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**ECA Major Initiatives and Programme Developments**

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*"The development challenges facing Africa demand a coordinated effort by all involved – the governments of the continent; regional and sub-regional agencies; the UN system and other multilateral organizations; the private, commercial and non-profit sectors; the academic community and research groups, both African and off-shore; national aid organizations of the wealthier countries; and local non-governmental organizations."*

**K.Y. Amoako, Executive Secretary**

## I. INTRODUCTION

1. The Economic Commission for Africa (ECA) has substantively reshaped itself to anticipate opportunities rather than merely react to events. Successful implementation of all the major initiatives and programme developments of the Commission will, however, require African nations and institutions to ultimately drive the process. ECA is, therefore, seeking synergies with African intergovernmental organizations especially the Regional Economic Communities (RECs), UN bodies and specialized agencies, donor countries, African universities, research centres, and civil society groups. Most of the collaborations will involve research, advisory services, sponsorship of seminars and workshops, data exchange, advocacy and consensus building.

2. The overall aim of this paper is to review major Commission-wide initiatives and programme developments undertaken in the preceding year and to outline the directions for the current year 2001 programme. To set the stage, the paper highlights in Section II through IV the contents and outcomes of recent Commission-wide initiatives and the prospective activities in the year ahead. This information note, intended for the Sub-Regional Development Centres (SRDCs) and their stakeholders, will be issued quarterly.

## II. FORGING PARTNERSHIPS FOR AFRICA'S DEVELOPMENT

### 1. The Framework of ECA's Partnership Programme

3. ECA's partnership programme is best explained in its published *Partnership Africa: A Synopsis of the ECA Framework for Cooperation*, which provides a snapshot of nineteen projects in six thematic clusters. These cover: consensus building and partnership; promoting good governance and civil society participation; enhancing international competitiveness and regional integration; promoting South-south Cooperation and capital markets development; integrating gender concerns in development; addressing sustainability in population, environment, agriculture and development, as well as promoting information services for Africa's development.

4. *Cluster I* on facilitating consensus-building and effective partnerships for Africa's development consists of three projects, namely, creating the Africa Development Forum (ADF); strengthening development policy analysis and decision-making through research partnerships, and strengthening communication and outreach for Africa's development. The third project intends to strengthen the skills of African media practitioners through a visiting fellowship programme for African journalists.

5. *Cluster II* on promoting good governance and civil society participation contains three projects. These include (i) setting goals and monitoring progress towards good governance; (ii) strengthening civil society participation in governance and development in Africa; and (iii) promoting post-conflict peace building (an example is the Mano River Basin Initiative to be discussed later). The *State of Governance Report* which focuses on specific aspects of governance, will be published once every two years.

6. *Cluster III* on enhancing international competitiveness and regional integration has five projects. The first project relates to the publication of the Annual Report on Integration in Africa (ARIA) 2001-- the main document for the planned ADF 2001 whose theme is "Accelerating regional integration in Africa." The proposed Report will be used to articulate pertinent issues, monitor

17. Drawing on the political impetus from the coming in to force of the African Union, ADF 2001 will help galvanize a broad-based inclusive process to harmonize and accelerate integration efforts in the continent and build consensus around the key strategic actions that need to be taken. It will also provide an opportunity to launch a process for the systematic monitoring of regional integration efforts in Africa.

18. By defining the priorities and strategic policy choices, ADF 2001 aims to energize and define steps towards accelerating and monitoring the process of regional integration in critical areas. In doing so, it aims to inform and add value to the ongoing moves towards an African economic and monetary union. Towards this overarching objective, ADF 2001 will:

- *Reflect on Africa's historic initiatives for political and economic unity and examine regional integration experiences from other regions:*
- *Consolidate lessons learned and identify best practices:*
- *Define priorities and strategic actions needed to accelerate regional integration:*

19. ADF 2001 will focus on five thematic clusters: Economic Policies for Accelerating Regional Integration; Physical Integration through Infrastructure Development; Regional Approaches to Regional Issues; Institutional Arrangements and Capacity; and the Peace and Security Architecture.

20. The conclusions and recommendations of ADF 2001 will be conveyed, through the OAU, to the Summit of Heads of State and Government, due to be held in Pretoria, South Africa, in July 2002. Africa's leaders will be asked to consider the outcomes of ADF 2001 as a contribution towards concretizing the African Union implementation agenda.

21. For more information see web site (<http://www.uneca.org/adf2000/adf2000.htm>).

### **3. Knowledge Networks: Database on African Experts and the African Knowledge Network Forum (AKNF)**

#### ***3.1. Database on African Experts***

22. In Africa, a lack of consensus on the critical elements needed to build and strengthen indigenous capacities as well as maintain and effectively utilize them have been the problem with past capacity building efforts and the subsequent migration of human capital in the form of brain drain.

23. It is against the backdrop of the continuing trend in human capital flight from the continent to developed countries and the implication of this for development capacity that the question of brain drain and capacity building was adopted as the theme for the Regional Conference on Brain Drain and Capacity Building in Africa. The Conference was organized by the Economic Commission for Africa (ECA) in collaboration with the International Organization for Migration (IOM) and the International Development Research Centre (IDRC) and was held in Addis Ababa, Ethiopia from 22 to 24 February 2000. The aim of the Conference was to provide a forum for discussion and critical examination of the key issues pertaining to the brain drain in the African region in the context of the current debate about capacity building in the continent.

24. A Steering Committee comprising the co-organizers of the Conference and 12 organizations and institutions was set up to co-ordinate the follow-up activities and implement the recommendations adopted. These included (i) establishing a database on brain drain and capacity building (ECA as lead agency); (ii) creating knowledge blocks or centres of excellence (IDRC and SISERA as lead agencies); and (iii) forging effective partnerships with the Diaspora (IOM as the lead agency). A follow-up meeting of the lead organizations was held at the IOM Headquarters in Geneva on 28 June 2000 in which progress was reviewed and further measures were agreed upon. An important outcome of that meeting was the preparation of the draft programme document "Partnership for Brain Gain and Capacity Building in Africa" which was extensively reviewed and finalized in a second follow-up meeting on 8 October 2000, hosted by IDRC in Dakar, Senegal. The programme document will be used to mobilize support for the programme activities, which are designed to help mitigate the impact of brain drain and enhance brain gain in Africa. With regards to ECA's database of African Experts, the Development Information Service Division (DISD) is currently designing and developing a preliminary African experts questionnaire, formulating strategies and mechanisms to be used to disseminate the questionnaires, and collating the data of the recent ECA Recruitment Campaign.

### 3.2. *The African Knowledge Network Forum (AKNF)*

25. The rationale behind the African Knowledge Network Forum (AKNF) is that increased knowledge and local content are needed to solve public policy problems, enrich teaching curricula, stimulate the private sector, invigorate civil society, improve governance and strengthen the integration of African societies and economies, especially in the context of the intensely competitive global environment. The Economic Commission for Africa (ECA) has designed AKNF to facilitate knowledge-sharing and research partnerships between professional networks, and between them and key knowledge end-users -- including policy-makers, trainers at institutions of higher learning, civil society organizations and the private sector. Some 35 experts from a wide cross-section of African research and capacity building institutions met in Addis Ababa in August 2000 to launch the Africa Knowledge Networks Forum (AKNF). The theme of the first Forum was "Knowledge sharing for enriched research, training and policy decision-making".

26. The preparatory workshop discussed process issues and mechanisms for realizing the objectives of ECA's knowledge networking programme with a view to making substantive suggestions and the necessary steps towards a draft business plan. It also discussed draft issue papers on four themes--- Regional integration in Africa; Africa in the global economy; gender and governance in Africa; and Africa and the information economy. The themes were selected because of an urgent need to commence research to guide African policy in these areas---a need that was determined after consultations with researchers and ECA member States.<sup>1</sup> Subsequent research agenda and work programmes will be determined in line with the recommendations of the preparatory workshop and the business plan will be tabled and approved by the full plenary in the second half of 2001. The workshop report is being disseminated to participants and within the knowledge networks on-line.

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<sup>1</sup> Six main reports will be generated from the research: Financing Africa's Development (a policy paper already prepared for the November 2000 Conference of Africa's Finance Ministers in preparation for the Global Financing for Development Conference and the Third Global Conference on LDCs; the Annual Report on Integration in Africa, 2001; the African Development forum, 2001 theme paper; and the Annual Report on Gender and Development 2001.

27. The Second AKNF (17-19 October 2001) was a special one as it also served as technical Advisory Committee for ADF 2001. As such its conclusions and recommendations will form an integral input to the background papers and agenda for ADF 2001. In addition, the outcome of AKNF 2001 will represent a vital building block towards the launching, in the year 2002, of the ECA Annual Report on Regional Integration in Africa (ARIA).

28. For more information see web site (<http://www.unsia.org/aknf/>).

#### **4. The “Big Table” of OECD-African Countries**

29. ECA hosted an African/OECD Ministerial Consultation tagged, the “Big Table” in November 2000 – on the occasion of the Eight session of its Conference of Ministers of Finance. The consultation brought together eleven African Ministers and the development partners from OECD countries, joined by five high-level representatives from international organizations and institutions, for a frank and honest exchange on the International Development Goals (IDGs) and the related poverty reduction strategies. ECA was commended for organizing the consultation and encouraged to institutionalize it.

30. The Consultation sought two broad objectives, namely a mutuality in strengthening commitment to IDGs and the new development framework, Poverty Reduction Strategy Papers (PRSPs) and its enabling debt relief instrument, the Heavily Indebted Poor Countries Initiative (HIPC); and a consensus on issues, concerns and challenges that need to be addressed to ensure success of the new development framework.

31. The Consultation examined a number of issues under the theme pro-poor growth and the IDGs, and noted that policies which emphasize robust growth of not less than 7 percent are essential and compatible with efforts to reduce poverty; IDGs and PRSPs are long-term initiatives requiring long-term commitments; flexibility in resource use and a variety of solutions which recognize country specificity; and the longer-term objective of IDGs and PRSPs is to enable Africa to regain its competitiveness and achieve integration into the global economy.

32. The Consultation also noted the need to mobilize capacity from the society as a whole for the design, implementation and monitoring of PRSPs; build capacity within government structures; and introduce incentives to enhance capacity retention as well as attract African talent and skills in the Diaspora.

33. The overarching view derived from the consultation was that the PRSP approach was unique and revolutionary in its focus on “ownership”. For participation to be meaningful, those involved need to feel they “own” the process to a significant extent. Ownership also requires a strong partnership response---the commitment to sustained support, the determination to give space to African partners in their pursuit of realistic growth and poverty reduction.

#### **5. Partnership with the Department of International Development (DFID-UK)**

34. The Department of International Development (DFID) is the British government department responsible for promoting development and the reduction of poverty. A delegation from DFID visited ECA in early November 2000 and again from 29 January to 2 February 2001 to consult with key ECA partners for further assistance to the Commission. More specifically, the delegation visited

the ECA to finalize the Memorandum of Understanding between the two organizations, to take forward existing ECA/DFID partnership and explore concrete ways of developing further support for institutional capacity requirements and the provision of flexible funds for key and new activities.

35. In an earlier meeting in London in December 2000, the Executive Secretary of ECA, Mr. K.Y. Amoako, met with the Secretary of State for International Co-operation, Honourable Clare Short to step up DFID's support on governance and the PRSPs learning group projects. The Executive Secretary of ECA discussed the outline of various presentations to DFID pertaining to staff and institutional capacity building, the strengthening of ECA as a knowledge-based institution, rethinking and strengthening its work on statistics, the New Global Compact with Africa and the requirements and appropriate mechanism for disbursing funds.

#### **6. High-level Regional Consultation on Finance for Development and the LDCs**

36. The High-level Regional Consultative Meeting on Financing for Development and the Preparatory Meeting for the Third United Nations Conference on Least Developed Countries was held in Addis Ababa, Ethiopia from 15 to 17 November 2000 to prepare African countries for the two major events that have been mandated by the UN General Assembly to be convened during 2001. Both events are of critical importance to Africa because they focus on some of the major development challenges facing the continent as well as the need to accelerate Africa's growth and development through better integration into the global economy, particularly in relation to the Least Developed Countries.

37. The main issues addressed by the meeting included debt, ODA and their link to poverty reduction; trade and investment; and proposals for reform of the international monetary, financial and trading systems. The meeting undertook comprehensive analysis of the various sources of development finance---domestic sources, international private financial flows, concessional flows, external debt and trade.

38. In addressing the development challenges faced by African LDCs, the meeting focused on several thematic issues around which discussions at the forthcoming LDCs conference will be based, namely financing growth and development; international trade; commodities and services; enhancing productive capacities of LDCs; food security and sustainable natural resource management; human resources management and employment; social delivery; and governance, peace and stability.

39. At their Eighth Session of the ECA Conference of Ministers of Finance, held from 21 to 22 November 2000 in Addis Ababa, Ethiopia, the Ministers considered the recommendations of the High-Level Regional Consultation and reviewed recent development in the context of their previous positions and recommendations, and of the forthcoming global conferences. The conference issued two Ministerial Statements---on Financing for Development, and on the Least Developed Countries articulating Africa's position on the issues on the agenda of the two forthcoming global conferences.

40. On financing for development, the Ministers recognized the importance of domestic resource mobilization in ensuring sustainable development. They agreed to reinforce macro-economic stability and deepen reforms of financial markets and institutions; stressed the critical role of capital markets in raising the level of domestic savings; attracting foreign private investment; stemming and reversing capital flight; and they urged the continued and active participation of multilateral trade

and development institutions in support of Africa and other regions to meet their development challenges.

41. With regard to African LDCs, the Ministers broadly acknowledged that past efforts to address the development problems facing these countries have failed to yield the expected results, with the result that African countries are becoming increasingly marginalized in a rapidly globalizing world.

### **7. The New Global Compact with Africa**

42. A major outcome of the Financing for Development Conference was the birth of a 'New Global Compact with Africa' proposed by the Executive Secretary of ECA in which the developed countries would invest the necessary resources, through aid, debt and market access, in order to give African economies the necessary jump-start. In turn, Africa should be able to put in place the necessary political and economic reforms to ensure that their economies take off.

43. A resolution on the New Global Compact with Africa adopted by the Eighth Session of Conference of African Ministers of Finance on 22 November 2000 in Addis Ababa, Ethiopia, requested the Executive Secretary to constitute a Steering Committee to review national, regional and sub-regional contributions to the Compact as well as to advise on its substance and the process of moving it forward. It also requested the Executive Secretary to present an elaborated Compact along with a proposal on how best to operationalize it.

44. In response to this resolution, ECA has commenced wide-ranging consultations on the Compact proposal within Africa and with Africa's development partners. The outcome of these consultations was presented for discussions at the session of the Joint Conference of African Ministers responsible for Economic Development and Planning and Ministers of Finance held in Algiers, Algeria in May 2001

45. The Compact will necessarily entail a new architecture of aid to be under-pinned by an African ownership of the development process; mutually agreed goals rooted in the international development targets; mutual accountability towards defined outcomes (in place of one-sided conditionality); long-term commitments, moving away from "stop and go" relations and restricted project finance; channeling resources through the budgetary process so that aid is fully integrated into overall public expenditures; allowing for greater flexibility in the use of resources by recipients, which will require a demonstrated recipient capacity to monitor and manage resource flows efficiently.

### **III. FIELD PROJECTS ON POST-CONFLICT RECONSTRUCTION AND DEVELOPMENT**

46. The framework for the development of these projects are provided by the report of the Secretary-General of the United Nations on "The Causes of Conflicts and the Promotion of Sustainable Peace and Durable Development in Africa", endorsed, together with specific recommendations, by both the Security Council and General Assembly. This report and current post conflict activities of ECA draw also from past experiences of the Commission's post conflict reconstruction planning missions to countries including Burundi, Eritrea and Sierra Leone.

## **1. The Mano River Basin Initiative**

47. It is with a view to operationalizing the recommendations of the Security Council that, in July 1999, the Secretary-General requested the Executive Secretary of the ECA to lead the effort of the UN System and other partners in developing a subregional programme of post-conflict reconstruction and development for the Mano River Basin countries of Guinea, Liberia and Sierra Leone. Subsequently, ECA launched an initiative to address the subregional dimension of post-conflict reconstruction and development in the three countries each of which was either emerging from the ravages of war or has been adversely affected by conflicts in the neighboring countries.

48. Known as the Mano River Basin Initiative, its aim is to assist the process of post-conflict peace-building within and among the three countries by focusing on development activities that are subregional in nature. The partners collaborating with ECA in implementing the initiative include United Nations agencies and African regional and subregional organizations, namely the African Development Bank (ADB), the Economic Community of West African States (ECOWAS), the Organization of African Unity (OAU), the UNDP, the Department of Political Affairs of the United Nations Secretariat, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Bank.

49. The first consultative meeting of partners of the Mano River Basin Initiative was held in Addis Ababa, Ethiopia, in October 1999, and the second consultative meeting was held on 23 and 24 March 2000, in Conakry, Guinea. Four fast-track projects of a subregional nature that would contribute to post-conflict peace-building in the three countries have been identified, namely the revitalization of the Mano River Union (MRU) Secretariat; capacity building for economic policy-making and management; networking among governments, civil society organizations and the media; and implementation of joint security arrangements. Progress in the implementation of these projects will depend crucially on the mobilization of adequate resources, agreement of all the three countries to participate in the programme; the existence of an enabling environment in the three countries; and a security and political framework that creates and reinforces confidence and trust among the countries,

50. Given ECA's comparative advantage in institutional capacity-building, it has been designated the lead agency in mobilizing assistance to strengthen and revitalize the Mano River Union (MRU) Secretariat. Several missions have been fielded to the Secretariat in support of these efforts, and project documents to seek donor support is currently being finalized by the ECA Secretariat. The end product will be a Development for Peace Programme for the Mano River Basin countries, which will be submitted to a Donors Conference to be organized by June 2001.

## **2. The Joint ECA/World Bank/OECD/GCA/UNDP Great Lakes Initiative**

51. The war in the Congo became Africa's most violent international conflict. It was triggered off by conflicts in neighboring states. Most of the states of the Great Lakes (Burundi, Rwanda, and Uganda) and Central African regions are directly or indirectly involved in the war. The signing of the Lusaka Agreement is a step forward towards the political settlement of the conflict.

52. Inter-agency contingency planning is underway to tackle humanitarian consequences deriving from the full implementation of the agreement including cross-border movements of populations, resettlement and related impact on land and the environment. For the effective consolidation of

peace in the subregion there is a need to usher in an agenda that addresses poverty and economic imbalances, the root causes of the conflict. The institutions involved in this initiative came to realize that this could be best achieved within a regional perspective. In view of the regional dimension of the Great Lakes conflict, relaunching subregional economic cooperation could indeed contribute to the stabilization and growth of economies and the strengthening of subregional institutional capacities. It is against this backdrop that an inter-institutional partnership was forged between regional institutions of the Great Lakes, particularly KBO and CEPGL and the OAU, ECA, UNDP, ADB, World Bank and OECD in order to launch the initiative.

53. A series of consultative meetings took place that led to the adoption of: (i) a short-to-medium-term reconstruction/recovery approach aimed at the identification and formulation of programmes/projects and the mobilization of international cooperation for the latter; and (ii) a long-term perspective approach based on the analysis of the main causes of conflicts in the subregion and on extensive prospective studies that would provide lasting solutions to conflicts and resource mobilization actions. This approach is being driven by both the Global Coalition for Africa (GCA) and the United Nations Office for Project Services (UNOPS).

54. Meanwhile, participating institutions are cooperating with the World Bank's Africa Region in developing a formal Post Conflict Agenda including appropriate instruments to effectively address the adjustment and recovery needs of post conflict countries with a greater flexibility. The need for a regional approach to conflict resolution and post conflict recovery cooperation will, no doubt, ultimately feature in such an agenda. To this end, the following three areas were identified: (i) cross-border infrastructure reconstruction, development and efficient utilization; (ii) cross-border ecosystems restoration to tackle the impact of conflicts on the environment; and (iii) the strengthening of regional institutions as instruments for conflict prevention and resolution, and regional economic cooperation since weak regional institutions have on many occasions to the escalation of cross-border conflicts. In view of ECA's experience in regional cooperation and integration, this is a niche on which the Commission could anchor its post-conflict agenda and usefully contribute to enhanced inter-agency cooperation.

#### **IV. STRENGTHENING ECA's CAPACITY: THE 2000 RECRUITMENT CAMPAIGN**

55. The ECA embarked in the first quarter of 2000 to recruit qualified professionals for 55 positions within the Commission. In collaboration with the Office of Human Resources Management at UN Headquarters, a new and streamlined system of recruitment was developed. The overall objective was to seek the most highly qualified individuals through a transparent and merit based process. To meet this goal, ECA carefully described each position in a Vacancy Announcement (VA) that was then advertised both internally within the UN system and externally in a variety of widely read publications. In addition, the ECA networked widely in an effort to make sure that, as wide a pool of potential applicants would be alerted about the Campaign.

56. At the end of the June 30 advertising period, the Commission received more than 7,000 applications for the 55 positions. Following screening by the UN Headquarters, all the applications were sent to ECA for a full evaluation for each position by separate Advisory Selection Panels (ASP). All ASPs followed the same basic plan of conducting a thorough review of all applications, short-listing the candidates, conducting phone interviews, ranking the applicants based on consensus, and providing written documentation of the process and the rationale for their decisions which were submitted to the various reviewing bodies.

57. Following this process, an internal review body - The Appointment and Promotion Committee (APC) and the Executive Secretary, both of whom were responsible for documenting their findings and recommendations, reviewed the selections. The results of all these evaluations were then forwarded to UN Headquarters - Appointment and Promotion Board (APB) for final review and determination.

58. As of the December 2000, more than half of the recruitment and promotion had either been approved or were in the final stage of review by Headquarters; all of the other positions were in an advanced stage of consideration in April 2001 and the Campaign should be completed by the end of this year with completion of the recruitment process for all the candidates. It is worthy to note that the Vice-Chairman of the APB in New York commended the ECA for the way the Recruitment Campaign had been carried out, the professionalism and the high caliber of the candidates selected.

## V. MAJOR EVENTS IN 2001

- *Steering Committee meeting on the Global Compact with Africa*, 12-13 March 2000, ECA, Addis Ababa
- *Meeting of Committee on Women and Development*, 26-29 March, Abuja, Nigeria
- *Summit of Heads of State and Government on HIV/AIDS*, 24-28 April, Abuja, Nigeria
- *Joint Conference of African Ministers of Finance and Ministers responsible for Economic and Social Development Planning*. 8-10 May, preceded by *TEPCOW meeting* from 2-7 May, Algiers, Algeria
- *International conference on the role of business schools in Africa*, May 2001, Exact dates and venue to be determined
- *Regional gender analysis training workshop for African police-women in collaboration with the Family Protection Unit of the Uganda Police Force* First week of June 2001, Kampala, Uganda
- *First meeting of the Committee on Industry and Private Sector Development*, June 2001, Exact dates and venue to be determined
- *Post ADF'99 Post Forum Summit*, June 2001, Exact dates and venue to be determined
- *Second meeting of the Committee on Human Development and Civil Society*, June 2001, Exact dates and venue to be determined,
- *Forum for appointed and elected parliamentarians and corporate officials on their role in development management*, July 2001, Exact Dates to be determined, ECA, Addis Ababa
- *Third meeting of the Advisory Board on population, environment and agriculture*, 8-10 October, ECA, Addis Ababa

- *Fourth meeting of the Advisory Board on Science and Technology*, 29-31 October, ECA, Addis Ababa
- *Second meeting of the Committee on Sustainable Development*, November 2001, ECA. Addis Ababa. Exact dates to be determined,
- *Twelfth Conference of African Ministers of Transport and Communications* 4-5 December, ECA, Addis Ababa
- *ADF 2001 on Regional Integration*, December 2001, Exact dates and venue to be determined
- *Second meeting of the Committee on Development Information (CODI): Plenary and sub-committees on information and communication technologies, statistics and geo-information*, ECA, Addis Ababa .Dates to be determined
- *Sub-regional workshops on development of national information and communication infrastructure (NIC) for Central, Eastern, Northern, Southern and Western African countries*, Dates and venues to be determined

## **VI. OTHER USEFUL WEB SITES AND READING MATERIALS**

### **6.1. Web Sites**

- <http://www.uneca.org>
- <http://uneca.org/adf2000>
- <http://www.unsia.org>
- <http://www.bellanet.org/partners/aisi/nici>

### **6.2. Reading Materials**

- *Forging Partnership for Africa's Future: A Prospectus for a Renewed ECA*, ECA, March 1997,
- *The ECA and Africa: Accelerating a Continent Development*, ECA, 1999
- *Economic Report on Africa*, ECA, 1999.
- *Perspective on Africa's Development: selected speeches by K.Y. Amoako*, Executive Secretary, Economic Commission for Africa, May 2000.
- *Partnership Africa: A Synopsis of the ECA Framework for Cooperation*, ECA, 2001