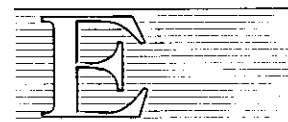


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ECONOMIC COMMISSION FOR AFRICA

Twenty-third meeting of the Committee of Experts
of the Conference of African Ministers of Finance,
Planning and Economic Development

Kampala, Uganda
18-20 May 2004

ECONOMIC COMMISSION FOR AFRICA

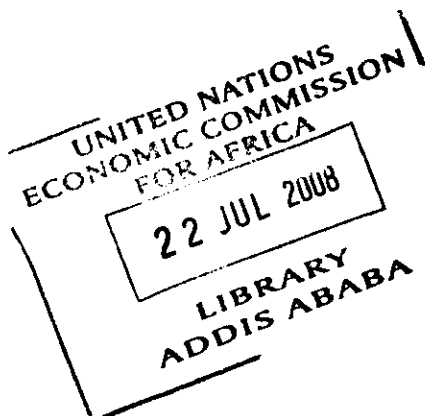
Thirty-seventh session of the Commission/Conference
of African Ministers of Finance, Planning and
Economic Development

Kampala, Uganda
21-22 May 2004

**EXTERNAL REVIEW OF THE ECONOMIC COMMISSION FOR AFRICA'S
(ECA) WORK: OUTCOME AND WAY FORWARD**

**ECAC
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May 2004



1.0 Background

The ECA Conference of Ministers held in October 2002 directed that a review of ECA be undertaken to assess the impact of the reforms on the capacity of ECA to respond effectively to the changing requirements and demands of its member States in a rapidly changing global environment. The reform process commenced in 1996, and was outlined in ECA's strategic plan: *Serving Africa Better: Strategic Directions for the Economic Commission for Africa*. The plan identifies the following thematic work areas:

- facilitating economic and social policy analysis;
- fostering sustainable development;
- strengthening development management;
- harnessing information for development;
- promoting trade and regional integration;
- promoting the advancement of women; and
- supporting sub regional activities for development.

In response to this directive, the ECA Secretariat developed a set of proposals, which were presented to the Committee of Experts of the African Ministers of Finance, Planning and Economic Development in June 2003, and subsequently approved by the Commission. The Committee recommended that the review focus on the following aspects of the work of ECA:

- The impact of the work of the Commission on the development prospects of its member States.
- The functioning of the intergovernmental machinery to improve its effectiveness and ensure that the decisions of the various subsidiary organs effectively influence the policy-making process at the national level.
- The present coordination arrangements of the United Nations (UN) system agencies working in Africa.
- The relationship between ECA and the regional bodies, such as the African Union (AU), the African Development Bank (ADB), and the Regional Economic Communities (RECs) to ensure that synergies are built among these institutions.

In undertaking the review, the Committee emphasized the need to take into account the mandate given to ECA by the UN General Assembly.

2.0 Outcome of the Review

2.1 Methodology

In planning for the Review, the ECA Secretariat took a number of steps to consult member States with a view to reaching consensus on various aspects, including details of processes and procedures to be adopted. This included discussions and briefings to the Ambassadors of the

Bureau and African Regional Deans of Ambassadors in Addis Ababa, and consultations with the current Chair of the Bureau of the Conference of Ministers.

As a result, the review crystallized as a three-part process. The first part comprised a staff report which resulted in the preparation of a set of five Briefing Notes¹. The notes provided an institutional background for situating the review in the context of the reform undertaken by ECA since 1996. The second part of the review process consisted of an assessment by a team of three independent consultants. Their task was to examine the staff report. They also interviewed a number of stakeholders to obtain first hand accounts of opinions on the work of ECA. Finally, the process included an external panel of experts. The role of the panel was to assess the staff and consultant reports, and based on their knowledge of ECA and additional work, suggest areas for deepening the ECA reform process.

The composition of the Review Panel was also discussed with the Deans and Bureau of Ambassadors based in Addis Ababa. Ten experts were selected (two per sub-region) and eight of them convened in Addis Ababa from 19-23 April to conduct the review². Amongst those present was Dr. Simba Makoni, a former Finance Minister of the Republic of Zimbabwe and former Executive Secretary of the Southern African Development Community (SADC), who chaired the ECA Conference of Ministers in 2001. Following further consultations, and given his experience, he was invited to chair the Panel.

2.2 The Staff Report

The staff assessment used the strategic direction articulated in 1996 as the starting point. In each area, the assessment presented details of the major accomplishments since 1996 based on the modalities articulated in the plan³. Details of ECA's most important outputs are highlighted in the conference document: *Compendium of Major ECA Products and Services since 2000*.

The main conclusions of the report were that the reforms had significantly improved the relevance of ECA's policy outputs vis-à-vis Africa's pressing development challenges. ECA is making a key contribution in providing modalities and innovative tools to member states and regional organizations to enhance their work. Its teams conduct research, analyse policy and track performance; capacity building is offered through training, workshops and knowledge-sharing. Through a variety of fora, the ECA works to build regional consensus around strong negotiating positions, and advocates for effective policies. It provides opportunities in which key players and constituencies can engage with each other, such as the ADF and the Big Table. Examples of ECA's recent achievements in this regard are:

- **Poverty and Economic Growth Analysis:** To help Africa meet the key challenge of poverty reduction, ECA has been tracking Africa's economic performance through its annual Economic Report on Africa (ERA). The ERA has, over time, strengthened

¹ The briefing notes were: 1) "Reform at ECA—A Continuing Commitment"; 2) "The Impact of ECA's Work on the Development Prospects of Member States"; 3) "Improving Intergovernmental Machinery"; 4) "Coordination of the UN System in Africa"; and 5) "Forging Partnerships with African Regional Organizations."

² Two members of the Panel were unavailable at the last moment and no replacements were possible.

³ The modalities outlined in the Strategic Plan are: conducting research, analysing policy and tracking performance; strengthening Africa's capacity, setting the agenda and building consensus; promoting policy and advocating positions; encouraging dialogue and forging partnerships; and managing and sharing knowledge.

reporting and understanding of Africa's development and the underlying macroeconomic principles affecting growth. This has helped member states to identify the resource requirements and priorities needed to make progress towards the Millennium Development Goals.

- **Enhancing Poverty Reduction Strategies:** The African Learning Group on the PRSPs (PRSP-LG) has been established to facilitate the sharing of best practices, identification of national capacity gaps, and formulation of recommendations of the required actions by various stakeholders to address these gaps, and advocacy for change in aid modalities and approaches.
- **Improving Aid Effectiveness:** The Commission has helped to develop consensus between member states and development partners on the key issues. It has led the way in making the case for coherence in aid, and for mutual accountability between partner and recipient. We have worked to make the case with partners for greater budget support, for a more coherent approach to debt, for reducing the transaction costs of aid, and for focusing on aid quality rather than quantity.
- **Promoting Good Governance:** ECA has helped establish continent-wide recognition that good governance is a pre-condition for effective development; its staff have provided a rigorous framework for governance assessment to enable national institutions in countries themselves to do the work of evaluating and improving their governance on the ground. A major contribution has been made to developing and conceptualising the NEPAD APRM processes.
- **Promoting the Information Society:** the Commission's work on regional and country policies on information for development has been a creative force throughout many parts of Africa. ECA is widely acknowledged to have helped broaden regional awareness of the great importance of ICTs to development. The African Information Society Initiative, conceptualised by ECA, has been accepted as the regional framework for "information for development" activities and participation is increasing – from a widening range of stakeholders. Work on promoting policy and advocacy has resulted in successful interventions in bridging the digital divide with at least 13 countries benefiting from the programme on National Information and Communication Infrastructure (NICI) plans.
- **Trade:** The work on trade has been timely and creative, has assisted Africa to forge more unified and effective positions and has helped member states become more effectively engaged in multilateral negotiations.
- **Advancing Regional Integration:** At the sub regional level, the Commission has worked to advance the process of regional integration by helping to develop criteria for convergence and other key analysis. It has worked with member states to build consensus on the rationalization of the RECs and other key requirements of regional integration, as well as working to strengthen and revitalize RECs, such as ECCAS, SADC and COMESA. The Commission and its Sub-Regional Offices (SROs) work

closely with the main RECs to harmonize programmes, strengthen policy and build technical capacity to pursue regional integration.

- Transport: Work on transport policy and facilitation, which formed the basis of the two UN Transport and Communications Decades in Africa, led to the liberalization of air transport in Africa through the framework of the Yamoussoukro Decision on Air Transport Development in Africa
- Gender: Cutting-edge work has been undertaken in developing an African gender development index and compilation of gender profiles for African countries. This will enhance the capacity of member States to effectively implement the Beijing Platform of Action; address the gender dimension of poverty; promote women's human and legal rights; and women's participation in decision-making. The ECA's work in gender is well-regarded and has a widespread constituency. Capacity building in member states to advance the mainstreaming of gender in policy has been one key outcome.
- Sustainable development: Thanks to the Commission's promotion of the nexus of population, environment, agriculture and food security there is now greater awareness of the need to adopt an integrated approach to the management of natural resources. On water policy, ECA has worked to build consensus at regional level on priorities, and to create instruments such as the financial facility to facilitate projects. It has also played a leading role in harmonizing the efforts of all UN agencies to support African ministerial priorities on water, and is now making good progress in the same way on energy.
- Fostering dialogue to improve development effectiveness: The Big Table initiative has enhanced dialogue with the Bretton Woods Institutions and the OECD countries while the work of the PRSP Learning Group has facilitated the articulation of an African voice on the PRSP process.
- The ECA is deeply engaged in activities to support and collaborate with Africa's regional organizations. Concrete inputs were made in the process of defining NEPAD; support for the African Women and Peace committee has been key, as has back up for those drafting gender representation in African Union structures. Similarly, ECA-hosted events have generated consensus on policy, such as the ADF 2000 on HIV/Aids which contributed major inputs to the subsequent Abuja summit. With the African Development Bank, the ECA has worked to develop the African Water Vision, to collaborate on governance and most recently, to rationalize and cooperate in holding annual meetings back to back.
- Engaging civil society: ECA aims to emphasise and enhance the contribution of civil society by integrating its members into ECA work programmes, involving them in decision-making processes, facilitating their participation in world summits and the follow-up, building capacity and hosting dialogue between them and governments.

With respect to the intergovernmental machinery, the staff report concluded that:

- The reform had led to a streamlined, agile and more effective structure. The reduction in the size of the intergovernmental structure had significantly reduced the cost, number and frequency of meetings of the policy organs.
- The Conference of Ministers had been strengthened as the central policy-making organ of ECA, with improved focus on substantive issues. As a result, it has regularly set the regional agenda and forged consensus in several key areas, as well as significantly helped to promote African positions in the international development arena. For example, proposals made at the Conference of Ministers of Finance in May 1999, were largely adopted by the subsequent G8 meeting in Cologne, paving the way for the Enhanced HIPC initiative. The November 2000 Conference helped in preparing Africa for the Monterrey Conference on Financing for Development and the Third UN Conference on Least Developed Countries (LDCs). More recently, the Conference has played a crucial role in uniting various new regional initiatives into the NEPAD framework (2001) and setting the agenda for its effective implementation (2002). The 2003 Conference made specific proposals aimed at advancing the agenda on issues that are critical to Africa's development including aid, debt relief, trade, HIV/AIDS and the role of the IMF and World Bank in Africa. This formed the basis for the Big Table discussions in Washington in October 2003, which focussed on what more can be done to protect African economies from the adverse effects of external shocks, and on how the approaches of the World Bank and International Monetary Fund can more effectively be aligned with African governments' strategies to reduce poverty.

The staff report detailed the current coordination arrangements within the United Nations agencies working in Africa, including the position of ECA within the system. The report acknowledged coordination had improved through country level UNDAF participation and the regional consultative mechanism for UN support to NEPAD.

With respect to the African regional organizations, the assessment concluded that:

- There had been improved collaboration with both the AU and ADB through the Joint Secretariat.
- Synergy with the ADB had significantly increased as was evidenced by the back-to-back meetings of the Conference of Ministers. Collaboration with ECA has also been extended to the work on measuring and monitoring governance in Africa.
- The restructuring of the AU presented renewed opportunities for collaboration. This was already taking shape as evidenced by current plans to compile the ARIA II report jointly with the AU.

2.3 Report of the Independent Consultants

The consultants reviewed and analysed the staff report and conducted supplementary interviews on ECA's work with staff and key experts and stakeholders⁴. Their conclusions were

⁴ "External Review of ECA: Report of the Independent Consultant Team" has been made available as a conference background document.

essentially that the reform process had been exemplary in its openness, professionalism and consistency. In particular:

- ECA is very likely to have deeper and broader relevance because the building blocks for greater impact have been put in place. These include: increased human resource capacities; improvements in ICT; a model of intellectual networking rather than producing all ideas in-house. However, outreach and distributions systems need further improvement.
- ECA's reputation and support from partners has grown impressively with critical extra-budgetary resources expanding.
- In terms of ECA's programmes, there had been a lot of bold innovation although the Economic Report on Africa (ERA) required more statistical data. Work on fostering regional integration was being creatively handled while that on informational management had been exemplary. Work on gender was described as successful if not ambitious.
- The creation of fora such as the African Development Forum, the Big Table, and the PRSP Learning Group have led to innovative knowledge networking.
- Improvements in the inter-ministerial functions have been significant and productive, with caution about compressing the length of the Conference of Ministers.
- Regional collaboration has made progress, with encouragement to establish several more levels of relationships with the ADB and the AU.
- In relation to the RECs, collaboration has been productive, but there is a need to address their varied requirements.
- Regional coordination with UN agencies is modest, but far better than in other regions. And ECA enjoys far better project-by-project cooperation with other parts of the UN than prior to the reforms.

The Consultants interviewed 36 high-level people knowledgeable about ECA's work⁵. The results showed that ECA is widely felt to be a leader and influential key player in addressing Africa's regional development challenges. It has earned the reputation of being technically solid and capable, and is producing work of a high value. ECA is seen as innovative in finding new ways to bring Africans together for informal and high-level dialogues.

Some officials felt that ECA often gives practical direction to fierce policy debates. The Commission is also viewed as being extremely active in promoting NEPAD and advocating for regional integration with positive results so far.

As far as the research and policy outputs are concerned, some respondents believed the ECA could do a better job of disseminating its written products beyond expert and committee meetings and conference presentations. ECA should try harder to integrate policy analysts from other African institutions into their processes, and also consider ways to better evaluate the way policies are implemented in member States.

⁵ A full list of names is available in the Consultant Report.

2.4 Report of the Expert Panel

The Review Panel received both the staff and Consultants' reports, and also met with Ambassadors of the Bureau and the Sub-Deans. They agreed that the outcome of their report should be forward-looking and help enhance the relevance of ECA's work and increase its impact. When the Panel met in Addis Ababa, however, they did not have sufficient time to complete a full report and therefore agreed to prepare a preliminary report. Copies are available for information.

The Panel observed that ECA was a knowledge organisation whose core business was the generation, synthesis and dissemination of knowledge products and services. As such, many of its products were intangible and their impact difficult to measure at the country, regional and continental levels. They further observed that impact assessment had an attribution aspect to it. The multiplicity of development agencies in Africa compounded the problem. Given these difficulties the Panel resolved to narrowly define impact in terms of establishing the relevance and effectiveness of ECA's work in Africa.

To get a fair view of the volume, quality and relevance of ECA's products and services, the Panel suggested that a compendium of these should be compiled. They further observed that the reform process had managed to rationalize and reduce the number of meetings and conferences of the Commission. The Panel also noted that the nature and content of the relationships between the ECA, AU and ADB had been guided by the Joint Secretariat comprising the Chief Executives of the three organizations. With NEPAD and the resurgence of the AU, there was added importance and urgency to deepen collaboration between the three continental bodies.

2.5 Summary of the review process

The review reports variously addressed the four terms of reference. While they were unanimous in the difficulty of measuring the impact of the work of ECA, they all agreed that the value of its work depends on the relevance and effectiveness of the ideas it propagates in terms of the development prospects of its member States. With specific regard to the mandated terms of reference, the reviewers reached the following main conclusions:

- On the development prospects, ECA's work has significantly improved, with a sharper focus of its work on addressing the key challenges confronting Africa.
- On the intergovernmental machinery, much progress had been achieved in rationalising the structure and making it more efficient. However, more could be done to improve the oversight functions of the machinery.
- With respect to the coordination arrangements of UN agencies working in Africa, the reviews highlighted several challenges that need to be addressed in achieving more coherence.
- On the relationship between ECA and the regional bodies, the reviews highlighted a number of notable achievements, such as the growing cooperation with the ADB in jointly organising the annual meetings of their policy organs. The ongoing restructuring of the AU, and the implementation of NEPAD, offer fresh opportunities for collaboration with the AU and the RECs.

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3.0 Deepening reforms for greater effectiveness and relevance-the way forward

The main conclusions that can be drawn from the foregoing reviews is that ECA has made significant strides in its work as a result of the reforms undertaken in recent years. There is, however, still room for improvements and deepening the reforms in some key areas. On the basis of these conclusions, the Secretariat has identified a number of areas/issues where further action is required to carry the reform process forward. These include strengthening the role of the member States in setting the agenda and priorities for ECA's work; enhancing existing modalities and mechanisms for disseminating and delivering ECA's products and services; strengthening ECA's intellectual leadership in Africa; setting the research agenda to enhance networking with the growing community of African research and academic institutions; and strengthening feedback, monitoring and evaluation of its work.

The Secretariat is of the view that the tasks involved should be entrusted to the Secretariat and the various subsidiary bodies. Implementation of the proposed actions could begin immediately and continue into the first half of 2005.

3.1 Priority-setting

Over the years, much progress has been made in involving the member States more closely in the priority-setting work of the Commission as evidenced by the increase in their participation in meetings of the various policy organs. However, the complex and rigid nature of the UN system's programme planning, budgeting, monitoring and evaluation cycle has often made it difficult for member States to provide the required policy direction in the formulation and implementation of the work programme. To overcome the deficiencies in the programme planning cycle, the UN has decided to adopt a biennial programme plan beginning in the biennium 2006-2007 to replace the current four-year medium-term plan which ends in 2005. The rationale for this is that a biennial programme plan combined with a budget outline of the same duration would better link policy decisions taken by member States with respect to overall direction of programmes and those taken with respect to the level of resources.

To facilitate this intergovernmental review and enhance the oversight functions of member States, it is suggested that the following consultations should become an integral part of the process:

- The subsidiary organs⁶ would meet to undertake an in-depth review of the biennial programme plans and provide their inputs which will thereafter be transmitted to the Committee for Programme Coordination (CPC) and subsequently to the General Assembly.
- To facilitate the work of the Committees, a group of experts will be selected on the basis of their expertise of the focus areas covered in the Plan to serve as resource persons and work closely with the Secretariat and the Committees⁷ in reviewing the programme plan.

⁶ The Technical Committees are the: Committee on Regional Cooperation and Integration (CRCI); Committee on Women, Gender and Development (CWGD); Committee on Development Information (CODI); Committee on Human Development and Civil Society (CHDCS); Committee on Sustainable Development (CSD) and the Committee on Industry and Private Sector (CIPS). In addition, there is an Intergovernmental Committee of Experts for each of the five sub regional ECA offices.

- In addition, the Secretariat will consult with the Bureau of the Conference of Ministers to ensure its involvement in the review of the programme plan by central review bodies at the global level.

3.2 Better Knowledge Sharing and Outreach

Addressing Africa's development challenges requires the full participation of all stakeholders in national decision-making and development planning. Although it is quite clear that the quality and relevance of ECA outputs has improved, problems persist in ensuring that products and messages reach the intended end users, particularly at the policy decision-making level. ECA intends to overcome this by stepping up its efforts to engage with the full range of audiences and to ensure that its policy analytical work is based on the highest quality available data and information. The Commission will:

- Upgrade its communication and outreach capacities with more investments in staffing to release more systematic effort in the promotion of key messages.
- Overhaul, augment and test distribution lists to make sure the Commission is reaching diverse audiences at the national, regional, sub-regional and continental levels.
- Repackage key products into succinct policy briefs and target appropriate decision makers who do not have the time to digest lengthy research reports.
- Launch a digital audio-visual production facility, intended to become a centre of excellence for producing development programming, to gradually begin to produce both broadcast and print materials for a non-expert audience across Africa.
- Create more opportunities for policy dialogue at the sub-regional level.
- Build broader relations with Africa's media and information-disseminating bodies such as libraries, nongovernmental organizations, and educational institutions across the continent.

3.3 Enhanced networking with research and academic institutions

A particularly important measure aimed at making ECA a centre of excellence and enhancing the effectiveness of its work is to improve networking with the growing number of research and academic institutions in the continent in order to creatively address development challenges. ECA will achieve this through the following means:

- Fellowship programmes that enable researchers and university professors to work on some development issues at ECA for a given period of time;
- Joint studies between ECA and research centres/universities in Africa and outside Africa;
- Establish a mechanism to provide knowledge networking and clearinghouse function similar to the African Knowledge Network Forum (AKNF).
- More proactively work with the academic community, research institutions, issues-based networks and other knowledge hubs to strengthen knowledge sharing.
- Enhance the programmatic linkages with the African Institute for Economic Development and Planning (IDEP) as the training and capacity-building arm of ECA.

The above measures should provide a foundation for ECA to enhance its support to member States.

3.4 Feedback, Monitoring and evaluation

The UN Secretariat monitors system-wide work by tracking the implementation of outputs. Despite this, ECA has undertaken steps to improve the qualitative reviews of its work. It has been deliberately undertaking detailed internal and external peer reviews of its key reports. This together with the closer working relationship with the technical committees has added to the relevance and effectiveness of its products.

During the 2000-2001 biennium, ECA introduced results based budgeting to ensure that results are achieved rather than merely focus on the delivery of outputs. Results Based Budgeting (RBB) has complemented the reform by providing a management framework and tools for strategic planning, performance monitoring and evaluation.

ECA will work towards further improving RBB as a tool for monitoring the relevance and effectiveness of its programmes through:

- Involving of key stakeholders, from member States in the programme management life cycle particularly in defining expected accomplishments, monitoring progress and integrating lessons learned back into work planning processes.
- Establishing an effective framework for determining feedback as a measure of the effectiveness of its programmes. As part of the framework, ECA will move towards a better definition of output quality and set targets for its measurement.
- Internally, ECA will further improve its performance measurement systems. As part of this, a performance driven compact is being developed for senior managers.
- ECA will also ensure that it acquires or develops the skills required to deepen its performance measurement processes.
- While RBB will remain the main project planning, monitoring and evaluation tool, ECA will look at other tools, such as outcome mapping, which focuses on impact on key partners.

To achieve these plans, ECA has recently established the Office of Policy and Programme Coordination (OPC), a division dedicated to integrating systems thinking. OPC will essentially be the main vehicle that facilitates strategic medium-term and annual operational planning, including ensuring that the programme work plans of the substantive divisions remain responsive to the needs of ECA's member States.

4.0 Next steps

This report identifies several areas in which, despite concrete accomplishments, further effort is required to deepen the reform and further complement the member States' efforts in meeting their development prospects and challenges.

The following actions are therefore recommended, as next steps, to ensure the continued relevance and effectiveness of the work of the Commission to the development needs of African countries.

4.1 Review of the 2006-7 Biennium Programme Plan

The preparation of the proposed programme plan for the biennium 2006-7 provides a unique opportunity for member states to address strategic issues, assess broad objectives and provide policy direction for the work of the ECA. We call on member states not only to endorse the plan but to continue to be involved, through the Bureau, by encouraging the Africa group in New York to support ECA's presentation during consideration of the UN Strategic Framework by the Committee on Programme and Coordination in June 2004.

4.2 Preparation of the Biennium Programme Budget 2006-7

The ECA intends to prepare the programme budget for the biennium 2006-2007 in October-November, 2004. The process involves, in effect, the building of a work-plan. While the Biennium Programme plan sets out our intentions, the programme budget explains how it will be carried out, detailing the activities, priorities and allocation of resources.

As noted under 3.1, we are seeking greater involvement of member states in that process, through the participation of the sectoral committees of the Commission. We would like the committees to play a role in defining the work of the biennium and will also invite the AU, ADB and the RECs to contribute to this process. The committees' and partners' input and involvement in the preparation of the budget will ensure that the budget closely aligns with the programme. We will thus lay the foundation for understanding and support from member states when the budget is brought to the Conference of Ministers in 2005 for endorsement.

This process will also provide an opportunity for member states to be a part of the thinking that drives the ECA's reform process, and how to find the capacity and resources to fulfil it.

4.3 Support to NEPAD and the African Union

Recognising the importance of NEPAD, the ECA will continue our support to the NEPAD secretariat. At the same time we have started working closely with the APRM Secretariat and the Eminent Personalities Panel.

This continues engagement and discussion expressed in an MOU between the APRM Secretariat and ECA, which defined the support our institution can give as a strategic partner to the APRM process.

ECA is involved in providing strong technical support to the first APRM process starting in Ghana on May 24.

The planned integration of NEPAD into the AU structures and the establishment of the African Peer Review Mechanism (APRM), will allow ECA to design effective programme support on key fronts, such as the debt agenda and regional integration.

It is also expected to provide opportunities for strengthened collaboration among ECA and its strategic partners, the AU, UNDP and ADB.

To reach this objective, clear areas of collaboration at the strategic, operational and policy levels need to be defined by the three institutions. Going forward, the ECA will:

- Provide support to the APRM secretariat in carrying out its mandate, in accordance with the MOU.
- Undertake the building and maintenance of a customized database of information on participating countries.
- Participate in country review teams as observers and advisers.
- Provide technical support to all countries undergoing the APRM process.
- Reactivate the MOU that has been signed with the ADB to strengthen the infrastructure programme under NEPAD.

4.4 Resource Mobilization

Ownership by member States is fundamental to the process outlined in this paper. An effective and relevant ECA is a shared responsibility between the member States and the secretariat. The member States, therefore, have an obligation to make available adequate financial resources to support the work of the Commission.

In recent years, ECA's work programme has witnessed a significant expansion in response to the need to assist member States address new and emerging challenges in their development. The adoption of NEPAD and the MDGs has also placed additional responsibilities on the secretariat. However, this expansion has not been matched with the required level of resources.

In nearly ten years, appropriations under the UN regular budget have continued to decline in absolute and real terms. As the attached table shows, staff costs absorb 80% of our expenditure, leaving only 6-7% for programme activities; that means that discretionary resources for improving communication outputs and other outreach activities are severely limited.

Any knowledge-based organisation must see its staff as the prime asset. We have therefore invested heavily, as part of our reform process, in ensuring that our staff is of the highest quality and in human resources management. We believe that commitment has been justified by improved quality of outputs and impact. However, it leaves us with a gaping need for more resources to deliver our operations.

We have been fortunate to be able to attract increasing amounts of programme and budget support from partners, thanks to their confidence in our work and perspective. We have registered a sharp increase in that support during the past 4-5 years and this is the basis for our assumption that we will again see an increase in 2004-5. This has improved the effectiveness of the Commission. We are grateful to our principal partners – Canada, UK, Netherlands, Sweden, Norway, Germany and Finland.

Nonetheless, we believe this support from our non-African partners underlines the case for increased support from our member States.

It is in this context that the secretariat is proposing to the Conference of Ministers that the pledging conference of the United Nations Trust Fund for African Development (UNTFAD) be reactivated, starting in 2005.

The re-launch of UNTFAD should provide an opportunity for African countries to demonstrate their commitment and collective self-reliance in support of achieving the objectives and priorities of NEPAD and the MDGs. A substantial increase in the contributions to UNTFAD will help leverage African support for raising additional resources from outside the continent.

At next year's Conference of Ministers, the Secretariat will present the programme budget for 2006-7 for endorsement; it will include an indication of the Commission's resource requirement to provide some context for UNTFAD pledging by members states.

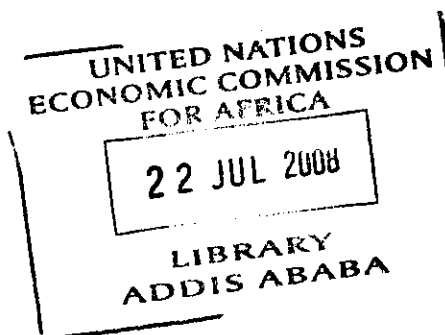


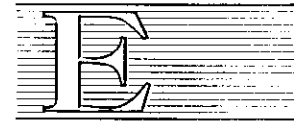
TABLE
REGULAR AND EXTRABUDGETARY
BUDGET PERCENTAGE DISTRIBUTION
OF RESOURCES BY FUNCTION
FOR 2004-2005

(Thousands
of USD)

	REGULAR BUDGET	% of Total RB	XB RESOURCES	% of Total XB	TOTAL	%
A. Staff Costs	69,663.0	80.4	8,130.0	27.1	77,793.0	6.7
Posts	67,482.8		7,841.2			
Other staff costs	2,180.2		288.8			
B. Programme Implementation	6,004.3	6.9	19,380.0	64.6	25,384.3	21.8
Consultants and experts	1,959.1		3,386.8			
Staff Travel	2,085.3		2,012.7			
Contractual services	1,959.9		7,134.3			
Fellowships (seminars, workshops and group training)			6,846.2			
Operational expenses	10,927.7	12.6	2,490.0	8.3	13,417.7	11.5
General operating expenses	5,038.5		146.5			
Supplies and materials	1,630.5		529.2			
Furniture and equipment	2,815.2		1,560.2			
Grants and contributions to IDEP and UNAFRI	1,422.4					
Others	21.1		254.1			
Total	86,595.0	100.0	30,000.0	100.0	116,595.0	100.0



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Twenty-third meeting of the Committee of Experts
of the Conference of African Ministers of Finance,
Planning and Economic Development

Kampala, Uganda
18-20 May 2004

ECONOMIC COMMISSION FOR AFRICA

Thirty-seventh session of the Commission/Conference
of African Ministers of Finance, Planning and
Economic Development

Kampala, Uganda
21-22 May 2004

CORRIGENDUM

**EXTERNAL REVIEW OF THE ECONOMIC COMMISSION FOR AFRICA'S
(ECA) WORK: OUTCOME AND WAY FORWARD**

Replace Table in Annex with the following:

May 2004

TABLE
REGULAR AND EXTRABUDGETARY
BUDGET PERCENTAGE
DISTRIBUTION OF RESOURCES BY
FUNCTION
FOR 2004-2005

(Thousands
of USD)

	REGULAR BUDGET	% of Total RB	XB RESOURCES	% of Total XB	TOTAL	%
A. Staff Costs	69,663.0	80.4	8,130.0	27.1	77,793.0	6.7
Posts	67,482.8		7,841.2			
Other staff costs	2,180.2		288.8			
B. Programme Implementation	6,004.3	6.9	19,380.0	64.6	25,384.3	21.8
Consultants and experts	1,959.1		3,386.8			
Staff Travel	2,085.3		2,012.7			
Contractual services	1,959.9		7,134.3			
Fellowships (seminars, workshops and group training)			6,846.2			
Operational expenses	10,927.7	12.6	2,490.0	8.3	13,417.7	11.5
General operating expenses	5,038.5		146.5			
Supplies and materials	1,630.5		529.2			
Furniture and equipment	2,815.2		1,560.2			
Grants and contributions to IDEP and UNAFRI	1,422.4					
Others	21.1		254.1			
Total	86,595.0	100.0	30,000.0	100.0	116,595.0	100.0

