their funds and other ECA TF activities. Information to be provided on this network will include: TF financial statements, TF annual reports, the ECA Annual Report, a short profile of ongoing projects, progress and terminal project reports, and other relevant information. The development of the portal is currently at an advanced stage and will be launched in January 2014.

## 5.4 Programme monitoring and impact assessment

In line with the ECA refocusing exercise and as part of its accountability effort to ensure genuine production of deliverables to support structural transformative development for a renascent Africa, new mechanisms and tools to enhance programme monitoring and impact assessment are being developed by the Commission.

### Estimated budget 2013 – 2015

Thematic areas	2013		2014		2015		Total 2013-2015	
	XB	RB	XB	RB	XB	RB	XB	RB
Management, strategic partnerships and dialogue	1.1	2.6	1.75	2.6	1.75	2.6	4.6	7.8

# Annex I - Salient achievements from the 2010-2012 Business Plan (by subprogramme)

## 1. Economic development and NEPAD

Under this subprogramme, ECA contributed to enhancing the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies for higher and sustained growth, poverty reduction and sustainable development, in the context of the Millennium Development Goals (MDGs), NEPAD and other internationally agreed development goals. In the area of macroeconomic policy analysis, the Commission undertook policy research and analysis, prepared reports and organized and contributed to several high-level conferences as well as capacity building workshops during the 2010-2012 Business Plan period. The 2010 edition of the Economic Report on Africa focused on the link between growth and employment in Africa. The report provided a basis for dialogue as well as a reference for policy makers on how to design and implement strategies and policies to accelerate and sustain growth for poverty reduction through employment generation. The 2011 edition examined the role of the state in governing development, triggering economic transformation, and as a catalyst for sustainable development. The report provides evidence-based and policy-oriented framework for enhancing the role of the State in performing key economic transformation tasks such as planning the development process and formulating and implementing development plans and policies.

The 2012 edition of the Economic Report on Africa under the theme “Unleashing Africa’s Potential as a Pole of Global Growth” put forward policy recommendations that stimulated lively discussion and intense deliberations during the Conference of African Ministers of Finance, Planning and Economic Development which was held jointly with the AUC in March 2012. Member States used the report as a platform to advocate for improved governance, institutional, economic and social policy to encourage domestic structural transformation for greater inclusive economic growth in the continent and sustain it over the long run. In addition to its use by policy makers as a tool to monitor recent economic and social developments in Africa, ERA has proved useful in enhancing awareness of policy makers about policies and strategies for addressing key development challenges of concern to Africa.

Financing for development was also high on the global agenda during the 2010-2012 period. In this area, the work of ECA focused mainly on the global financial and economic crisis which threatened to reverse recent economic growth in Africa. In this context, ECA actively supported member States to cope with the impacts of the crisis. It undertook a regional assessment of the impact of the crisis, which served as an input to the consolidated United Nations report, “The Global Economic and Financial Crises: Regional Impacts, Responses and Solutions”. The report, which was jointly produced by the five United Nations regional commissions, contributed to discussions at the General Assembly High-Level United Nations Conference on the World Financial and Economic Crisis and its impact on Development.

ECA continued to advance consultations on articulating an African position on the development agenda beyond 2015. Two subregional consultations were held where key stakeholders deliberated on the post-2015 agenda. The outcome of these consultations resulted in the contribution of ECA to

the report, “Beyond 2015: A Future United Nations Development Agenda” and ECA support to the United Nations Secretary-General’s High-Level panel on the Post-2015 agenda.

## 2. Regional integration, infrastructure and trade

ECA continued to focus on strengthening the process of regional integration in Africa through enhanced intra-African trade and physical integration, with particular emphasis on infrastructure and natural resource development in line with the vision of the African Union.

A key accomplishment in support of policy development and harmonization in the area of regional integration was the publication and launch of the 5th edition of the Assessing Regional Integration in Africa (ARIA V) report on the Continental Free Trade Area (CFTA) and boosting of intra-African trade. ARIA is a biennial report jointly prepared by ECA, AUC and AfDB to assess the status of regional integration in Africa and identify constraints and other factors affecting the integration process in order to assist member countries in designing and implementing appropriate policies and strategies.

Building on the success of the previous four editions of the report, the fifth edition provided analytical insights into the CFTA and served as reference and guide to building the CFTA and boosting intra-African Trade. The report was launched during the 19th Assembly of the AU Head of State and Government held in July 2012 in Addis Ababa and was part of the set of key background documents presented to the AU Assembly. The key findings of ARIA V fed into the Summit’s deliberations and successfully contributed to the AU decision to adopt the “Action Plan for Boosting Intra-African Trade” and the establishment of the CFTA. The report made a substantial contribution to policymaking in support of intra-African trade and regional integration at the national, subregional and regional levels.

In the area of international trade, ECA contributed to strengthening the capacity of African countries for effective participation in various international trade negotiations and arrangements within the context of the multilateral trading system, with particular emphasis on the Economic Partnership Agreements (EPAs), Aid for Trade and the African Growth and Opportunity Act (AGOA). At the EPA negotiations, ECA, through the ATPC and in partnership with AUC, prepared an EPA negotiations template. The template was in answer to calls by AU various statutory bodies and the ECA Conference of African Ministers of Finance, Planning and Economic Development for harmonization and coordination by African countries in the EPA negotiations. The EPA template has been endorsed by the African ministers of trade, as the guidelines for African EPA negotiators and RECs in negotiations with the European Union towards comprehensive EPA agreements.

In the area of natural resource development and governance, together with AUC and AfDB, ECA organized the eight edition of the African Development Forum (ADF-VIII) on the theme, “Governing and Harnessing Natural Resources for Africa’s Development held from 23 to 25 October 2012 in Addis Ababa. It concluded with a consensus statement that outlined actions and commitments that would see Africa gain more from its land, mineral, forestry and fishery resources for the attainment of development ends that would benefit the citizenry.

A key achievement of ECA is the support and contribution to the development and launch of the AMV, which is informed by the outcomes of several initiatives and efforts made at subregional, continental and global levels to formulate policy and regulatory frameworks to maximize the development outcomes of mineral resource exploitation. The AMV is designed to exploit Africa’s mineral endowment and the prevailing high commodity prices, to improve its development prospects. It is a strategy for

integrating Africa's mining sector into its broader social and economic development processes, and thereby addressing its persistent poverty and underdevelopment. It is an attempt, not only to address the sector's isolation from mainstream social and economic activities, but to create win-win outcomes for all stakeholders.

The first AU Conference of African Ministers Responsible for Mineral Resources Development was mandated by the AU Heads of State and Government in February 2009 "to develop a concrete action plan for the realization of the AMV". The second AU Conference of the Ministers further approved the establishment of the AMDC to be hosted within ECA to provide strategic technical support capacity to AU/NEPAD, RECs and member States for the implementation of the action plan, and hence the AMV", and called "on development partners to support the activities of the proposed centre". This was subsequently endorsed by the AU Heads of State and Government Assembly in July 2012 and the decision further requested the AU Commission and the NPCA, in collaboration with RECs, ECA and AfDB, to submit, progress reports on the implementation of the action plan of the Africa Mining Vision to the Assembly every two years.

As the host to the AMDC, ECA has signed an MOU with the Government of Canada to provide funding support to the Centre to the tune of \$15 million. The Government of Australia has also indicated its firm intention to fund the Centre with the sum of \$5 million for two years. Other partners have also indicated interest in providing funding and technical support to the Centre.

### 3. Gender and social development

Supporting member States to achieve gender equality through gender mainstreaming and empowerment of women continued to be a defining aspect of the work of ECA under this thematic area. The salient achievements under this thematic area during the Business Plan period include: (a) providing effective support to member States in the implementation of the priorities identified by the 15-year review of the implementation of the Beijing Platform for Action in Africa; (b) implementation of AGDI in more African countries; (c) strengthening the capacity of member States in the area of gender statistics; (d) promoting information and knowledge sharing through the African Women's Rights Observatory (AWRO).

The development of AGDI, a tool developed to address the inadequacy of monitoring mechanisms and track progress and government performance towards gender equality and women's empowerment in Africa, entered into an expanded second phase during the plan period. So far, the tool has facilitated the formulation of gender equality status reports in 23 African countries: Benin, Botswana, Burundi, Cape Verde, Congo, Cote d'Ivoire, Djibouti, Democratic Republic of Congo, Cameroon, Ethiopia, Ghana, Kenya, Madagascar, Mali, Malawi, Mozambique, South Africa, Tanzania, Tunisia, Uganda, the Gambia, Senegal, Togo and Zambia. The tool has enabled these countries to compile data and assess progress made, both quantitatively and qualitatively, in implementing major international and regional gender equality and women's empowerment commitments. AGDI has also provided a mechanism for streamlining reporting on all gender-related conventions and documents. During the reporting period, ECA received 14 national reports from AGDI phase II participating countries, which subsequently have informed the 2012 regional synthesis report on "Measuring Gender Equality and Women's Empowerment in Africa".

AWRO continued to serve as a strategic tool to inform member States on the status of women's rights on the continent and highlight areas of concern. The tool is used to monitor the progress African

member States are making to fulfill their global and regional commitments in the area of women's rights, including their commitments under the Convention on the Elimination of All Forms of Violence against Women (CEDAW) and the African Women's Protocol.

ECA has also contributed significantly to the work of the United Nations in the area of gender-based violence and violence against women. As a contribution to the United Nations Secretary-General's campaign to stop violence against women launched in 2010, ECA undertook a study to measure the prevalence of different forms of violence against women and analyze their causes and consequences. The study identified gaps in knowledge and data collection. It also highlighted good practices and strategies adopted to combat violence against women.

## 4. Governance and public administration

In its effort to promote good governance practices, policies and standards in all sectors of society in Africa, to further economic and social development, ECA continued its support to enhance the capacities of member States to adopt good governance practices and standards to attain major development goals in the context of AU, NEPAD and APRM programmes. Key results were achieved in the areas of the APRM and the African Governance Report; anti-corruption; Mutual Review of Development Effectiveness; and Illicit Financial Flows; all aimed at improving the capacities of member States to adopt efficient, transparent and accountable public sector practices for better service delivery. Notable achievements were also made in enhancing engagement of non-State actors in development and democratic processes. This was achieved by strengthening the role of civil society and the private sector.

An important report completed and launched during the plan period was the MRDE, jointly prepared by ECA and the Organisation for Economic Co-operation and Development (OECD). The main highlights of the 2010 report were presented by the ECA Executive Secretary to the NEPAD Heads of State and Government Orientation Committee (NEPAD HSGOC) at its 23rd Summit held in July 2010 in Kampala. At its summit, the NEPAD HSGOC also called upon ECA and OECD to continue with the mutual review process and further mandated that the process should serve as the main mutual accountability mechanism for monitoring and assessing the delivery of commitments made by both African countries and their development partners relative to the African economic development agenda.

As one of the strategic partners supporting the implementation of the APRM, ECA made significant contributions towards the successful implementation of the APRM process during the plan period. Support took the form of country support missions, country review missions, technical assistance in drafting country reports and National Programme of Action and training workshops to build the capacity of stakeholders in the APRM process.

The High-level Panel (HLP) on Illicit Financial Flows in Africa was established in February 2012 by ECA at the request of the 4th Joint Annual Meetings of the ECA/AUC Conference of African Ministers of Finance in March 2011. The Panel was inaugurated on 5 February 2012 and held its first public consultation in August 2012 in Kenya. During the year, the Panel carried out the following activities: finalization of a background research paper on "Illicit Financial Flows from Africa: Scale and Developmental Challenges"; four panel meetings; a regional consultation and a public consultation meeting between February and October 2012; a workshop as part of a global anti-corruption forum that was organized by Transparency International in Brazil in November 2012; a comprehensive



communication strategy was developed for the Panel's engagement with other stakeholders within and outside Africa; and as part of the communication strategy, a dedicated HLP website was established. The Panel has produced a background research paper on "Illicit Financial Flows from Africa: Scale and Developmental Challenges". The paper was based on an innovative model developed by ECA on the sectoral approach to illicit financial flows from Africa.

ECA, in collaboration with the African Union Advisory Board on Corruption, developed a five year (2011-2015) Regional Anti-Corruption Programme for Africa. The programme seeks to scale up the fight against corruption in Africa with a view to ensuring a corruption free, better governed and economically prosperous continent.

## 5. ICT, science and technology for development

During the period 2010-2012, ECA continued to strengthen the capacity of member States to formulate, implement and evaluate strategies and plans in the area of information for development. With critical support and assistance from ECA, seven countries (Benin, Burkina Faso, the Gambia, Niger, Nigeria, Ivory Coast and Rwanda) made progress in the implementation of their national information and communication infrastructure plans and policies by adopting strategies for the application of ICT in various sectors, including health, government, commerce, education and agriculture. At the subregional level, the e-SADC initiative, aimed at defining a framework for the implementation of the information society in the subregion, was launched in collaboration with the SADC secretariat. The objectives of the initiative include promoting regional harmonization of ICT policies, strengthening capacity in the area of e-applications and promoting public-private partnerships. Botswana, Lesotho, Mauritius, Mozambique, South Africa, United Republic of Tanzania and Zambia have adopted the framework and begun implementation.

Results achieved in the area of information and communication technologies (ICTs) covered e-commerce, policy and regulatory frameworks, e-government, knowledge networks, innovations, information society and Internet governance. ECA also carried out a study to assess ICT policy development and implementation in: Cameroon, Ethiopia, the Gambia, Morocco and Mozambique. The study reviewed the status of implementation of national e-strategies and their impact on targeted sectors. In addition, technical assistance and policy advisory services were provided to the Governments of Ethiopia, the Gambia, Ghana, Seychelles, the United Republic of Tanzania and Zimbabwe in the review and adoption of national ICT policy and regulatory frameworks in the context of their current national development plans and priorities. ECA also assisted AU in the development of a regional convention on cyber-security which was adopted by a conference of African Ministers for ICTs held in Khartoum in September 2012. Continued ECA support to member States in the context of the implementation of the African Cyber Security Strategy programme aimed at harmonizing cyber legislation in Africa resulted in the development of a Regional Draft Convention on cyber legislation.

An important component of ECA work in the area of ICT policy formulation and implementation is the development of national geo-information policies, including their integration into national information and communication infrastructure plans and policies. ECA provided technical assistance to several member States in the development of spatial databases of fundamental and thematic datasets, including: the Transport Infrastructure Database; the Second Level Administrative Boundaries Database; the Programme for Infrastructure Development in Africa database, used to develop and implement infrastructure master plans for member States; the MDG Mapper; the agricultural commodity value chain database, which helps countries to identify potential areas for the cultivation of specific crops;

and a geographical information system health database developed for Ethiopia and being used in all health centres in the country, which enables speedy and accurate access to medical personnel and facilities in case of emergency.

In February 2010, ECA launched the African Innovation Framework to guide the development of science, technology and innovation in Africa. The Framework document titled “Unlocking Africa’s future: towards an African innovation framework”, grew out of the work of ECA in carrying forward the outcomes of the Science with Africa Conference held in March 2008. The Framework identifies several priority areas for action in the development of science, technology and innovation in Africa, including strategic vision; planning and governance; primary, secondary, tertiary, technical and vocational education; specific policies and enablers; and media and public awareness. On the basis of the African Innovation Framework, 10 countries (the Congo, Ethiopia, the Gambia, Ghana, Malawi, Mali, Nigeria, Rwanda, Swaziland, and Zambia) have embarked on a process to adapt the framework to their national science, technology and innovation systems. In addition, the Government of Mozambique received assistance for operationalizing its science, technology and innovation strategy. Other accomplishments in this area included the establishment of an African innovation endowment fund; the launch of the African Science to Business Challenge project, which aims to enhance linkages between the scientific and business communities; the Access to Scientific Knowledge in Africa web portal to enable access to scientific knowledge; and the development of guidelines for health research in Africa.

## 6. Statistics and statistical capacity

Under this thematic area, the Commission’s work was articulated around the following priorities: promoting, coordinating and advocating for statistical activities in Africa; building a data hub at ECA to provide development data on Africa; implementing the standard international SNA in Africa; supporting statistical training programmes; establishing a regional programme for population and housing censuses in line with internationally adopted cycles; and improving the status of civil registration and vital statistics in Africa.

Efforts at advancing the development of civil registration and vital statistics (CRVS) systems in Africa received a significant boost with the convening of the second conference of African Ministers responsible for Civil Registration in September 2012 in Durban, South Africa. Jointly organized by ECA, AfDB and the AUC, the conference made ground breaking decisions and defined the way forward on modalities for improving the coverage and operations of civil registration and vital 10 statistics (CRVS) systems in Africa. The meeting reviewed progress in the implementation of the Africa Programme on Accelerated Improvement of CRVS systems (APAI-CRVS) and called for renewed efforts to improve CRVS systems in Africa. The conference is now institutionalized as a standing regional platform to be convened biennially, following the decision taken by the Assembly of AU Heads of State and Government in July 2012. The institutionalization of the conference will provide an opportunity for regular dialogue and consensus-building on appropriate policy measures for improving civil registration in Africa. The Durban conference on CRVS was followed by the 8th African Symposium on Statistical Development held in September 2012 in Abidjan, Cote d’Ivoire, which deliberated on strategies for the improvement of registration of death and the standardization of causes of death classification, which is a significant challenge on the continent. As a result of these meetings and the policy advocacy work of ECA, 42 countries have committed to improve the quality and coverage of civil registration and vital statistics systems. In addition, using resource materials, including operational guidelines and

manuals on CRVS, designed by ECA and other partners, some countries have started preparations for assessment and design of national plans agreed during the Durban conference.

ECA technical support for the design and implementation of NSDSs focused on addressing institutional issues that hindered the capacity of statistical agencies in member States. At the end of the Business Plan period, 48 countries had designed their NSDS, 18 of which had started implementation. In collaboration with key partners, including PARIS21, World Bank and AfDB, ECA activities in this area focused on monitoring and supporting the implementation of the NSDS, and the design of second generation NSDSs. ECA mobilized funds for the strategy, undertook several technical assistance missions and organized national workshops for users and producers in the NSDS review in countries such as Benin, Togo, Senegal and Niger. This resulted in 18 countries implementing NSDS ranging from revision of their statistical Acts, increased collaboration between users and producers of statistics and increased financing from Governments and the trust fund pool of partners. Among the best practices are the deployment of statisticians to ministries and departments to improve the quality of administrative data and increased resource allocation for statistical operations and surveys.

ECA commitment to facilitating access and use of authoritative and quality data series led to several joint activities with the African Development Bank and the AU Commission for data validation with member States. In this regard, three editions of the joint ASYB and pocketbooks were produced over 2010-2012 as authoritative sources of statistical information on Africa, with improved efficiency, effectiveness and timeliness. The publication of the African Statistical Journal was one of the major initiatives aimed at facilitating the exchange of information and best practices among statisticians and other stakeholders in Africa. The publications were widely distributed in hard copies, CDs and flash disks to end users in Africa and libraries with the on-line versions in AfDB databases being visited by 400,000 users, the majority of whom were mainly from academic and research institutions.

ECA continued to promote the implementation of the global methodological standard for national accounting, the SNA, by providing technical assistance to build the capacity of member States for implementing the 2008 SNA. ECA worked in close collaboration with member States, AUC and AfDB to modernize the national accounts compilation process of member States, using new technologies, and also develop the national accounts compilation software, ERETES. The Commission also began to implement the recommendations of the Rio+20 on Broader Measures to Complement Gross Domestic Product (GDP Plus) by working closely with member States to develop a set of reference indicators to assess the economic, social and environmental performance of their economies in the context of integrated policymaking.

## 7. Food security and sustainable development

ECA work under this thematic area continued to focus on assisting member States to achieve food security and sustainable development whilst addressing the challenge of climate change. A key accomplishment was the successful organization of the 7th edition of the African Development Forum (ADF-VII) held in Addis Ababa in October 2010 on the theme “Acting on Climate Change for Sustainable Development in Africa”. The event, which was jointly organized with the AUC and the AfDB, brought together more than 1000 participants from African Governments, private sector, civil society, research and academia, and development partners to discuss and build consensus on how Africa could effectively tackle the climate change challenge and leverage on the opportunities it presents. The Consensus Statement that was adopted at the end of the forum highlighted some key challenges and opportunities in the areas of: peace and security; governance and leadership; integration; infrastructure

development; social and human development; science and technology innovation; and capacity building. Based on the evidence and impact of climate change, stakeholders agreed that large emitting countries should make deep cuts and the international community should support Africa to promote broad-based, equitable, resource-efficient and environmentally sustainable growth. The consensus statement helped strengthen Africa's participation in international climate change negotiations and informed the continent's common position at the Conference of the Parties (COP-16) in Cancun, Mexico.

In accordance with its role of coordinating regional preparatory processes for major global conferences and summits on sustainable development, ECA embarked on a series of activities in 2012 to facilitate Africa's participation Rio+20 held in June 2012, in Rio de Janeiro, Brazil. During the preparations for and follow-up to the Rio+20, ECA worked closely with AUC, AfDB and other regional and international organizations to spearhead a bottom-up and 12-multi-stakeholder regional preparatory process for the Rio+20 conference. Working through an inter-agency steering committee, ECA provided technical support to the African group of negotiators to ensure the continent's political and technical representation at the Conference. As a result of these efforts, the Rio+20 outcome document, "The future we want", largely addresses and reflects Africa's concerns and priorities.

To kick start the process of operationalizing the Rio+20 outcomes, ECA convened the Africa Regional Implementation Meeting, in collaboration with AfDB, AUC and the United Nations Department of Economic and Social Affairs from 19 to 21 November 2012, in Addis Ababa. The outcome of the meeting represents Africa's collective input to the twentieth session of the United Nations Commission on Sustainable Development and the Open Working Group on Sustainable Development Goals. It articulates Africa's position and recommendations on the follow-up and implementation of the main outcomes of Rio+20, including the establishment of a high-level political forum on sustainable development, sustainable development goals and the green economy.

ECA prepared and published the fourth issue of the Sustainable Development Report on Africa, on the theme "Managing Africa's natural resource base for sustainable development". As part of this process, the Commission developed a comprehensive set of indicators on various aspects of sustainable development, crucial for assessing progress towards sustainable development in Africa. The identification, development and analysis of sustainable development indicators carried out as an integral part of preparing the Sustainable Development Report significantly contributed to informing Africa's deliberations in preparation for, and at Rio+20.

In recognition of the important role of land and land policy in sustainable development and Africa's transformation, ECA undertook a number of activities in support of the implementation of the AU Declaration on land issues and challenges in Africa. These included a study on large-scale land-based investment and the establishment of strategic partnerships for resource mobilization with development partners such as UN-Habitat the Global Land Tool Network and the Swiss Agency for Development and Cooperation. Key themes running through these activities included mainstreaming land issues in development planning, enhancing women's land rights and developing capacity development framework. A technical assessment report on land policy capacity development needs and supportive programmes at the regional and national levels entitled was also produced.

## Annex II - Key findings and recommendations from the independent evaluation of the ECA Business Plan 2010 – 2012

The evaluation sampled four of the seven JFA-funded subprogrammes, namely (a) macroeconomic analysis, finance and economic development (b) regional integration, infrastructure and trade, (c) governance and public administration; and (d) gender and social development. A combination of an analytical framework that focused on context, inputs, outputs, outcomes/impacts and sustainability of the subprogrammes and a five-point criteria were used to assess the relevance, effectiveness, efficiency, impact and sustainability of the selected subprogrammes.

### Findings of the evaluation:

- (a) The four subprogrammes in the ECA Business Plan were found to be contextually appropriate and strategically sound. The resources invested from JFA II were in the form of technical assistance and the process was mainly knowledge generation and sharing. The process included training workshops, seminars, dialogues and consensus building forums, research and advocacy platforms and, above all, production of flagship publications.
- (b) Discussions in SROs, member States and RECs revealed that both the activities and outputs of the programme contributed greatly to enhancing awareness and knowledge in areas such as social policy, economic policy management, regional integration, market analysis and modeling, trade policy, gender mainstreaming, election and democratic processes. Besides the acquired knowledge, specialized skills like negotiations in international trade, dispute settlement procedures, and international contractual arrangements were applied and helped build the capacity of RECs and member States.
- (c) The impact of the ECA programme was widely reported by key respondents in the field and the review of literature and various reports of meetings and workshops confirmed their value addition. Elections, political dialogues, free trade areas, relatively better intra-Africa free movement of goods and people are steadily becoming common. RECs are also gradually gaining development momentum with steps of merger among some of them. Officials in many of these institutions have reflected on the importance of the contribution of the XB in general and JFA in particular.
- (d) The JFA programme, in terms of its features and accomplishments, including mechanism of funding and modality of operation, was found to be relatively efficient, flexible and generally a sound and useful arrangement. As a working mechanism, JFA has helped to substantially augment the XB part of ECA resources and has set an example of a relatively efficient platform that others are beginning to emulate.
- (e) Challenges identified in both the programme and the JFA mechanism include (i) a weak link between the plan's objectives, strategies, indicators of subprogrammes and the intended results (some multi-year programmes between ECA and individual RECs were found to be out of date); (ii) lack of effective SRO support to member States and RECs; and (iii) Business Plan priorities inconsistent with those set by the funding partners. The other challenge identified was the difficulty for all partners in the JFA Agreement to break away from the project culture to a programme approach. The evaluation also identified a



major challenge in the current ineffective distribution system of ECA flagship knowledge products.

Lessons learnt:

- (a) The JFA mechanism provides an effective model for programme implementation with medium term provision of resources used with some flexibility and joint monitoring of programme implementation by the joint partners including ECA.
- (b) The other lesson on capacity building comes from the IDEP tailor-made flexible policy training short-term and long-term courses targeting policy makers and using ECA major publications as part of the training materials.

### Best practice case: IDEP

The work of IDEP and its associated African Governance Institute provides a best practice of how training in policy and planning can become most effective and achieve capacity targeted results. After many years of challenges, IDEP has devised a new strategy, which targets training of policy makers in relevant short-, medium- and long-term training programmes. The Institute has struck close working relationships with member States, RECs and non-State actors, which have succeeded in bringing in trainees and resources. The Institute selects its trainees according to clearly set and strictly criteria that ensure that only those with appropriate work experience, qualification and endorsement from a senior government supervisor are admitted. IDEP also has a deliberate policy to track and follow-up the progress of its alumni. Finally, the Institute has also become central in the distribution and advocacy of ECA flagship products.

## Recommendations

*Knowledge products and tools as ECA niche* – the production of well researched and policy oriented knowledge products and tools, have given ECA an edge over many development partners. Given the Commission's stronger potential to enhance capacity of member States, RECs and AUC, it is recommended that these are maintained and continuously improved.

*Merger of some flagship reports* – for better efficiency, focus, impact and sustainability 'flagship' reports such ERA, EOA and MDG and MRDE should be merged into one annual economic report.

*Process-oriented knowledge products and tools* which cater for not only high level decision makers but engage a cross-section of citizen stakeholders must be prioritized as they enhance capacity, increase ownership, create collective learning and produce tangible country specific tools for reforms at member State level.

*New strategies for outreach and dissemination of ECA's knowledge products and tools* are needed. Stronger marketing through radio, television, print media and social media networks would go a long way in bringing ECA's work to the Continent's general population.

*Capacity building strategy of RECs and AUC* should be intensified and broadened to include secondments, attachments, short-term training and institutional building within the operations of recipient partners.

*JFA mechanism applied within the context of defined priorities of ECA* has served a useful purpose in programme delivery effectiveness, efficiency and contribution to impact and it should be improved along the lines of budget support and broader flexibility limits defined by the joint partners.

*Extra-Budgetary (XB)* support remains a critical aspect of the overall ECA's resources and will be indispensable for the next Business Plan. It is recommended that funding partners re-commit to support – Business Plan 2013 -2015 within the context of JFA mechanism.

*ECA must consistently address issues of role clarity, capacity, resourcing and coordination of SROs* and their alignment with divisional work to improve synergies, effective and efficient service delivery.

*ECA must consider broadening its activities in the social agenda* so that it can more appropriately support relevant AUC's programmes and also ensure that regional integration addresses human resource and higher education development particularly critical for the continent's young population.



## Annex III - Results, planned outputs and activities by thematic areas, 2013-2015

I - MACROECONOMIC POLICY					
Objective: To promote policies, strategies and programmes for sustainable growth and economic development					
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners	
a) Improved capacity of member States to design sound economic policies and national development strategies and plans	(i) Increased number of countries using ECA economic forecasting models in macroeconomic management and national development plans	<b>Key reports:</b> <ul style="list-style-type: none"> <li><i>Economic Report on Africa (2)</i></li> </ul>	<ol style="list-style-type: none"> <li>Conducting applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes within a framework of good governance and stability.</li> <li>Consultation meetings on domestic and external mobilization of resources</li> <li>Video documentary on AGR</li> <li>Support to ad-hoc expert group meetings</li> <li>Undertake case studies on illicit financial outflows</li> </ol>	SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; civil society organizations (CSOs); private sector; bilateral and multi-lateral development partners and United Nations agencies	
		<b>Other Reports:</b> <ul style="list-style-type: none"> <li>Policies for economic transformation</li> <li>Strategies for mobilization of resources and investment</li> </ul>			
		<b>Policy briefs</b> on emerging issues and challenges of relevance to Africa's growth and development <ul style="list-style-type: none"> <li>Inputs to World Economic Situation and Prospects (WESP/LINK)</li> <li>Input to African Economic Outlook</li> </ul>			
		<b>Events</b> <ul style="list-style-type: none"> <li>Regional and international launch of ERA</li> <li>Congress of African Economists</li> </ul>			
		Training/Seminars/Workshops <ul style="list-style-type: none"> <li>Strengthening SME network and business linkages in selected subregions</li> <li>Strengthening policymaking capacity for achieving the MDGs in Africa and contribute to the formulation of the post-2015 development agenda</li> </ul>			

I - MACROECONOMIC POLICY			
Objective: To promote policies, strategies and programmes for sustainable growth and economic development			
b) Increased capacity of member States to promote private sector development and mobilize domestic and external resources for development	(i) Increased number of member States that have developed mechanisms for improved mobilization of domestic and/or external resources as a result of ECA research and advocacy work  (ii) Increased number of member States using ECA research and advocacy work to promote private sector development	<p><b>Other Reports:</b></p> <ul style="list-style-type: none"> <li>Strategies for mobilization of resources and investment</li> <li>Mutual Review of Development Effectiveness (2)</li> </ul> <p><b>Training/Seminars/Workshops</b></p> <ul style="list-style-type: none"> <li>Strengthening SME network and business linkages in selected subregions</li> </ul>	
c) Enhanced capacities of member States to adopt good governance practices and standards as well as efficient, transparent and accountable public sector practices	<p>(i) Increased number of African countries using ECA work in improving good governance practices, policies or standards</p> <p>(ii) Increased number of member States adopting instruments or mechanisms to strengthen transparency and accountability in their operations and public service delivery</p>	<p><b>Flagship reports:</b></p> <ul style="list-style-type: none"> <li>Assessing progress towards the MDGs in Africa (2)</li> <li>African Governance Report (2): Promoting economic governance in Africa and enhancing private sector development in African countries</li> </ul> <p><b>Other reports:</b></p> <ul style="list-style-type: none"> <li>Corruption in public procurement in Africa</li> <li>Corruption and local governance in Africa</li> <li>Mutual review of development effectiveness (2)</li> <li>Report of the Secretary-General on least developed countries</li> </ul> <p><b>Technical assistance</b></p> <ul style="list-style-type: none"> <li>Supporting member States in addressing the challenges of illicit financial outflows</li> </ul> <p><b>Policy briefs</b> on emerging issues and challenges of relevance to Africa's growth and development</p> <ul style="list-style-type: none"> <li>AGR documentary video</li> </ul>	

II - REGIONAL INTEGRATION AND TRADE				
Objective: To promote effective regional cooperation and integration among member States				
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners
a) Enhanced capacity of member States and RECs to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration.	(i) Increased number of countries and RECs developing or implementing policies or programmes in the context of free-trade areas or customs unions between and across the regional economic communities  (ii) Increased number of common positions adopted or implemented by the member States, with ECA assistance in the area of international trade or trade negotiations.	<p><b>Key reports:</b></p> <ul style="list-style-type: none"> <li>Assessing regional integration in Africa VI and VII</li> </ul> <p><b>Other reports:</b></p> <ul style="list-style-type: none"> <li>Investigating tariff and non-tariff barrier structures at the regional level</li> </ul> <p><b>Field projects:</b></p> <ul style="list-style-type: none"> <li>Building the capacity of member states and regional economic communities to increase Africa's share of international trade and to effectively engage in multilateral trade negotiations for improved market access (2)</li> <li>Maintenance of the Observatory on Regional Integration in Africa</li> </ul>	<p>1. Undertaking research in trade, with a view of producing policy guidelines and options for Africa for international, regional and bilateral trade for Africa in the context of multilateral, North-South, and South-South relations including the Doha Development Agenda and Economic Partnership Agreements</p> <p>2. Developing toolkits and research-based guidelines targeted at promoting intra-African trade in line with member States Action Plan for Boosting Intra-African Trade and the Continental Free Trade Area</p> <p>3. Undertaking research and analytical work on food security and land policies to support member states in their efforts to embark on the structural transformation of agriculture and the rural economies within a perspective of regional cooperation and integration</p> <p>4. Undertaking research and analytical work to support member states in the formulation and designing of investment policies relevant for sustainable growth</p> <p>5. Conducting analytical work in support of member States to implement AIDA and the PIDA, especially in the areas of trade and transport facilitation, clean and renewable energy, energy efficiency and financing energy infrastructure</p>	SROs, IDER, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; Private sector; bilateral and multilateral development partners and UN agencies
b) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies and programmes in the areas of food security, agriculture and land management	(i) Increased number of member States and RECs designing or implementing policies or programmes aimed at achieving food security  (ii) Increased number of member States and RECs designing or implementing policies or programmes addressing land management issues as a result of the work of the subprogramme.	<p><b>Conferences</b></p> <ul style="list-style-type: none"> <li>Conference on Land policy in Africa</li> <li>Contribution to the 10-year Review of the Almaty Programme of Action Report to AU Summit on the implementation of the AU Declaration on land in Africa</li> </ul> <p><b>Other reports</b></p> <ul style="list-style-type: none"> <li>Production Systems of strategic food and agricultural commodities in Africa</li> <li>Report on promoting effective land administration and governance systems</li> </ul> <p>Field projects:</p> <ul style="list-style-type: none"> <li>Strengthening capacity of member States, and regional and subregional organizations for land policy formulation and implementation in Africa through the joint AU-ECA-AfDB Land Policy Initiative (LPI)</li> </ul> <p><b>Training</b></p> <p>Training on land management-related topics</p>		

II - REGIONAL INTEGRATION AND TRADE			
Objective: To promote effective regional cooperation and integration among member States			
c) Enhanced capacity of member States and RECs to develop policies and programmes in the areas of industrialization, infrastructure, energy and investment	(i) Increased number of countries and RECs developing policies or programmes in the areas of industrialization or infrastructure or energy or investment, as a result of ECA research and advocacy work.	<p><b>Other reports</b></p> <ul style="list-style-type: none"> <li>• Review of industrial policies and strategies</li> <li>• Study on the strategies to localize renewable and energy efficiency technologies in Africa</li> <li>• Review of investment policies and bilateral investment treaties landscape in Africa: implications for regional integration</li> </ul> <p><b>Policy briefs</b> on regional integration, infrastructure and trade (2)</p> <p><b>Field projects:</b></p> <ul style="list-style-type: none"> <li>• African Transport Policy and Programme</li> </ul>	

III – INNOVATIONS, TECHNOLOGIES AND MANAGEMENT OF AFRICA'S NATURAL RESOURCES					
Objective: To promote the adoption and implementation of new initiatives in the areas of natural resource management and new technologies to support the advancement of economic and social development in Africa					
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners	
a) Enhanced capacity of member States and regional economic communities to nurture and harness new technologies and innovations for development	(i) Increased number of national, sub-regional and regional initiatives harnessing new technologies and innovations for development with ECA assistance.	<b>Key reports:</b> <ul style="list-style-type: none"> <li>• Innovation and knowledge trends in national development policy implementation</li> <li>• Report on technology development, transfer and deployment for sustainable development in Africa</li> <li>• Best practices in science, technology and innovation</li> </ul> <b>Training/Workshops</b> <ul style="list-style-type: none"> <li>• Promoting science, innovation and technology in Africa</li> </ul>	<ol style="list-style-type: none"> <li>1. Carrying out research, policy development and analytical work to support member States to promote the use of social, economic and environmental innovations and technological systems as engines of economic growth</li> <li>2. Producing policy papers that will support the efforts of African countries in moving towards a green economy as well as assess the impact of using green technologies on development</li> </ol>	SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies	
b) Enhanced capacity of member States to formulate and implement policy reforms to achieve green transformation of key sectors of the economy, through a set of targeted standalone options or comprehensive activities that will allow the integration of natural resources, green economy and the mineral sector to intersect and thus enable member States to realize fuller benefits from the mineral sector.	(i) Increased number of countries that have formulated or implemented policy reforms to achieve green transformation from critical sectors as a result of ECA research and advocacy work  (ii) Increased number of countries adopting policies or regulatory frameworks for the management of mineral resources, in line with the Africa Mining vision.	<b>Key reports:</b> <ul style="list-style-type: none"> <li>• Sustainable Development Report on Africa</li> <li>• Green economy policies in Africa</li> <li>• Development of a framework for mineral beneficiation in Africa</li> <li>• Means of implementation for sustainable development in Africa</li> <li>• Contribution to the implementation of the African Mining Vision</li> <li>• Regional and subregional report on Sustainable development goals</li> </ul> <b>Policy brief</b> on means of implementation for sustainable development in Africa.  <b>Other activities</b> <ul style="list-style-type: none"> <li>• Establishing and operationalizing the Africa Minerals Development Centre</li> </ul>	<ol style="list-style-type: none"> <li>3. Conducting research and analytical work on mineral resources and development in the context of the African Mining Vision</li> <li>4. Supporting member States in addressing challenges of climate change in key sectors and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes.</li> </ol>		

III –INNOVATIONS, TECHNOLOGIES AND MANAGEMENT OF AFRICA'S NATURAL RESOURCES			
Objective: To promote the adoption and implementation of new initiatives in the areas of natural resource management and new technologies to support the advancement of economic and social development in Africa			
c) Improved capacity of member States and intergovernmental bodies to plan for climate change into development policies, strategies and programmes	(i) Increased number of member States assisted by the subprogramme that have factored climate change into development frameworks and policies	<p><b>Key reports:</b></p> <ul style="list-style-type: none"> <li>Climate Change and Development in Africa Conference Report (2)</li> </ul> <p><b>Conference:</b></p> <ul style="list-style-type: none"> <li>Conference on Climate Change and Development in Africa</li> </ul> <p><b>Training/Workshops</b></p> <ul style="list-style-type: none"> <li>Strengthening capacity of member States and regional and subregional entities to develop and implement policies and programmes on climate change and development</li> </ul>	

IV - STATISTICS				
Objective: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of national and international agreed goals				
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners
a) Enhanced capacity of member states to produce and disseminate quality statistics in support of their development efforts.	<p>(i) Increased number of countries designing and implementing the current version of the National Strategy for the Development of Statistics</p> <p>(ii) Increased number of countries with over 30 MDG indicators having at least three data points since 1990</p>	<p><b>Key reports</b></p> <ul style="list-style-type: none"> <li>• Report on Statistical Development in Africa</li> <li>• Assessment Report of 2010 Round of Population and Housing Censuses in Africa</li> <li>• Citizen Participation in National Mapping</li> </ul> <p><b>Other publications/training materials:</b></p> <ul style="list-style-type: none"> <li>• Manual of use of ICT in CRVS</li> <li>• Informal sector methodologies</li> <li>• Manual on assessment and development of gender statistics programme in countries</li> <li>• Development of online gender statistics training toolkit</li> <li>• Maintenance of African statistical databases and data warehouses</li> <li>• Development of geospatial database and services</li> <li>• Development of ICT tools for the compilation of economic statistics and national accounts</li> <li>• Toolkits for data quality control</li> </ul> <p><b>Field projects</b></p> <ul style="list-style-type: none"> <li>• Strengthening capacities of countries in monitoring development indicators with special emphasis on improving CRVS systems through interregional cooperation and knowledge sharing</li> <li>• Implementation of the continent-wide African Geodetic Reference Frame</li> </ul>	<ol style="list-style-type: none"> <li>1. Maintaining authoritative data hub at ECA</li> <li>2. Establishing and supporting the African Statistical Knowledge Networks</li> <li>3. Providing advisory services</li> <li>4. Supporting implementation of the Africa Programme on Accelerated Development of Civil Registration and Vital Statistics Systems</li> <li>5. Promoting, coordinating and providing advocacy for statistical activities in Africa and monitoring progress of statistical capacity building</li> </ol>	<p>SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; Private sector; bilateral and multilateral development partners and United Nations agencies</p>



IV - STATISTICS			
Objective: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of national and international agreed goals			
b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts.	(i) Increased number of countries for which comparable set of National Accounts data is included in the African statistical database	<p><b>Other publications/training materials:</b></p> <ul style="list-style-type: none"> <li>• Informal sector methodologies</li> <li>• Implementation guide for strengthening the organization and management of statistical systems in Africa</li> <li>• Guidelines for use of mobile devices for data collection</li> <li>• Guide of African Statistical Methodologies on Informal Sector</li> <li>• Manual on compilation of sustainable development indicators</li> </ul> <p><b>Field projects</b></p> <ul style="list-style-type: none"> <li>• Improving the availability of data on Africa's development</li> <li>• Supporting the implementation of the Africa Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics</li> <li>• Strengthening the capacities of member States for the implementation of 2008 SNA</li> </ul>	

V - CAPACITY DEVELOPMENT					
Objective: To strengthen support to the African Union and its New Partnership for Africa's Development programme within the context of the UN Ten-Year Capacity Building Programme for the African Union					
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners	
a) Strengthened capacity of the African Union Commission to accelerate implementation of the priorities of its organs and institutions, including its NEPAD programme	(i) Increased number of projects or programmes completed with assistance from ECA in the context of the implementation of the priorities of NEPAD	<b>Key reports</b> <ul style="list-style-type: none"> <li>Report on diversity management in the APRM process (2)</li> <li>Report on mainstreaming governance of the extractive sectors in the APRM process</li> <li>Report on the first topical issue on the AU integration agenda</li> <li>Report on the second topical issue on the AU integration agenda</li> <li>Report on the implementation of NEPAD and TYCBP</li> </ul>	<ol style="list-style-type: none"> <li>Providing advisory services</li> <li>Coordinating ECA support to AUC, NPCA and the APRM Secretariat through the AU Support and the Regional Advisory Teams</li> <li>Video documentary on APRM</li> <li>Training workshops for the NEPAD Secretariat</li> <li>Field mission to member States</li> <li>Tracking progress in then implementation of internationally and regionally agreed commitments and other initiatives</li> <li>Organizing ad-hoc expert group meetings on APRM</li> </ol>	SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; private sector; bilateral and multilateral development partners and UN agencies	
b) Enhanced regional and national capacity to design, implement and monitor policies and programmes in the areas of macroeconomic analysis, industrialization, development planning and natural resource management	(i) Increased number of member States that apply macroeconomic and sectoral policies with particular emphasis on industrialization and natural resource management as a result of ECA technical advisory work.	<b>Advisory Services</b> <ul style="list-style-type: none"> <li>Advisory services, upon request, to AUC, member States, RECs and IGOs on economic policy and development planning in the context of NEPAD and the UN ten-year capacity building programme for the AU with special focus on macroeconomic analysis, industrialization and trade, development planning, natural resource management, social development, infrastructure and energy, science and technology and rural economy and agriculture (20)</li> </ul> <b>Field projects</b> <ul style="list-style-type: none"> <li>Institutional support to member States, RECs, the AU and its organs</li> </ul>			

VI - GENDER AND WOMEN IN DEVELOPMENT				
Objective: To promote the strengthening of gender equality and women's empowerment in the context of the Beijing Declaration and Platform for Action				
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners
a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women.	(i) Increased number of member States and regional economic communities that reported progress in the implementation of gender equality and women's empowerment obligations through the Beijing Declaration and Platform for Action	<b>Key reports</b> <ul style="list-style-type: none"> <li>African Women's Report</li> </ul> <b>Training materials</b> <ul style="list-style-type: none"> <li>Toolkit on Gender Statistics</li> <li>Compendium on Good Practices in Gender Mainstreaming</li> </ul> <b>Other outputs</b> <ul style="list-style-type: none"> <li>African Women's Rights Observatory</li> <li>E-network of African gender machineries for information sharing and advocacy</li> </ul>	<ol style="list-style-type: none"> <li>Tracking progress in gender mainstreaming</li> <li>Disseminating best practices</li> <li>Providing advisory services and group training</li> </ol>	SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; private sector; bilateral and multilateral development partners and UN agencies
b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes	(ii) Increased number of member States and regional economic communities that made use of and are applying the knowledge generated through the African Gender and Development Index, gender statistics, gender-aware macroeconomic modelling, the African Women's Rights Observatory and the e-Network Information Portal for National Gender Equality Machineries in Africa to mainstream gender concerns.			

VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT				
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)				
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners
<p>a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis to support national and subregional development priorities</p> <p>b) Strengthened capacity of regional economic communities and other subregional actors to accelerate the design or implementation of subregional initiatives</p>	<p>Increased number of country profiles prepared or updated using quality and timely statistics data provided by member States.</p> <p>Increased number of regional initiatives designed or implemented by the respective RECs or other subregional actors with assistance from ECA</p>	<p><b>North Africa</b></p> <p><b>Publications</b></p> <ul style="list-style-type: none"> <li>Country profiles</li> <li>Report on regional value chains for diversification and value addition in North Africa</li> <li>Strategy for sustainable green economy in North Africa</li> <li>International transport and trade facilitation in North Africa</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>North African Development Forum</li> <li>Consultative meetings to support RCM activities</li> </ul> <p><b>Advisory services:</b></p> <ul style="list-style-type: none"> <li>Advisory missions at the request of member States, the Maghreb Arab Union) and other subregional intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States.</li> <li>Workshop on trade facilitation by expert group meeting on international transport and trade facilitation in North Africa</li> <li>Colloquium on Integration, Trade and Emerging Economies (2013)</li> <li>Workshop on Investment</li> </ul> <p><b>Field project:</b></p> <ul style="list-style-type: none"> <li>Support to AMU to develop its gender strategy</li> <li>Support to the implementation of the Maghreb Action Plan to fight desertification and of Action plan on Food Security</li> </ul>	<ol style="list-style-type: none"> <li>Collection of data and information for the production of country profiles</li> <li>Conducting research and analytical work on infrastructure and integration</li> <li>Tracking progress on internationally agreed development goals</li> <li>Training and capacity building to RECs</li> <li>Provide advisory services to RECs, IGOs</li> <li>Assisting North African member States to establish a free-trade area and promote intra- African Trade.</li> </ol>	<p>Substantive divisions, SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities; research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies</p>

VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT			
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)			
Same as above	Same as above	<p><b>West Africa Publications</b></p> <ul style="list-style-type: none"> <li>Country profiles</li> <li>Tracking Progress on Macroeconomic Policy and Institutional Convergence in West Africa</li> <li>Assessing Infrastructural Integration in West Africa to Enhance the Subregional Free Trade Area</li> </ul> <p><b>Other outputs</b></p> <ul style="list-style-type: none"> <li>Maintenance of Western Africa statistical database</li> <li>Virtual knowledge networks and management of thematic workspaces for communities of practices</li> <li>Observatory on regional integration in West Africa</li> </ul> <p><b>Advisory services:</b></p> <ul style="list-style-type: none"> <li>Advisory services, upon request, to member States, ECOWAS, the West African Economic and Monetary Union (UEMOA), other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of regional integration and sustainable development in West Africa;</li> <li>Serve meeting of the Subregional Coordination</li> <li>Provide technical and substantive input to the work of the United Nations Country Teams (UNCTs) (2013, 2014 &amp; 2015)</li> <li>Expert group meeting on strengthening the collaboration of West African IGOs towards effective regional integration in the sub region (2013)</li> <li>Establish and maintain database on regional integration, disseminate data and information in the West Africa region (2013, 2014 &amp; 2015)</li> </ul> <p><b>Field project:</b></p> <ul style="list-style-type: none"> <li>Strengthening of ECOWAS, UEMOA, Mano River, and other IGOs</li> </ul>	<p>Substantive Divisions, SROs, IDEP, AUC, AfDB, REOs, respective ministries in member States, universities; research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies</p> <p>7. Establishment AND disseminate data from the database on WA regional integration, disseminate data and information in the sub region</p> <p>8. Assist member States to establish a single customs union in Central Africa and promote intra-regional trade.</p> <p>9. Support for studies and ICT applications(R&amp;D) in Central Africa</p> <p>10. Publication of report on trade flow</p> <p>11. Maintain database on regional integration initiatives on the continent (2013, 2014 &amp; 2015)</p>

VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT		
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)		
Same as above	Same as above	<p><b>Central Africa</b></p> <p><b>Key reports</b></p> <ul style="list-style-type: none"> <li>Country profiles</li> <li>Report on harnessing the potential of the extractive industries for structural transformation in Central Africa region</li> <li>Report on improving Central Africa's business climate</li> <li>Report on progress and prospects for macroeconomic convergence in the Central African subregion</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>Forum on mainstreaming green economy into development policies in Central Africa</li> </ul> <p><b>Other outputs</b></p> <ul style="list-style-type: none"> <li>Maintenance of the Observatory on regional integration in Central Africa; maintenance of the Central Africa statistical database</li> <li>Virtual knowledge networks and management of thematic workspaces for communities of practice</li> <li>Forum on regional integration in Central Africa (2013)</li> <li>Expert group meeting on the management of the instruments and mechanisms of regional integration in Central Africa.</li> <li>Experts Group meeting on the future of CICOS (2014)</li> <li>Development of online portals and databases (2013-2014)</li> </ul> <p><b>Advisory services</b></p> <ul style="list-style-type: none"> <li>Advisory services upon request, to member States, EC-CASCEMAC, other subregional and intergovernmental organizations and NGOs</li> </ul> <p><b>Field projects</b></p> <ul style="list-style-type: none"> <li>Assessing and improving road safety in Central Africa</li> <li>Field missions to CEMAC and ECCAS Secretariats on the management of community levies by States (2013, 2014 &amp; 2015)</li> </ul>
		<p>Substantive divisions, SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities; research institutions; CSOs; Private sector; bilateral and multilateral development partners and United Nations agencies</p>

VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT			
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)			
Same as above	<p><b>Eastern Africa</b></p> <p><b>Key reports</b></p> <ul style="list-style-type: none"> <li>Country profiles</li> <li>Leveraging New Trading and Investment Partnerships for Diversification in Eastern Africa: The Role of Emerging Markets</li> <li>Fostering Regional Integration for Improved Social Cohesion</li> </ul> <p><b>Other outputs</b></p> <ul style="list-style-type: none"> <li>Functional support for the work of the UNCT and the Subregional Coordination Mechanism</li> <li>Observatory on regional integration</li> <li>Virtual knowledge networks and management of thematic workspaces for communities of practice</li> <li>Report on trade flow expansion in East Africa: the impact of trade liberalization schemes (1) (2014);</li> <li>Support to implementation of the following flagship programmes, approved in Kampala, Uganda, in February 2013 by the RECs and GOs operating in the Eastern and Southern subregions:               <ul style="list-style-type: none"> <li>(a) Regional Food Security Programme;</li> <li>(b) The IGLR Regional Initiative Against the Illegal Exploitation of Natural Resources;</li> <li>(c) The Regional Programme on Energy Security and Sustainable Energy for All;</li> <li>(d) Regional Programme on Industrialization Focusing on Value Addition on Agriculture – Agro processing;</li> <li>(e) Sustainable Development of Tourism; and</li> <li>(f) Mainstreaming Intelligent Transport Systems in Corridor Infrastructure</li> </ul> </li> </ul> <p><b>Advisory services</b></p> <ul style="list-style-type: none"> <li>Advisory services, upon request, to member States, RECs, IGOs, and civil society organizations on institutional and sectoral issues to support inclusive growth, economic and social transformation in Eastern Africa</li> </ul>		Substantive divisions, SROs, IDEP, AUC, AfDB, REOs, respective ministries in member States, universities; research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies



VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT		
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)		
Same as above	Same as above	<ul style="list-style-type: none"> <li>Assistance to representatives and rapporteurs: functional support for the work of the United Nations country teams;</li> <li>Substantive servicing of the meeting of the subregional coordination mechanism</li> </ul> <p><b>Field projects</b></p> <ul style="list-style-type: none"> <li>Sustainability of renewable energy technologies in Eastern Africa</li> <li>Domestication and mainstreaming of regional integration processes, instruments and decisions into national policies and legal and regulatory frameworks (1).</li> </ul> <p><b>Southern Africa</b></p> <p><b>Key reports</b></p> <ul style="list-style-type: none"> <li>Country profiles</li> <li>Regional integration: topical issue on natural resource management in Southern Africa</li> <li>Macroeconomic and sectoral policies and programmes: topical issue on food security and agricultural development in Southern Africa (1) 2015;</li> </ul> <p><b>Other outputs</b></p> <ul style="list-style-type: none"> <li>Strengthening information and knowledge sharing in Southern Africa: Observatory on regional integration in Southern Africa</li> <li>Virtual knowledge networks and management of thematic workspaces for Communities of Practice</li> <li>Maintenance of Southern Africa statistical database</li> <li>Report on topical issue on addressing the challenges of the free trade area between SADC, EAC and COMESA (2013)</li> <li>Report on topical issue of policy, programme and protocol harmonization between SADC and COMESA in the framework of the multi-year programmes of collaboration (2013) Database on regional integration initiatives on the continent (2013, 2014 &amp; 2015)</li> </ul>

VII - SUBREGIONAL ACTIVITIES FOR DEVELOPMENT		
Objective: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the five subregions of Africa (North, West, Central, Eastern and Southern Africa)		
Same as above	Same as above	<ul style="list-style-type: none"> <li>Support to implementation of the following flagship programmes, approved in Kampala, Uganda, in February 2013 by the REOs and IGOs operating in the Eastern and Southern subregions:               <ul style="list-style-type: none"> <li>(a) Regional Food Security Programme;</li> <li>(b) The Regional Programme on Energy Security and Sustainable Energy for All;</li> <li>(c) Regional Programme on Industrialization, Focusing on Value Addition on Agriculture – Agro processing;</li> <li>(d) Sustainable Development of Tourism; and</li> <li>(e) Mainstreaming Intelligent Transport Systems in Corridor Infrastructure</li> </ul> </li> </ul> <p><b>Advisory services</b></p> <ul style="list-style-type: none"> <li>Advisory services, upon request, to member States, SADC, COMESA, intergovernmental organizations and civil society organizations towards the implementation of activities on the multiyear programme with SADC and COMESA and on priority development</li> </ul> <p><b>Field projects</b></p> <p>Regional integration in Southern Africa: strengthening of the Zambia-Malawi-Mozambique Growth Triangle initiative</p>

VIII - DEVELOPMENT PLANNING AND ADMINISTRATION				
Objective: To improve public sector management and results orientation with respect to economic policy formulation, analysis, monitoring and evaluation in African countries; and to improve and strengthen development planning by African governments and other associated development actors				
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners
a) Enhanced capacity of ECA member States, for better economic policy analysis and management	<p>(i) Increased number of countries adopting new approaches in policy formulation and analysis and appropriate measures, in line with the subprogramme guidelines/ recommendations</p> <p>(ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis as a result of work by IDEP</p>	<p><b>Networking and Partnerships</b></p> <ul style="list-style-type: none"> <li>Development of networks with like-minded institutions; maintenance of information and documentation services on economic development and planning;</li> </ul> <p><b>Training courses and workshops</b></p> <ul style="list-style-type: none"> <li>Master of Science degree programmes for mid-career professionals and policy makers in economic policy and management</li> <li>Short-term courses for African civil servants and public/private sector officials in selected areas</li> <li>Short-term courses on regional integration; trade policy and trade negotiations; and economic growth and development with particular emphasis on Africa's special needs</li> <li>Workshop on economic policies for employment in Africa</li> <li>Workshop on development strategies and planning in Africa</li> <li>Workshop on strategies for mobilizing resources and investment</li> <li>Workshop on policies to accelerate graduation of least developed countries</li> <li>Training courses on regional integration and multilateral trade negotiations, including the World Trade Organization, CFTA, EPAs and AGOA</li> <li>Regional workshop on innovative financing of energy infrastructure development</li> <li>Regional workshop to mainstream the AMV into national and subregional mineral policies</li> <li>Regional workshop for mainstreaming the Trans-African Highway and its intergovernmental agreement into national policy and development plans</li> <li>Regional workshop on mainstreaming and harmonizing bioenergy programmes within RECs and AU member States</li> </ul>	<ol style="list-style-type: none"> <li>Research and training in development planning and economic policy analysis</li> <li>Policy research</li> <li>Providing advisory services</li> <li>Training in economic policy analysis and management</li> <li>Training on development planning, policies and approaches</li> </ol>	
b) Strengthened capacity of member States for better development planning, policies and approaches, including local area development	<p>(i) Increased number of countries and subnational regions adopting policies and measures or implementing activities in the area of development planning in line with the sub-programme recommendations</p>			

VIII - DEVELOPMENT PLANNING AND ADMINISTRATION		
Objective: To improve public sector management and results orientation with respect to economic policy formulation, analysis, monitoring and evaluation in African countries; and to improve and strengthen development planning by African governments and other associated development actors		
	<ul style="list-style-type: none"> <li>• Training course for enhancing the analytical and negotiation skills of African stakeholders for socially responsive, profitable and sustainable large-scale land-based investments in land; training on securing customary land rights; training courses on integrated value chain analysis; joint training courses/workshops on water for river-basin organizations in collaboration with Global Environment Facility International Waters</li> <li>• Symposium on public-private policy dialogue on achieving climate-smart agricultural value chains: integration and institutional coordination challenges and opportunities.</li> <li>• Group training on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa; group training on the use of the Social Development Index, and the knowledge platform</li> <li>• Symposium on follow up of the High-Level Dialogue on International Migration and Development</li> <li>• Technical workshop on partnerships for statistical development</li> <li>• Regional workshop on sustainable development indicators</li> <li>• Seminar on organization and management of national statistical systems in Africa</li> <li>• Regional workshop on national account and basic statistics</li> <li>• Preparatory technical workshop for the Africa Symposium on African Statistical Development</li> <li>• Workshop on African foreign trade statistics</li> <li>• Workshop on data needs for emerging areas in the post-2015 development agenda</li> <li>• Regional workshop on census data dissemination and analysis</li> <li>• Workshop on metadata on development indicators</li> </ul>	

VIII – DEVELOPMENT PLANNING AND ADMINISTRATION			
Objective: To improve public sector management and results orientation with respect to economic policy formulation, analysis, monitoring and evaluation in African countries; and to improve and strengthen development planning by African governments and other associated development actors			
	<ul style="list-style-type: none"> <li>Group trainings on integrating youth priorities and concerns in the national development plans and policies; fostering Policy dialogue on regional integration and development policies; forestry legislations/regulations for sustainable development; the use of resources dynamics to enhance policy coherence in natural resources management and governance</li> <li>Workshops for high-level decision makers and other stakeholders on enhancing agricultural research and development for value addition and on gender responsive budgeting for East Africa; on modelling and forecasting in East African Community Central Banks</li> </ul> <p><b>Advisory services</b></p> <ul style="list-style-type: none"> <li>Advisory services, upon request, to member States, intergovernmental, subregional and regional organizations and institutions and other stakeholders geared toward meeting technical assistance needs of national and regional development projects and programmes in the particular areas of: design of economic recovery programmes; policy analysis; long-term perspectives studies; pre-feasibility studies and project analysis; negotiation strategies and approaches</li> </ul>		<p>Substantive divisions, SROs, AUC, AfDB, RECs, respective ministries in member States, universities; research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies</p>

IX - SOCIAL DEVELOPMENT POLICY					
Objective: To promote inclusive and equitable sustainable human and social development, in line with internationally and regionally agreed commitments and frameworks					
Expected Accomplishments	Performance Indicators	Outputs	Main activities	Collaborating/Implementing Partners	
a) Enhanced capacity of member States to mainstream human development concerns into policies and strategies, with particular emphasis on employment, social protection, population and youth issues, in line with internationally agreed development goals	(i) Increased number of member States mainstreaming employment or social protection, or population or youth issues into national policies or strategies in line with internationally agreed development goals and as a result of ECA research and advocacy work	<b>Key reports</b> <ul style="list-style-type: none"> <li>• The African Social Development Report</li> <li>• Alternative policy options for youth in Africa</li> <li>• Topical issue on population in Africa</li> </ul> <b>Other outputs</b> <ul style="list-style-type: none"> <li>• Knowledge platform practical application on best practices and dialogue on social and human development in Africa</li> </ul>	<ol style="list-style-type: none"> <li>1. Monitoring internationally agreed commitments on social development</li> <li>2. Undertaking research and analytical work on the state of urbanization in Africa</li> <li>3. Facilitating dialogue on social and human development in Africa</li> <li>4. Training and capacity building</li> <li>5. Providing advisory services</li> </ol>	SROs, IDEP, AUC, AfDB, RECs, respective ministries in member States, universities, research institutions; CSOs; private sector; bilateral and multilateral development partners and United Nations agencies	
b) Increased capacity of member States to improve policies, legislation and strategies enhancing inclusive urban planning, management and development	(i) Increased number of countries incorporating, partially or fully, sustainable urbanization principles, advocated by ECA, into policies or legislation or strategies in targeted countries	<b>Key reports</b> <ul style="list-style-type: none"> <li>• Report on the state of urbanization in Africa</li> <li>• Report on ICPD</li> <li>• Report on international migration</li> <li>• Report on African Youth</li> <li>• Report on HIV/AIDS</li> </ul> <b>Field project</b> <ul style="list-style-type: none"> <li>• Development and the demographic dividend</li> </ul>			

## Annex IV - Estimated regular budget and extra budgetary resource requirements 2013-2015

SN	Thematic areas	2013		2014		2015		Total 2013-2015	
		XB	RB	XB	RB	XB	RB	XB	RB
<b>1</b>	<b>Macroeconomic Policy</b>	<b>3.1</b>	<b>3.6</b>	<b>3.1</b>	<b>9.05</b>	<b>3.1</b>	<b>9.05</b>	<b>9.3</b>	<b>21.7</b>
	Macroeconomic analysis (including ERA)								
	Financing for development								
	Growth and poverty reduction (incl. MDGs)								
	Applied research on macroeconomic policies and programmes								
	Strengthening capacity for economic policy analysis								
	Promoting private sector development								
	Promoting good governance practices and standards								
<b>2</b>	<b>Regional integration and trade</b>	<b>3.83</b>	<b>2.5</b>	<b>3.83</b>	<b>6.7</b>	<b>3.83</b>	<b>6.7</b>	<b>11.5</b>	<b>15.9</b>
	Support to Intra-African Trade Action Plan and the Continental Free Trade Area Architecture and Road Map, including research and development of policy guidelines and trade options for Africa								
	Building consensus on trade negotiations								
	Trade negotiation technical assistance and quick response facility								
	ARIA VI and VII								
	Food security, agriculture and land policy								
	Industrialization and infrastructure								
<b>3</b>	<b>Innovations, technologies and management of Africa's natural resources</b>	<b>20.0</b>	<b>2.7</b>	<b>20.0</b>	<b>10.0</b>	<b>20.0</b>	<b>11.5</b>	<b>60.0</b>	<b>24.2</b>
	Research and analytical work on mineral resources and development								
	Support to member States to move towards green economy								
	Addressing the challenges of climate change (ACPC-ClimDev Africa Programme)								
	New technologies and innovations for development								
<b>4</b>	<b>Statistics and statistical capacity development</b>	<b>3.0</b>	<b>2.9</b>	<b>4.5</b>	<b>9.5</b>	<b>4.5</b>	<b>9.5</b>	<b>12</b>	<b>21.9</b>
	Strengthening statistics and statistical capacity in Africa								
	Harmonization of methods for censuses, surveys, national accounts, economic classifications and MDG indicators								
	Production and dissemination of quality statistics in support of Africa's development								
<b>5</b>	<b>Capacity development</b>	<b>3.26</b>	<b>7.5</b>	<b>3.27</b>	<b>6.45</b>	<b>3.27</b>	<b>6.45</b>	<b>9.8</b>	<b>20.4</b>
	Support to AUC and its NEPAD programme								
	Strengthening the capacity of the secretariat of the APRM								
	Support to member States and RECs								



SN	Thematic areas	2013		2014		2015		Total 2013-2015	
		XB	RB	XB	RB	XB	RB	XB	RB
6	<b>Gender and women in development</b>	1	1.8	1.95	2	1.95	2	4.9	5.8
	Gender equality and women's empowerment								
7	<b>Subregional activities for development</b>	2.5	15.5	4.45	15.5	4.45	15.6	11.4	46.6
8	<b>Development planning and administration</b>	2.0	3.0	2.0	4.5	2.1	4.4	6.1	11.9
	Policy research								
	Training in economic policy analysis and management								
	Training on development planning, policies and approaches								
9	<b>Social development policy</b>	0.8	5.2	1.25	7.25	1.25	7.25	3.3	19.7
	Employment and social protection								
	Population and youth issues								
	Inclusive urban planning, management and development								
10	<b>Public information and knowledge management</b>	0.7	0.33	0.7	0.33	0.7	0.33	2.1	1
11	<b>Management, strategic partnerships and dialogue</b>	1.1	2.6	1.75	2.6	1.75	2.6	4.6	7.8
	AUC-ECA-AfDB Joint Secretariat Support Unit								
	African Development Forum								
	Coalition for Dialogue in Africa								
	Strategic Partners Dialogue								
	Executive direction and management								
	Strategic planning and operational quality								
	<b>Total</b>	<b>41.3</b>	<b>47.63</b>	<b>46.8</b>	<b>73.88</b>	<b>46.9</b>	<b>75.38</b>	<b>135</b>	<b>196.9</b>

