



ECA 2015 research programme



United Nations
Economic Commission for Africa

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Background

Under the ECA 2015 research programme, the Commission will pursue a deeper examination of the structural transformation of African economies, with a view to gaining new insights into what African States must do to sustain the positive economic trends of the last several years and to achieve the large-scale transfer of resources from lower to higher productivity activities. The programme results will illuminate the uneven relationship between strong commodity-driven economic growth on the one hand, and the limited expansion of employment and social development on the other. Specifically, the programme will produce evidence-based policy recommendations pertaining to the accelerated industrialization needed by all African economies to achieve the kind of inclusive economic development that Member States seek and to set the stage for dramatically increased regional economic integration throughout the continent.

The ECA 2015 Research Programme consists of a coordinated set of projects undertaking related research, the results of which will

promote the economic and social development of African member States, foster intraregional integration, and promote international cooperation for the development of Africa. The programme involves a sequence of theories within several domains of scientific inquiry and is being carried out by a professional network of economists, statisticians, demographers, and political and social scientists, the majority of whom are African, conducting both basic and applied policy-related research.

The ECA 2015 research programme offers numerous opportunities for new partnerships with African and foreign research institutions, think tanks, individual scholars, and other international research bodies and civil society organizations. In 2015, in collaboration with leading African universities and associations of scholars, ECA will roll out a series of journals on African structural transformation. ECA will also produce and distribute a wide range of cutting-edge publications, including its annual flagship publication, the *Economic Report on Africa*, which will focus on the topic

of industrialization through trade. It will also release a number of special thematic reports, other flagship publications, case studies, and research and working papers.

The exciting topics to be examined in these publications include, among many others: innovative financing for the economic transformation of Africa; private equity and its potential role in economic growth in Africa; assessing regional integration in Africa; the

state of urbanization in Africa; the African Women Report; a macroeconomic policy framework for economic transformation; industrial policies and strategies in Africa; the localization of renewable energy and energy-efficient technologies in Africa; gender and mining in Africa; agriculture in a changing climate; transition to the green economy; and natural resources for inclusive growth and sustainable development.

I. Introduction

In fulfilment of its new business model as a think tank on African development policy issues, ECA undertakes to deliver high quality knowledge products and services to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development. ECA further aims to accelerate the continent's structural transformation by heightening the relevance of the research in which it engages, through the generation and analysis of robust and reliable statistics and data. In this way, it will be able to serve as an authoritative source of insight and innovative ideas in support of the development of Africa.

To fulfil this role, ECA has inaugurated a research programme focusing on the continent's structural transformation agenda, sharpening the content of the agenda and preparing the theoretical basis for that transformation and its prerequisites – in terms of policy coherence – to ensure that it is successfully realized in Africa.

Following the institutional reforms of 2012–2014, ECA has made a strategic shift in its chosen areas of specialization, to those areas where its research can make a bigger difference for African development and where the services that it provides to member States supported by such research can have a greater policy impact. It is pursuing this goal, in particular, by steadily improving the Commission's powers of economic analysis and forecasting.

The ECA 2015 research programme provides the necessary guidance for the identification of policy research priorities aimed at responding to – and influencing – African policymakers responsible for the continent's development policies. The programme articulates the coherence and integrated nature of all ECA research activities. It defines how research activities should be mutually supportive, and indicates how they feed into the Commission's flagship reports, headline publications, major events and knowledge delivery services, and

inform the campaigns and strategic initiatives undertaken by ECA in 2015.

The ECA 2015 research programme guides the research work of every staff member in every policy research division and subregional office. It demonstrates the value and importance of every individual's contribution to the growing

body of ECA knowledge and evidence-based policy recommendations, and contributes to strengthening the Commission's intellectual culture devoted to rigorous enquiry and debate. In the medium term, the programme will anchor all the Commission's corporate planning, including its strategic framework, and future biennium plans and budgets.

II. Sub-theme on transformation through industrialization

A. Area of focus

In 2015, in line with the overarching focus on structural transformation, the ECA 2015 research programme will highlight the sub-theme of transformation through industrialization. The focus on this sub-theme reflects the continued emphasis placed by ECA on major challenges to industrialization and the interconnected nature of different strategies to achieve growth in manufacturing and modern agriculture and services in Africa.

Industrialization is key to the ability of Africa to foster structural transformation and achieve a broad improvement in the standards of living of its people. Yet industrialization has remained elusive in this continent, with an only embryonic manufacturing sector, low productivity and marginal participation in domestic and international markets. While across Africa the services sector has surpassed

agriculture and industry as the leading income-generating sector, this has not created the quantity or quality of jobs likely to result from manufacturing and labour-intensive production.

B. Economic Report on Africa

For the past two years, the Commission's flagship publication, the *Economic Report on Africa*, has devoted itself to different aspects of industrialization in Africa, reflecting the overall direction of research in ECA. The 2013 edition of the report focused on commodity-based industrialization, while in 2014 the report elaborated the necessity of African government intervention through industrial policies as a means of spurring structural transformation and placing industrialization at the centre of national development strategies.

The 2015 edition of the *Economic Report on Africa* explores the theme of industrialization through trade and addresses the question of how trade can serve as an instrument to accelerate industrialization and structural transformation in Africa. It also highlights how trade enhancement can open up market opportunities and improve economies of scale, contributing to rapid industrialization and structural transformation in a manner that creates jobs, contributes to reduced inequality and poverty rates, and enhances access to basic services.

The report also places emphasis on the need for Africa to address its infrastructure deficit, encourage greater research and development for innovation, and meet its long-term financing requirements. Its authors argue that African governments need coherent, improved

and effective resource mobilization strategies, industrial sector policies and strategies, and the macroeconomic environment conducive to investment in more productive sectors of the economy, leading to increases in trade, job creation and poverty reduction.

The ECA 2015 research programme will continue to intensify its focus on the critical role played by industrialization in achieving the structural transformation of African economies. By relating industrialization to Africa's trade, ECA will continue the research programme approach to structural transformation, which seeks to illuminate the interrelationships and interdependence between various aspects of the African transformation agenda, an approach in which the ECA policy research divisions have significant competence and specialized expertise.

III. Strategic priorities within the ECA 2015 research programme

The ECA 2015 research programme will focus on the following strategic priorities:

- (a) Smart industrialization, including balancing the impact of international trade agreements on African policy options for industrialization;
- (b) Macroeconomic policy and improving the quality of African statistics and data, to support improved policies and performance that can facilitate progressive industrial policies;
- (c) Natural resource management, by increasing transparent economic governance, with particular attention to contract negotiations within the extractive industries and promoting the addition of value to Africa's primary commodities.

Strategic priorities are the subjects which – under the annual sub-theme – will receive the greatest attention within the ECA 2015 research programme from the various policy research divisions, sections and subregional offices. By keeping industrialization at the centre of its research agenda, ECA will be able to deepen the interdivisional cooperation on different aspects of the continent's structural transformation agenda, in particular these strategic priority subjects.

A. Smart industrialization

The ECA “Smart industrialization” campaign will be kicked off with the release of the 2015 *Economic Report for Africa*, which advocates the central role of properly thought-out trade strategies in efforts to promote industrialization. As stated in the report:

A properly designed and run trade policy—alongside complementary policies—can launch an economy into industrial take-off. African countries need such policies to help them overcome their inability to industrialize. Rudimentary agricultural practices and largely informal services lead to missed growth opportunities. Thus Africa’s key task is to promote robust and labour-intensive industries for employment generation and efficient use of the continent’s diverse resources. Africa’s industrialization should target markets in Africa (via tighter regionalism) and beyond (via fairer trade agreements), and in both cases open markets will be critical. (ERA 2015, p. 74)

In 2015, the African Trade Policy Centre (ATPC), which is located within the Regional Integration and Trade Division, will play a leadership role in elaborating the rationale for and policy approaches to smart industrialization and relating such strategies to various forms of trade agreements within Africa and between African countries and those in other continents, including megaregional trade agreements.

B. Macroeconomic policy

ECA has previously demonstrated the impact of different macroeconomic policy regimes on structural transformation. In 2015, research will focus on the improvement of data collection and statistical analysis to strengthen the evidence-based nature of the Commission’s

macroeconomic policy recommendations and its forecasting models. The Commission is in the process of developing a macroeconomic policy framework for the transformation of Africa. To date, under the leadership of the Macroeconomic Policy Division, ECA has carried out extensive consultations with a view to defining the underlying principles that will guide the study and development of the framework, in particular key focus areas that would shed light on how African countries can formulate, design and implement sound macroeconomic policies to promote employment generation and economic transformation.

C. Natural resource management

In the area of natural resource management, ECA will focus its analytical work on mineral resources development and research, aiming to support the policy, legal and regulatory frameworks for the proper management of natural resources in Africa, and to respond to environmental concerns. Over the past few years, the subprogramme on innovations, technologies and management of natural resources in Africa has supported member States in their efforts to adopt development strategies to improve the management of mineral resources and to minimize environmental risks. This has enhanced their understanding of the green economy and helped them to harness the potentials of science, new technologies and innovations

and build resilience to the impacts of climate change. As a result of these efforts by ECA, the African Minerals Development Centre (AMDC) commenced its operations in 2013 and has already begun responding to requests for assistance from member States.¹

Of equal importance in this priority area is the work of the ECA African Climate Policy Centre (ACPC), which is concerned with climate change and green economy transformations in such critical sectors as mining, mineral resources extraction and the related manufacturing industries.

¹ AMDC is now an ECA-administered project of the African Union Commission.

IV. Cross-cutting research

Within and beyond these three strategic priorities, the ECA 2015 research programme will step up the cross-cutting work of all its policy research divisions, policy centres and subregional offices, and elevate the most promising research activities of each, based on an evaluation of their relevance to industrialization and the strategic priorities for the year.

Each of the nine ECA subprogrammes intersects in numerous ways with the 2015 sub-theme, and also with the strategic priorities. A number of the subprogrammes and their policy centres are already undertaking research in the areas of industrialization, macroeconomic policy and natural resource management. Other subprogrammes, such as that on social development policy, will align some of their current research work, with a view to exploring the implications of industrialization and the management of mineral extractive industries for women's economic empowerment and for youth employment opportunities, or the impact which the process of industrialization and urbanization in Africa will have on each

other. Similarly, other subprogrammes will seek to ensure that their work takes advantage of the manner in which the ECA 2015 research programme's sub-theme and priorities intersect with their own areas of interest.

The ECA 2015 research programme will organize all current research activities in accordance with the 2015 publications catalogue and calendar of conferences and events to ensure the timely production of planned outputs upon which further capacity development efforts, advocacy campaigns, policy dialogues, advisory services and training measures depend. In this way, it shall aim to achieve the intended outcomes outlined in the Commission's business plan for 2015.

A roster will be maintained of all the research topics being pursued by ECA professional staff – as part of their annual work plans – to help identify ways of more effectively supporting their efforts, while aligning their research work to the priorities of the research programme and promoting closer collaboration among colleagues across divisions.

V. Overarching theme of the ECA research agenda: structural transformation of African economies

Following its recent structural reforms, ECA decided to define a sharper focus for its work. Accordingly, it chose to pursue a better understanding of what the Commission and African member States meant by “transformative development”, in order to explore and prescribe appropriate policies for African countries to achieve that goal. At the same time, ECA was convinced of the need to prioritize African regional economic integration as an underlying aspiration and requirement of the transformation agenda and to strengthen the Commission’s strategic African partnerships with the African Union Commission and the African Development Bank as part of its modus operandi.

At the core of the transformative agenda in Africa is the drive for the structural transformation of African economies. In this context, ECA and other pan-African

institutions are concerned in particular with the large-scale transfer of resources, especially through new investment, from one sector to another – from lower to higher productivity activities – necessitated by changes in fundamental economic determinants and policies. This will mean a significant change in the sectoral composition of countries’ gross domestic product (GDP), with agriculture gradually being replaced by industry and modern services as the primary source of employment and output, leading to higher economy-wide productivity and progressively rising income. It will also lead to the greater use of technology and increased productivity across sectors.

Recent growth trends in Africa, while impressive, remain below potential and have failed to translate into the meaningful job creation and broad-based economic and social

development that is needed in order to reduce the high poverty and inequality rates seen in many countries. It is therefore essential that African countries embark on strategies for the structural transformation of their economies by increasing value addition in the primary commodity sector and diversifying into higher-productivity employment-generating sectors, in particular manufacturing and modern services.

Since the restructuring of ECA, the underlying thrust of its medium-term research programme (2014–2017) has been the goal of promoting structural transformation by deepening the African consensus regarding the path to that goal. Achieving structural transformation is necessary, in turn, to achieve the agreed development goals so forcefully articulated by Africans for decades and most recently stated in the common African position on the post-2015 development agenda.

Efforts to achieve an African consensus are frequently confounded by the challenge of disunity in the presence of external pressures. Thus, while the prospects for consensus on development goals have traditionally appeared strong, those for consensus on the developmental path leading to structural transformation and the attainment of those goals have remained weak, even though many countries and other institutional stakeholders are increasingly using the language of transformation to describe a wide and often disparate range of developmental concepts or objectives.

This fundamental challenge of achieving strategic unity offers ECA – along with its pan-African partners – an important opportunity to contribute to a new dawn in Africa.

VI. Recent ECA research activities and organizational developments: establishing the conceptual framework

A. Flagship publications

During the past three years, ECA reports and publications have attained new heights – both in terms of their quality and the forthrightness of their analyses and recommendations. The Commission has used its flagship publication, the annual *Economic Report on Africa*, to establish the conceptual framework for achieving the structural transformation of African economies. In the 2011 edition of the *Economic Report on Africa*, which focused on the role of the State in economic transformation, the Commission noted that:

African economies are still characterized by heavy reliance on the primary commodity sector, high vulnerability to external shocks, jobless growth and slow progress towards social development goals. It is essential for

African countries to promote economic diversification and structural transformation as a means to accelerate and sustain broad-based and shared high employment-generating growth. Failure of earlier state-led and market-driven approaches to promoting economic transformation points to the need for African developmental states that use the market as an instrument rather than as a sole “mechanism” for fostering long-term investment, rapid and sustained economic growth, equity and social development, in the context of inclusive, transparent and comprehensive national development frameworks.(ERA 2011, p. 147)

The 2013 *Economic Report on Africa* focused on industrialization and economic transformation within the broader theme of commodity-based industrialization. Other ECA flagship publications include the 2013 edition of the

annual report entitled *Assessing Regional Integration in Africa*, that considered intra-African trade and its implications for structural transformation. Of equal importance was a landmark study on domestic resource mobilization for economic development in Africa, carried out in conjunction with the Planning and Coordinating Agency of the New Economic Partnership for Africa's Development (NEPAD). The study, which was requested by African heads of State, concluded that the continent has ample resources to finance its development, and recommended nine instruments driven by the private sector for enhancing domestic resource mobilization in Africa.

B. Statistical progress

ECA work on statistics has also gained considerable traction in recent years, as reflected in the quality of the 2013 and 2014 editions of the *African Statistical Yearbook*, a joint publication of ECA, the African Union Commission and the African Development Bank. The launch of the ECA databank and data-management protocol in 2015 will further enhance the quality of the Commission's research, analysis, forecasting and publishing, supported by these improvements in the availability and organization of higher quality data about and from Africa.

The increased emphasis placed on the need to ground policy research and advocacy

on clear and objective evidence requires a commensurate emphasis on maintaining robust statistics to inform research and knowledge generation. To ensure the consistency of the messages that ECA is articulating, indicators used in all policy and knowledge products must have the same values. This will be achieved if the statistics used are derived from the same corporate databank maintained by the African Centre for Statistics. In addition, the data used for all ECA publications, reports, briefs and other knowledge products must be globally accessible to the general public to enable them to investigate ECA analyses and findings. This wide dissemination of ECA data holdings will be crucial to the endeavour to enhance the Commission's credibility as the think tank of reference on matters pertaining to African development. It will also increase the availability of reliable data by partners in African development.

C. African country profiles and ECA indices

The Commission has also entered an exciting phase in its work on African country profiles, which will result in a new flagship publication series. The country profiles provide data, institutional and policy information, along with forecasts, indicators, policy and risk analysis and recommendations on key social and economic variables. The profiles will serve a number of clients, ranging from

policymakers of member States to academics, civil society representatives, analysts and investors from within and outside Africa. ECA country profiles will add value by providing timely policy analysis and forecasts from an African perspective, in addition to tracking forecasts on Africa by external institutions and providing information on the central theme of economic and structural transformation in member States. Moreover, in the process of preparing the country profiles, the primary and secondary data collected can be accessed through the ECA database, for the purpose of additional policy analysis on Africa by a wide range of data users.

In addition, as part of the refocusing of ECA, the subregional offices have now been assigned core data centre functions, leveraging their proximity to their constituent countries for the purposes of data collection, field studies and backstopping.

An equally important initiative has been the development of several ECA indices to help measure different aspects of Africa's progress toward structural transformation, including the Regional Economic Integration Index, the African Social Development Index, and the African Gender and Development Index.

ECA and the African Union Commission are collaborating on the Regional Economic Integration Index, aimed at tracking progress in African regional integration and comparing progress across countries. This index will

measure integration in a broad range of areas, such as the free movement of persons, trade, statistics, policies and governance, industry, investment, infrastructure, energy, culture and macroeconomic policy convergence in all African countries.

The African Social Development Index is a tool that attempts to respond to the calls for a paradigm shift towards an inclusive and equitable development path. The index gauges the depth of human exclusion over the life cycle of a population, with a view to capturing the intergenerational transfer of the so-called "exclusion risk" factor and to tracking inequalities in the context of structural transformation.

The African Gender and Development Index enables policymakers to assess their own performance in implementing policies and programmes geared towards ending women's marginalization. The index comprises two parts. The first, the Gender Status Index, measures relative gender inequalities based on readily available quantitative indicators on education and health; income, time use, employment and access to resources; and formal and informal political representation. The African Women's Progress Scoreboard, the second part, captures qualitative information relating to the performance of African governments in complying with international, regional and national commitments regarding gender equality and women's empowerment.

D. Major ECA meetings and other events

Further significant achievements of the past few years that were driven by ECA research work include the major meetings, conferences and events organized by ECA to promote policy dialogue and consensus-building among African policymakers. Among those, the forty-sixth session of the Economic Commission for Africa, which was held jointly with the African Union Conference of Ministers of Economy and Finance in Abidjan in March 2013, considered the theme of industrialization for an emerging Africa, and concluded with the unanimous adoption of a ministerial statement in which member States made a commitment to pursue commodity-based industrialization as an imperative for achieving structural transformation.

As a follow-up to that ministerial statement, ECA has worked closely with the African Union Commission, the African Development Bank and other partners to support the implementation of those commitments at the national, subregional and regional levels.

At its 2014 session, the Commission focused on the theme of industrialization for inclusive and transformative development in Africa. That session provided an opportunity for senior policymakers to hold in-depth discussions and reach consensus on the policies, mechanisms and institutional requirements needed to accelerate industrialization and bring about

structural transformation in Africa. That is the stage at which the outputs of the research programme are translated into the outcomes of policy influence.

Other important meetings organized by ECA included the third annual Conference on Climate Change and Development in Africa, on the theme “Africa on the rise: can the opportunities from climate change spring the continent to transformative development?” and the 2014 African Development Forum, which focused on the theme of innovative financing for Africa’s transformation and produced the Marrakech consensus, calling for a strengthened partnership between the private and public sector to accelerate Africa’s transformation.

In every one of the ground-breaking publications and events that ECA has produced in recent years, the role of the research programme and the high-quality work of the staff and consultants that contributed to its output have been crucial in moving African countries closer to consensus regarding the path to structural transformation. In the process, all ECA divisions – including the Capacity Development Division – and subregional offices, and also IDEP, have fully embraced the key organizational function performed by the process of conceptualizing structural transformation in Africa and relating their respective sectoral and functional work to this African goal of transformation.

E. Capacity development

The recent establishment of the thematic strategy teams, coordinated by the Capacity Development Division, provides a new vehicle for flexible collaboration between the policy research divisions, including all policy centres, and the knowledge delivery arms of ECA, comprising the Capacity Development Division, the subregional offices and IDEP, organized around common agendas and instruments in support of Africa's development.

The five thematic strategy teams and their core membership are the following:

- (a) Development planning and statistics team: African Centre for Statistics, Capacity Development Division, Macroeconomic Policy Division, Subregional Office for West Africa, IDEP;
- (b) Economic and social development team: Capacity Development Division, Macroeconomic Policy Division, Social Development Policy Division, Special Initiatives Division, Subregional Office for North Africa, IDEP;
- (c) Governance and human security development team: Capacity Development Division, Macroeconomic Policy Division, Social Development

Policy Division, Subregional Office for Southern Africa, IDEP;

- (d) Regional integration and infrastructure team: African Trade Policy Centre, Capacity Development Division, Regional Integration and Trade Division, Special Initiatives Division, Subregional Office for Central Africa, IDEP;
- (e) Natural resources and sustainable development team: Capacity Development Division, Regional Integration and Trade Division, Special Initiatives Division, Subregional Office for East Africa, IDEP.

The thematic strategy teams will ensure an integrated and coherent approach to capacity development, thereby helping to shape Africa's development practices with particular attention to the aforementioned strategic priorities. ECA advisory services to member States, whether planned or resulting from urgent ad hoc requests, together with ECA contributions to the regional coordination mechanism, will all benefit from the ECA 2015 research programme and the expertise and competences available in the strategic priority areas. The ECA research activities and outputs will constitute a key input to the work of the thematic strategy teams and, in turn, the research programme will align its priority work with the campaigns and initiatives of the five teams.

VII. Measurement of the 2015 research programme

The outputs and outcomes of research programme activities form a substantial part of the annual business plan for all policy research divisions and subregional offices, and the individual work plans of all Professional staff. These objectives will be monitored within the ECA monitoring and reporting systems and through its performance management

dashboard, including the extensive introduction of partner surveys and staff surveys to measure the outcomes of the work of ECA. In addition, the increased monitoring of ECA influence in the media and among the scholarly community, integrated into the dashboard, will provide further evidence of the success of the research programme.

VIII. Partnerships

In addition to its existing collaborative arrangements with the African Development Bank, the African Union Commission and other bodies of the United Nations system, the ECA 2015 research programme will build upon existing partnerships with collaborating research institutions, individual scholars, policy practitioners and donor partners, by soliciting their participation in major ECA research undertakings and events, including the joint publication of an ECA journal series, policy briefs and other research products. In 2015, the new journal series will include the *Journal of African Transformation*, produced in collaboration with the Council for the Development of Social Science Research in

Africa (CODESRIA), an English language journal jointly published with the University of Cape Town, an Arabic language journal jointly published with Cairo University, and the Commission's own self-published journal on African development priorities and economic and social transformation.

The research programme will also seek to identify new partnership opportunities in collaboration with the Office of Partnerships under the new ECA partnership strategy. In this connection, attention is drawn to the second African Think Tank Summit, to be hosted by ECA in Addis Ababa during 2015.

IX. Conclusion

The establishment of an annual research programme, beginning with the ECA 2015 research programme, will ensure the alignment of all the Commission's research activities.

The ECA research programme will be carried out by the five policy research divisions of the Commission's knowledge production wing and the related policy centres. A limited number of additional and related research activities are carried out to varying degrees by the five subregional offices and IDEP.

The research activities of every subprogramme – as approved by member States through the adoption of the ECA strategic framework and its biennial budget – will complement the sub-theme and strategic priorities of the ECA 2015 research programme in multiple ways. During 2015 – the second year of the current biennium – the outputs of each constituent of ECA have already been articulated in the divisional work plans. In certain cases, outputs produced in 2014 will lead to follow-up work in 2015. In other cases, the outputs in 2015 will be based on research carried out in 2014, while some of

the 2015 research work will only yield its results in 2016. In all instances, the research outputs will strengthen the Commission's ability to take bold positions and strongly advocate new policy approaches in line with its stated priorities, as set out in the annual research programme.

ECA research activities are delineated by subject area under nine distinct subprogrammes,² including its six policy centres.³ Each subprogramme has statutory obligations to service designated intergovernmental and expert bodies. The related activities are not discussed in the present paper but it should be kept in mind that they can and should play an important role in invigorating, evaluating, monitoring and debating the annual research programme of ECA.

² The nine subprogrammes are spread across five policy research divisions, five subregional offices, the Capacity Development Division and IDEP. Research activities are carried out by the five policy research divisions and the subregional offices, although the latter are also considered part of the knowledge delivery side of ECA. The subprogramme on gender and women in development is implemented by the African Centre for Gender, which is located within the Social Development Policy Division. The other policy centres are located within two other policy research divisions – the Special Initiatives Division and the Regional Integration and Trade Division.

³ Subprogrammes: (1) Macroeconomic policy; (2) Regional integration and trade; (3) Innovations, technologies and management of Africa's natural resources; (4) Statistics (African Center for Statistics); (5) Capacity development; (6) Gender and women in development (African Centre for Gender); (7) Subregional activities for development; (8) Development planning and administration (IDEP); and (9) Social development policy. Policy centres: (1) African Climate Policy Centre (ACPC); (2) African Minerals Development Centre (AMDC); (3) African Trade Policy Centre (ATPC); (4) Land Policy Initiative (LPI).

