



Economic Commission for Africa

ECA Business Plan

2010 – 2012

Contents

Acronyms

ADF	African Development Forum
AfDB	African Development Bank
AGDI	African Gender and Development Index
AGF	African Governance Forum
AGR	African Governance Report
AISI	African Information Society Initiative
AMCOW	African Ministerial Council on Water
ANEW	Regional Civil Society Network for Water
APR	African Peer Review
APRM	African Peer Review Mechanism
ARIA	Assessing Regional Integration in Africa
ATPC	African Trade Policy and Research Centre
AWDR	African Water Development Report
AWPS	African Women's Progressive Scoreboard
AWR	African Women's Report
CAADP	
CEDAW	
CoDA	Coalition for Dialogue on Africa
ClimDev	Climate Information for Development
DPP	Development for Peace Programme
ePol-NET	Global e-Policy Resource Network
ERA	Economic Report on Africa
FAS	Femmes Afrique Solidarité
GSI	Gender Status Index
IGWA	Inter-Agency Group for Water in Africa
ILEAP	International Lawyers and Economists Against Poverty
ISP	Institutional Strengthening Programme
IWRM	Integrated Water Resources Management
NICI	National Information and Communication Infrastructure
PRSP-LG	African Learning Group on Poverty Reduction Strategy Papers
RB	Regular Budget
RBB	Results-based Budgeting
REC	Regional Economic Community
SPA	Strategic Partnership with Africa
SSATP	

ERFS	Senior Research Fellowship Scheme (SRFS).
TF	Trust Funds
UNTFAD	United Nations Trust Fund for Africa Development
WSIS	World Summit Information Society
XB	Extrabudgetary Resources

Introduction

ECA's 2007-2009 Business Plan was anchored on the two pillars of promoting regional integration in support of the African Union vision, and helping Africa to meet its special needs. This strategy remains valid and responsive to Africa's development challenges. The Commission will therefore continue to place emphasis on delivering results in these two areas through its existing service lines of knowledge generation, sharing and networking; advocacy and consensus building; and advisory services and technical cooperation; and focusing its "operations" on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

The 2010–2012 Business Plan is a strategic articulation of ECA's programme of work in the coming three years. The Plan outlines how ECA plans to deepen its work in identified priority areas and highlights how the Commission plans to strengthen its partnership and collaboration with the AUC, the African Development Bank (AfDB) and the RECs. Many potential partners possess extensive networks, a history of building institutional capacities, and the insight and goodwill that Africa needs. The plan therefore highlights how ECA would work closely with development partners to address the Continent's emerging priorities such as the effect of climate change and global financial crises.

The 2010-2012 Business Plan consists of four parts. The first part provides the strategic context of the Plan. It highlights Africa's development challenges and briefly reviews how ECA has repositioned itself to help address these challenges. It outlines the focus of the plan and ECA's programme implementation strategies. Part two highlights the salient achievements of the 2007-2009 Business Plan while part three presents our key ongoing and planned projects/activities for 2010 – 2012 in response to the current needs and emerging priorities of African States. It also outlines how ECA aims to consolidate and build on past progress and partnerships, for better results and greater impact. Part four focuses on the measures ECA is taking to enhance implementation effectiveness, and summarizes the financial resource requirements associated with the Plan.

The importance of extrabudgetary (XB) resources for the overall ECA work programme can not be overemphasized. As I have made known in a number of our Partners' forums, the ability of the Commission to effectively carry out its work programme and assist the key elements of Africa's regional development framework depends critically on the XB resource funding support from partners and donors.

I take this opportunity to thank all our partners who have supported us over the past years. We would not have been able to achieve what we did without you. A substantial and sustained amount of XB resources are now needed not only to continue and consolidate current efforts, but also to respond adequately to the emerging priorities outlined in the subsequent sections of this Plan. Most of the financial support received thus far has been earmarked for specific purposes. We are looking forward to your renewed partnership and support, particularly in the form of budget support, to provide a more predictable, continuous and assured funding that enables the Commission to flexibly respond to the emerging priorities and demands of member States.

I remain very grateful for all your encouragement and support since I took office four years ago, as the Executive Secretary of the Commission. I will continue to count on your support as I look forward to deepening our collaboration and partnership during the new Plan period.

Abdoulie Janneh
Executive Secretary
Economic Commission for Africa

PART I: STRATEGIC CONTEXT

1.1 Africa's Development Challenges

Africa's faces multiple and diverse development challenges. The 2007-2009 ECA Business Plan identified four key challenges:

- Achieving the Millennium Development Goals (MDGS), which in turn requires sustained high growth rates and accompanying job creation;
- Integrating for development with a focus on expanding intra-trade;
- Benefiting from globalization, including by better harnessing the potential of its rich natural resource endowment to underpin broad-based growth and economic diversification; and
- Strengthening governance and institutions through capacity development; there is a great deal of empirical evidence showing an important causal effect of good governance on economic outcomes and that Africa's relatively weak performance in many governance indicators is an additional factor explaining the Continent's weak economic outcomes.

Two additional challenges have emerged since and need to be tackled: - mitigating the impacts of the global financial and economic crisis, and addressing the risks associated with climate change.

Economic Growth and the Impact of Global Financial and Economic Crisis.

Compared to 2007, Africa's economic performance declined in 2008 and continued to slow steeply in 2009. The immediate effects of the global economic and financial crisis on African economies have included the weakening of currencies and the decline of stock markets, especially for some of the major stock exchanges in Africa. Moreover, African countries have faced a tightening of credit in domestic financial markets and an increase in risk premiums in global capital markets, and several countries are experiencing difficulties in obtaining funds from these markets. The crisis is also affecting African economies indirectly through the decline in global economic growth. Overall, Africa is likely to continue experiencing enormous challenges emanating from the global economic and financial crisis, including a decline in foreign direct investment, workers' remittances and revenues from tourism. There is also a concern with regard to developed countries cutting down on flows of official development assistance (ODA) to Africa, which would be a major setback for the region.

Addressing Climate Change. Climate change could become a major challenge to growth and socioeconomic development in Africa, and constrain efforts to improve the human condition and progress towards the achievement of the MDGs. Its potential adverse impact includes include: (i) increasing water stress and water-related conflicts, (ii) constrained agricultural production and increasing food insecurity, (iii) increasing energy constraints, (iv) rising sea level degrading livelihoods and environment in coastal areas, (v) loss of biodiversity, forests and other habitats, (vi) expanding range and prevalence of vector-borne diseases, and (vii) and increased risks of conflicts related to migration. Consequently, Africa must ensure that its concerns are adequately reflected in any future international climate change regime.

1.2 Strategy and Focus of Business Plan 2010-2012

ECA's 2007-2009 Business Plan was underpinned by the ECA strategy formulated in the context of its Repositioning. The strategy was anchored on the two pillars of:

- Promoting regional integration in support of the African Union vision; and
- Helping Africa to meet its special needs.

This strategy remains robust and responsive to Africa's development challenges. Accordingly, emphasis will continue to be place on delivering results in these two areas through its existing service lines of knowledge generation, sharing and networking; advocacy and consensus building; and advisory services and technical cooperation. ECA will continue to focus its "operations" on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

The Commission will continue to develop a markedly stronger sub-regional presence by empowering its sub-regional offices (SROs) to play an enhanced role in the delivery of its activities and placing a stronger focus on the specific needs of the Regional Economic Communities (RECs). To ensure integrated programme delivery and impact, ECA will harness its expertise across diverse areas, and build on synergies across the various programme Divisions and SROs to "deliver as one".

ECA's Business Plan 2010-2012 is anchored in the strategy discussed above and learns from the experience of implementing the 2007-2009 Business Plan. It reflects two cross-cutting thrusts: consolidation of and continuity with the gains achieved during 2007-2009; and the scaling up of impact and results for Member States and the Continent.

The 2007-2009 Business Plan supported the launch of significant scaling up based on leveraging partnerships and the accompanying commitment of resources in support of ECA's program. Following a virtual hiatus in 2004-2006, ECA signed agreements amounting to \$50 million. Current expectation is that the number might reach up to \$70 million mark by December 2009. This included a significant commitment for the high priority climate change agenda. The program supported by these resources will be consolidated and continue to be implemented in 2010-2012.

The scaling up of impact and results is to be achieved, inter-alia through: Intensifying and regularizing delivery of ECA's mandate for monitoring and reporting on development progress on the Continent, including in response to global commitments; and scaling up the dissemination of, and dialogue in relevant policy-making Forums based on these outputs and other research/analytical reports at all levels--Continental, sub-regional and Member States—followed by capacity-building assistance toward sustained impact on policy formulation and implementation. To this end, all ECA flagship outputs that serve a monitoring and reporting purpose will be delivered with predictable, regular periodicity. Publication would be followed by extensive dissemination at the continental level as well as at the sub-regional level.

The Business Plan builds on and is fully consistent with ECA's Program of Work and Priorities for 2010-2011.

PART II: Delivery of Results under the 2007-2009 Business Plan

2.1 Salient Results under the 2007-2009 Business Plan

The 2007-2009 Business Plan was both a framework and a vehicle for addressing Africa's development challenges and mobilizing the requisite resources to implement the key thematic programme activities and initiatives in the Plan. It also enabled ECA through its repositioning strategy and, in collaboration with its other two continental partners- the African Union (AU) and the African Development Bank (AfDB), to assist African countries achieve positive gains in their socio-economic development and governance agenda. The following sections highlight the salient results achieved in the different thematic areas during 2007–2009.

2.1.1 Regional Integration, Infrastructure and Trade

ECA added to the continental drive towards regional integration by contributing to the debate, supporting the institutions of integration and promoting trans-boundary cooperation. The second and third editions of the Assessing Regional Integration in Africa (ARIA) contributed to the debate on integration. ARIA II dealt with harmonization and rationalization of RECs while ARIA III addressed the issue of monetary and financial integration in Africa. The African Union subsequently adopted a Decision limiting the number of recognized RECs to eight. Similarly, in their Tripartite Summit COMESA, SADC and EAC agreed to harmonize their trade policies by establishing a single Free Trade Area. The multiyear programme between ECA and COMESA also assisted the 19 country members of that REC to successfully launch the COMESA Customs Union in June 2009.

Member States from the East and Southern African sub-regions have begun to mainstream SADC and COMESA protocols in national programmes. This was a direct result of the cooperation between ECA and the Eduardo Mondlane University (UEM) in Mozambique to organize a joint forum/workshop on 'Mainstreaming Regional Integration in National Development Plans' from 28-29 May 2009 in Maputo, Mozambique. Collaboration is on-going to develop UEM's Centre for Studies on Regional Integration and SADC Law.

In 2007, ECA and AfDB organized a Big Table on the management of natural resources and one of the outcomes of this activity was the establishment of a multidisciplinary International Study Group (ISG) on mining. The work of the ISG which was coordinated

and supported by ECA led to the development of an African Mining Vision, which was adopted by the AU Heads of State in February 2009. The vision advocates “transparent, equitable and optimal exploitation of mineral resources to underpin broad-based sustainable growth and socio-economic development”.

The outcome of the African regional review of the Almaty Programme of Action organized by ECA contributed to the global review process which retained most of the recommendations made by African countries. In addition, ECA prepared the framework for monitoring progress in the implementation of the recommendations of the Accra Road Safety Conference, which was adopted by African countries at a conference in Dar es Salaam in 2009.

Trade facilitation is a key requirement for regional integration and is a key element of Aid for Trade priority intervention areas. ECA and its African Trade Policy Centre (ATPC) helped to establish the Pan-African Alliance on E-Commerce which will deepen the process of trade facilitation in Africa. The Commission also assisted African countries to articulate the African common position of the implementation, monitoring and review of Aid-for-Trade.

2.1.2 International Trade, Finance and Economic Policies

During the 2007-2009 Plan Period, African countries have had to grapple with several international processes relating to trade and finance. With regard to trade, key negotiations for Africa were the Doha Round and the Economic Partnership Agreements (EPAs) with the European Union. ECA helped in this regard by drawing up a template to assist African member States in decision-making during EPA negotiations.

As part of institutional capacity development, Trade Policy Units were established or strengthened at national (Mali and Kenya) or regional (EAC, ECOWAS, and SADC) levels, with the support of the ATPC. The support provided to Mali led to the establishment of the Mali initiative, a network of Francophone Trade Policy experts (for sharing and dissemination of knowledge pertaining to economic analysis of trade policy).

Financing for development was also high on the global agenda during the 2007-2009 Plan period. A major outcome resulting from ECA’s work was the strong participation of Africa in the review process on the implementation of commitments made under the Monterrey Consensus on Financing for Development. Documents prepared by ECA captured African perspectives which were discussed at a special review session of its Ministerial Conference in 2008. The Commission similarly undertook studies and advocacy activities that resulted in recommendations for improved fiscal policy and better

domestic resource mobilization in Africa. These contributions enabled a better appreciation of the issues involved and informed resolutions adopted by the 2009 Conference of Ministers of Finance, Planning and Economic Development to enhance domestic resources mobilization, especially within the context of the financial crisis.

With regard to the economic and financial crisis, ECA collaborated with the AUC and AfDB to fashion a continental response to the crisis. In addition to servicing the Committee of Ten comprising Ministers of Finance and Governors of Central Banks, ECA prepared background documents that informed Africa's participation in the path-breaking G20 Summit in London in April 2009. Several of the recommendations made in the ECA paper including the provision for more funds for international development banks, issuance of additional Special Drawing Rights, gold sales and a review of the Debt Sustainability Framework were presented by the African delegation to the G20 and accepted by the G20 as reflected in the final communiqué of the London meeting.

In terms of economic policy, the 2008 Economic Report on Africa (ERA) contributed to strengthening Africa's preparations and negotiations for the Accra High Level Forum on Aid Effectiveness as well as the Doha Financing for Development Conference. ERA 2009 provided policy recommendations and strategies for African countries to develop the agriculture sector, through regional value chains, as a basis for long-term growth and development. Another major achievement was the re-emergence of strong substantive technical support by ECA to the Joint AU-ECA-UNIDO Conference of African Ministers of Industry (CAMI). The last conference discussed the Strategy for implementing the Plan of Action for the accelerated industrial development of Africa.

2.1.3 Meeting the Millennium Development Goals and Addressing Gender and Social Development Challenges

Sustainable development and food security

ECA has promoted a regional approach to implementing the pillars of the NEPAD Coalition for.....(CAADP) especially around the development of regionally-coordinated value chains of selected strategic food and agricultural commodities. Effective advocacy resulted in the adoption of this strategy by the African Union Conference of Ministers of Agriculture in April 2009 and the African Union Summit in July 2009. Furthermore, member States of COMESA have undertaken, with support from the ECA and FAO, to translate the ECA-advocated strategy into the construction of a common market of strategic food and agricultural commodities.

With regard to land policy, the African Regional Land Policy Framework and Guidelines (ALPFG) were officially adopted by the African Union Conference of Ministers in charge of land in April 2009 and the African Union Summit in July 2009. This was the outcome of

an AUC-ECA-AfDB joint Land Policy Initiative (LPI) to which ECA provided technical leadership. A key consideration in this regard was to ensure the formulation and implementation of comprehensive land policies, which would ensure economic efficiency, social equity and environmental protection.

Climate change has become one of the defining challenges of the current era and ECA has accordingly put this matter at the forefront of its support to its member States. This support contributed significantly and led to the elaboration and adoption of a common African negotiating position on climate change by a Special Session of African Ministerial Conference on the Environment (AMCEN) in May 2009 and the endorsement of this position by the African Union Summit in July 2009. Consequently, all African countries will be represented at the Copenhagen climate change negotiations by a unique delegation led at the top-political level by a single team of Heads of State and Government, ensuring adequate reflection of the Region's concerns, interests and expectations in the post-2012 global agreement on climate change.

Promoting gender equality and social development

There is common agreement that Africa's development will be accelerated if issues of gender equality are properly addressed. In this regard and as part of its commitment to play a leading role in addressing gender issues in Africa, ECA and its partners devoted the 6th session of the African Development Forum (ADF V) to the theme "Action on gender equality, women's empowerment and ending violence against women". The Forum, which attracted over 800 participants, adopted an Action Plan including recommendations to launch an Africa-wide campaign to eliminate violence against women and girls, to scale-up efforts to improve financing for gender equality, and to strengthen the collection of reliable data on gender equality, women's empowerment and violence against women.

As a result of support from ECA, over 44 countries have submitted reports on the implementation of the Beijing Platform of Action for the 10-year review. This is an indication that countries realize the importance of monitoring and reporting on the implementation of global and regional gender related instruments. The overall picture emerging is that a large number of countries have developed gender policies as well as adopted CEDAW, and acceded to the African Charter on the Rights of Women. Member States have also adopted, with ECA's support, the Regional Monitoring Tool for the follow up of these international instruments with the view to streamlining reporting at country level.

Given the renewed emphasis on human and social development arising from ECA Repositioning, the Commission scaled up its work on issues relating to migration, youth

development, and population policies. The Commission prepared the International Migration and Development Report, which provided background data and analysis on migration from an African perspective, and made recommendations on how countries can manage international migration in order to maximize the benefits. The report has sensitized African countries on the importance of international migration and how to manage it. The African Union's programme on Youth development was shaped partly as a result of work carried out in ECA including the African Youth Report 2009 on the theme "Expanding opportunities for and with young people in Africa". ECA similarly contributed to the preparation of the draft African Union Plan of Action for Youth Development that is to be implemented over the African Union's Decade on Youth 2009-2018.

The 15-year review meeting of the International Conference on Population and Development (ICPD+15) took place in Addis Ababa from the 19 – 23 October. As part of its contribution to monitoring the progress that has been made so far, ECA prepared a detailed report on the progress made by African countries in implementing the Programme of Action (ICPD-PoA) and MDGs in terms of policy formulation, development of appropriate legal frameworks, and the adoption of relevant international instruments. The report served as an advocacy tool to sensitize member States to accelerate progress in implementing ICPD-PoA, and also made proposals in areas requiring some more work in this area by African countries.

2.1.4 Promoting Good Governance and Popular Participation

African countries continue to reaffirm their commitment to improving governance in the continent including through increased popular participation. In order to do this, they need information on the status of governance in the continent. ECA supports this process through its African Governance Report (AGR). The first edition of the AGR was issued in 2005, and the second volume (AGR II) in 2009, with an expanded number of countries covered by the report. The AGR and the accompanying country reports have improved the stock of knowledge and understanding on governance in Africa, upscaled governance dialogue on the Continent, and assisted member States in formulating appropriate policies in addressing their capacity challenges, and improving the capacity of national research institutions in conducting governance research and analyses. Furthermore, the national country reports constitute major background material for member States undertaking the APRM process. The AGR remains the most comprehensive report on governance in Africa, and is used by scholars, policy makers, policy intellectuals, civil society organizations, regional and national institutions, and the international development community in gauging the progress on governance in the Continent.

Between 2007- 2009, ECA undertook seven APRM country support and review missions. The results of ECA's continued support to the APRM process include: the increasing capacity of member States to conduct the APRM; the consolidation of the capacity of the continental secretariat of the APRM based in Midrand, South Africa to manage the process better; and the mobilization of national stakeholders to be engaged in, and to support the APRM process, nationally. A practical demonstration of these joint efforts is that more countries have acceded to the APRM process, and more countries are completing the process. In 2007, the number of countries that had acceded to the APRM process was 26; this increased to 29 in 2009, with six completing the process, and three in the process of commencing the second phase of the self-assessment and monitoring review.

Another key area of governance in which ECA is making a difference is anti-corruption, ECA's research and training workshops have contributed to the scaling up of the fight against corruption in Africa as more countries have signed and ratified the UN and AU Conventions against corruption and designed national strategies to combat corruption. In 2007, there were 41 signatories and 26 ratifications of the AU Convention on Preventing and Combating Corruption; these numbers increased to 43 and 30 respectively in 2009. The Commission also convened an international conference on: Institutions, Culture and Corruption in Africa (in conjunction with the Council for the Development of Social Science Research in Africa-CODESRIA) in October 2008. Over 100 participants attended the conference from more than twenty-two African countries and the Diaspora; and fifty-five papers were presented at the conference. It was a major intervention in knowledge production, policy articulation and showcasing best practices on anti-corruption in Africa.

2.1.5 ICT and S&T for Development

ICT continue to play an increasingly important role in both national and regional development, and member States are increasingly seeking the support of ECA to develop and fine tune national policies and improve their use of ICT applications in governance, education, health, finance and trade. In this regard, ECA provided support to Benin, Mali, Niger, Nigeria, Rwanda, Sierra Leone, Swaziland and The Gambia to develop comprehensive National Information and Communication Infrastructure (NICI) plans and sectoral e-strategies to facilitate attainment of the countries development goals through use of ICTs. Furthermore, ECA provided ICT support to rural schools in Cameroon through a project known as the Electronic Rural Schools in African Languages (ERELA) Initiative, launched in collaboration with the National Association of Cameroonian Languages Committee (NACALCO). Over a three-year period a computer-based linguistic model was developed based on local languages in rural schools and is currently being piloted. Three training manuals in local languages, for supervisors, teachers and students, were developed, and specialized software in local languages has been installed

in the schools.. As a result of this initiative, rural school children in Cameroon will have access to computers as well as be able to use them in their own local languages. One thousand students are targeted to benefit from this initiative.

Similarly in Ethiopia, ECA supported the Addis Ababa University to develop applications using mobile technology to provide increased access to health services. As a result of this programme, an input method for hand-held devices was developed using the Amharic script as well as an online payment system. The next stage of this programme is the design and development of an SMS based Mobile Health and Demographic Data Reporting and Communication System (MHeDReCS) in the “Butajira Rural Health Program”, working with the Faculty of Medicine, Addis Ababa University.

In Central Africa ECA supported the development of e-Employment project. The project aimed at using ICT to reduce unemployment in Congo. The project is supporting 120 unemployed young graduates in Congo to be trained to develop their job search capacity. As a result, a number of young graduates have found jobs in Congo using the project facilities. The project will be expanded in the coming year to other parts of Congo as well as other countries in Central Africa.

The Science with Africa (SWA) Initiative is one of ECA’s major achievements of 2008. As a result of the initiative, ECA launched an African Innovation Endowment Fund to boost R&D and support innovators and inventors through a unique public-private partnership arrangement that includes Africa’s leading business leaders and institutions. The aim is to support an African-led financial support mechanism to encourage innovation in the African development process. As of October 2009 contributions have been received from private sector companies in Nigeria and Ethiopia as well as pledges from Governments and regional institutions. It is estimated that the grants from the endowment will support start-ups for new ideas, which will lead to the creation of new enterprises.

Through advisory and technical assistance received from ECA, its member States are developing National Spatial Data Infrastructures (NSDI) which will enable them to implement custodian arrangements for data production and sharing, as well as avoiding data redundancy and reducing costs. Beneficiary countries include Côte-d’Ivoire, Niger; Sierra Leone, Swaziland, Kenya and Nigeria. In addition, member States have benefited from the donation of 5 reference stations to the African Reference Frame (AFREF) Project, which was negotiated by ECA.

ECA member States are also drawing on its development of spatial databases on fundamental and thematic datasets, including the Transport Infrastructure Database; Second Level Administrative Boundaries (SALB) Database; and the Programme for

Infrastructure Development in Africa (PIDA) database which are used to develop and implement infrastructure Master plans for member States. The Commission also developed the MDG Mapper – an MDG Mapping tool for visualizing progress towards targets; and the Agricultural Commodity Value chain database which helps countries to identify potential areas for specific crops to be grown

2.1.6 Statistics and statistical development

The African Centre for Statistics (ACS) was established during the 2007-2009 plan period by resolution of the African Ministers of Finance, Development and Planning to strengthen ECA's role in enhancing statistical capacities of member States to improve economic management and to trade progress towards the achievement of nationally, regionally and internationally agreed development goals, including the MDGs.

During the period ACS activities including training and dissemination workshops on the system of national accounts, design and elaboration of National Strategy for Statistical Development (NSDS), review of the African Human Development Report, distributive trade statistics, and crime statistics contributed to improved statistical management in Africa. These were also reflected in the substantive servicing of the Statistical Commission for Africa and the Forum on African Statistical Development (FasDev) by ACS.

2.2 Knowledge Initiative

In line with ECA's objective to build, and disseminate knowledge, share best practices, and provide technical expertise to RECs and member States, it implemented its knowledge management strategy during the Plan period. This has generated increased awareness and tremendous rise in the demands from member States, through SROs, for assistance in mainstreaming knowledge management and knowledge sharing into their national activities.

During the period, ECA built and launched several knowledge networks such as the "UN Support to AU/NEPAD Regional Consultation Mechanism", with the UN Agencies and other organizations working in Africa as the target audience. This knowledge network has become a very critical tool for ECA and the network members for monitoring progress in integration-building capacities for implementing the Abuja Treaty for establishing the African Economic Community, promoting NEPAD initiatives particularly in infrastructure development, sectoral issues, and peer learning. Another important achievement is the launch of the "Observatory on Regional Integration" as a knowledge network. It has become a primary source of knowledge to assist policy makers, member States and

RECs, with timely and actionable information on current progress, challenges and issues on regional integration. ECA also built and launched knowledge network on trade issues for the preparation of the trade ministerial meeting Africa-South America, Designated trade experts by their member States were trained to use the knowledge network to discuss and exchange on trade related issues.

Agenda setting is a critical part of ECA's work. The Commission therefore worked closely with the AfDB and AUC to establish the Coalition for Dialogue on Africa (CoDA). CoDA combines the best elements of the former Global Coalition for Africa and the Big Table in a manner that ensures African ownership and creates an all inclusive platform to tackle emerging sensitive issues and build advocacy around policy options for responding to such matters.

The Commission also worked in collaboration with AfDB to establish the African Economic Association conference, a meeting aimed at bridging the economic policy-making and research gaps in the Continent.

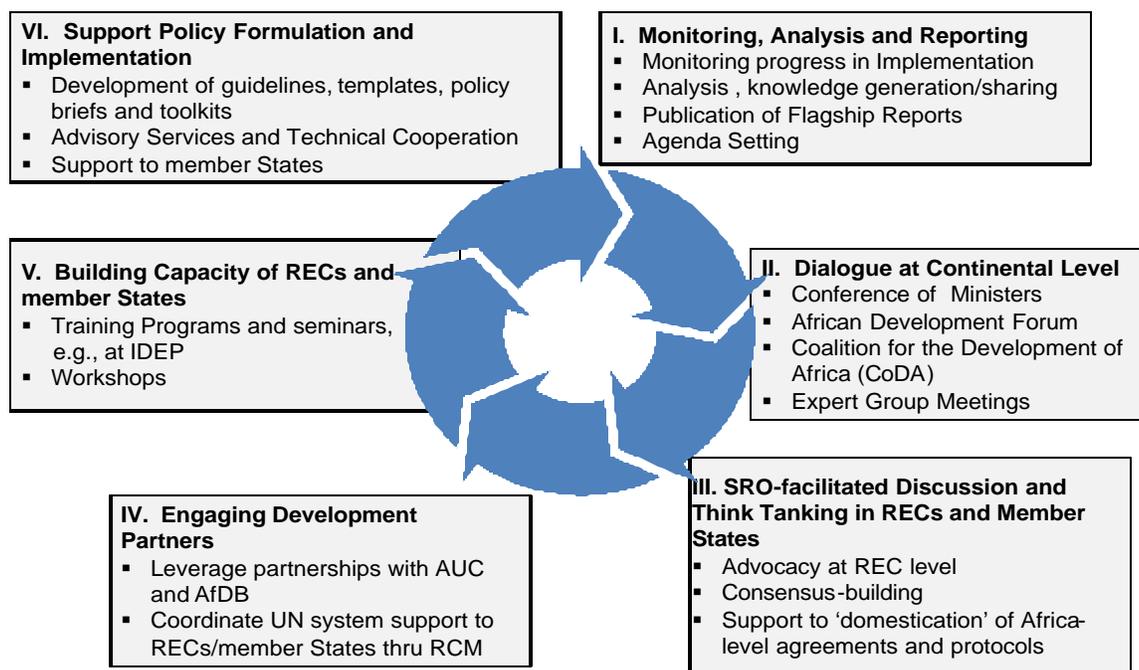
Part III: Build on Past Progress and Partnerships

3.1 Consolidation of gains achieved under Business Plan 2007-2009

Through its knowledge generation, sharing and networking service line, the Commission undertakes research and policy analysis in the various aspects of its work. The related outputs, mainly its flagship publications will continue to inform decision-making and policy formulation, as well as continue to promote peer learning activities across all sectors of ECA's work using its knowledge management initiative and workshops/seminars.

ECA will continue to leverage its different roles to maximize results and impact for the Continent as schematically reflected below. The depiction and related discussion below applies equally to the economic developments and policy (ERA), regional integration (ARIA), governance (AGR), gender mainstreaming (AWR) and other related outputs.

ECA Business Model to Scale-up Impact



The Commission will combine its monitoring and reporting mandate across different development areas and themes with research and policy analysis to produce its flagship publications as a basis for setting the policy agenda and informing policy formulation and related decision-making.

Discussion of the flagship publications at the Continental level such as at Ministerial Conferences or at the African Development Forum will help consensus building on key policy positions and shape common African positions and the Continent's voice in key global fora.

Advocacy and consensus building around the key recommendations of these flagship publications will be employed not only at the Continental level but also systematically with RECs through the SROs. ECA will help RECs and member States to adapt Continental agreements and protocols to their respective circumstances. It will also assist member States coordinate their efforts and harmonize their positions with regard to their continental, sub-regional and global objectives and related processes.

In all its efforts ECA will leverage its existing partnerships and networks. Of particular importance is its alignment with the AUC strategic plan 2009-2012 as well as the tripartite partnership with AUC and AfDB. ECA will continue to use the RCM to push for coherent and concerted United Nations action in Africa, at the Continental and also at the sub-regional level through its SROs. Furthermore, stronger and more coherent support will be provided in connection with the advancement of South-South cooperation as a key instrument for enhancing capital inflows to Africa, a source for technology and skills transfer to the Continent, and a way of increasing diversity in opportunities for development cooperation.

The Commission will also continue to provide research support to African countries on issues related to the current global economic and financial crisis. It will also continue to provide African countries with technical assistance, as requested by the 2009 Cairo Conference of African Ministers of Economy, Finance and Planning, to enable them to build capacity for policy design and implementation, including deepening economic reforms, strengthening regulation of financial institutions, harmonization of fiscal and monetary policies, improving governance and accountability, diversifying export structures, judicious use of public revenue and improving debt management. Capacity development support will also be extended through training programs, workshops and seminars organized out of Addis Ababa, through the SROs and, importantly, by IDEP.

Finally ECA's Advisory Service and Technical Cooperation service lines will assist its member States and RECs to design and implement various economic development and sectoral policies. The Commission will continue to provide such services during the 2010-2012 Business Plan and will reinforce steps already taken to deploy regional advisers to its SROs thereby bringing its advisory services closer to the clients.

Some of the expected results from ECA's work over the next three years (2010-2012) include:

- Accelerated Progress towards achieving the MDGs, including poverty reduction, sustainable development and gender equity
- Development of Priority Productive Sectors;
- Improved Economic Policies, political and Economic Governance;
- Increased regional integration and integration into the global economy;
- Enhanced development of ICT and participation in the knowledge economy;
- Improved Statistical Capacity of member States to enable planning for achieving the MDGs and for monitoring progress; and
- Strengthened and better networked institutions and centres of excellence.

Some of the outcomes are in crosscutting areas, such as more gender-sensitive structures, improved governance, appreciable post-conflict development, and a more human rights-based approach to development. ECA's work will contribute to support these results in the entirety of its work programme. Results in all areas will be underpinned by emphasis on knowledge management, quality and strengthening of the relevant capacity of member States, RECs and other regional institutions.

3.2. Support to AUC and RECs

Support to the African Union Commission

The strong partnership with the African Union Commission in support of Africa's development agenda received a further boost with the recent formulation of the AUC Medium-Term Strategy. ECA's Business plan 2010-2012 is substantially aligned with the strategy (see Table). Ongoing collaboration with the AUC, particularly in the areas of trade, gender, ICT, S&T, Governance and public administration, Land policy and climate change have been streamlined and strengthened and will continue through various joint initiatives in the area of knowledge outputs (such as ERA, ARIA, MDG Report), and joint activities including the Conference of Ministers of Finance, Planning and Economic Development.

Table 2 AUC Strategic Pillars / Strategic Objectives and corresponding ECA Programmes / Activities

AU Strategic Pillars / Strategic Objectives	ECA Programmes / Activities
<p>1. Pillar 1: Peace and Security Strategic Objectives</p> <p>1.1. Reduce conflicts to achieve continental security and stability</p> <p>1.2. Achieve the necessary continental security and stability as a prerequisite for development and integration</p>	<p>Maintaining peace and security for economic growth and development</p> <ul style="list-style-type: none"> • Support for post-conflict countries and state-building • Monitoring commitments for effective development in Africa • Collaborate with AU, RECs and member States in implementing the continent's Peace & Security Agenda
<p>2. Pillar 2: Development, Integration and Cooperation Strategic Objectives</p> <p>2.1 Promote sustainable economic development</p> <p>2.2 Promote sustainable social and human development</p> <p>2.3 Formulate frameworks for developing and sharing Africa's Statistics, and research and development</p> <p>2.4 Strengthen continental integration</p> <p>2.5 Build and strengthen continental and global cooperation</p>	<p>Meeting the MDGs and addressing gender and social development challenges</p> <ul style="list-style-type: none"> • Monitoring Africa's progress towards achieving the MDGs • Promotion of Food security and sustainable development in member States. • Monitoring social developments at regional and sub-regional levels • Enhancing statistics development and capacity for long-term planning • Assist member States on the 2010 World Programme of Population and Housing Censuses and Household Surveys • Assist member States in developing national databases and with advisory services in various areas of statistics • Establishing a Senior Research Fellowship Scheme • Building knowledge and capacity on regional integration processes • Assessing regional integration in Africa
<p>3. Pillar 3: Shared Values Strategic Objectives</p> <p>3.1. Promote good governance, democracy and human rights</p> <p>3.2. Strengthen Africa-wide humanitarian response and action</p> <p>3.3. Promote Inter-African solidarity</p> <p>3.4. Promote African Cultural Renaissance and the protection of African cultural heritage</p> <p>3.5. Promote the active participation and contribution of all segments of the African society in Africa's development and integration</p> <p>3.6. Promote the ratification and entry into force of all outstanding legal instruments adopted by the AU Assembly</p> <p>3.7. Promote Gender equality</p>	<p>Good Governance and Popular participation</p> <ul style="list-style-type: none"> • Support and strengthen the APRM process • Promoting effectiveness of governance institutions • Scaling-up the fight against corruption • Harnessing traditional governance institutions • Promoting participatory development through the strengthening of Civil Society Organization (CSOs) • Promote gender equity and social development
<p>4. Institution and Capacity Building Strategic Objectives</p> <p>4.1. Strengthen the capacity and enhance the operational efficiency of the African Union Commission</p> <p>4.2. Promote synergies, linkages and good working relations with all AU Organs</p> <p>4.3. Promote effective cooperation and collaboration with Member States and the RECs</p> <p>4.4. Promote strategic partnerships for leveraging sustainable sources of funding and comparative advantages</p>	<p>Delivering Results through Partnerships / Special Initiatives</p> <ul style="list-style-type: none"> • Consolidate and strengthen support to Africa's development agenda • Undertaking joint initiatives in the production of knowledge products (ERA, ARIA, MDGs Report, Conference of Ministers, NEPAD, The African Land Policy Initiative, and the ClimDev -Africa Programme) • Developing and implementing the African Regional Action Plan on the Knowledge Economy (ARAPKE) • Maintain and sustain partnerships between ECA's SROs and RECs • Establishment of Sub-regional Coordination Mechanisms • Facilitating and promoting the Coalition for Dialogue in Africa (CoDA) • Strengthening the African Development Forum • Establishing the Deep Support Group

Support to RECs

A key achievement of the 2007-2009 Business Plan was the strengthening of partnerships between ECA's subregional offices and their respective regional economic communities. Efforts will continue to maintain and sustain these partnerships in the 2010-2012 period.

The SROs will continue to be the first port of call between ECA headquarters on the one hand and RECs and member States on the other. They will also continue to be a source of direct support to the RECs based on the established sub-regional priorities and initiatives. This mode of support has already been captured in various multiyear programmes signed between the SROs and their respective RECs. The SROs have updated and refined their multiyear programmes for the forthcoming period of the new Business Plan.

A critical component of SRO engagement with the RECs in the coming period is the coordination of activities at sub-regional level through the establishment of Sub-Regional Coordination Mechanisms akin to the Regional Coordination Mechanism which ECA coordinates on behalf of the UN system in Africa at continental level. This function will be expanded to coordinating partner relations on behalf of the RECs.

Box. 2 ECA's Support to RECs

With the view to deepening, scaling up and enhancing the effectiveness of its support at the sub-regional level, ECA (through its SROs) has reached partnership agreements with key RECs in the form of multi-year programmes. Such programmes have been prepared and signed with ECOWAS, ECCAS, CEMAC, and SADC. Experts from EAC, CEPGL and COMESA also met in 2007 and adopted a number of multi-year programmes to be jointly implemented with ECA. In addition, ECA and UMA have agreed to sign an MoU aimed at defining a framework for collaboration between the two institutions.

ECA support to RECs is concentrated in regional integration and trade. These areas were selected to increase RECs capacity to a) better monitor the performance of the process of regional integration; b) assist respective member States to design and implement better macroeconomic and sectoral policies and programmes, assist member States to achieve sustainable development consistent with the AU vision and the priorities of NEPAD; c) facilitate consensus building and enhanced knowledge in support of increased regional integration and integration into the global economy; and d) ensure sub-regional-level implementation of the NEPAD infrastructure initiatives, in a consistent and coordinated manner.

In the area of trade, ECA, through the African Trade Policy and Research Centre (ATPC), has embarked on creating or strengthening Trade Policy Units at EAC, SADC and ECOWAS. This entails providing software and hardware for trade policy analysis as well as training in their use. One of the pillars of ATPC is the provision of fully integrated trade capacity building for RECs. In that regard, the ATPC responded to requests from RECs to undertake programming missions to EAC, SADC and ECOWAS to identify activities to be supported by the Centre.

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

- Building capacities to accelerate progress toward achieving the MDGs including poverty reduction, gender equality and sustainable development, and monitor performance;
- Ensuring good governance and public administration, focusing on enhancing the capacity of member States to apply better economic and corporate governance and peace building, and facilitate public private sector dialogue;
- Establishing Information and Communication Technologies (ICTs) and Science and Technology curricula, with a focus on the resulting increased skills and awareness, and on stronger, better networked institutions and centres of excellence;
- Statistics and statistical capacity aimed at strengthening REC capacity to track performance in implementing MDGs, and other regional or global initiatives; and
- Implementation of the Climate Information for Development (ClimDev-Africa) Programme

The areas of support are unique to each particular subregion and are detailed in Annex xx, together with the planned outputs.

3.3 Program Activities Planned for 2010-2012—by theme

The choice of activities for 2010-2012 Plan is generally guided by Africa’s ongoing and emerging development challenges and ECA’s sub-programmes. The planned activities are therefore broadly categorized under the following themes: Economic and Social Development; Regional Integration, Infrastructure, and Trade; Gender; Governance; ICT, Science and Technology for Development; Statistics and Statistical Capacity; and Food Security. ECA’s major advance with respect to the Climate Change agenda is discussed separately under ‘special initiatives’.

1. Economic and Social Development

Enduring social and economic development to promote the well-being of the people of the Continent continues to be Africa’s primary challenge. This requires that policies adopted by African countries are backed by the necessary knowledge including best practices from within and outside the Continent. ECA will accordingly continue to contribute to efforts to improve and monitor macroeconomic policy development and economic performance in Africa through the annual publication of its flagship report: the Economic Report on Africa (ERA). ERA will continue to be central to ECA’s work in strengthening member States’ capacity for macroeconomic analysis and forecasting and in strengthening dialogue among policy makers and experts on the role of macroeconomic policies in regional economic integration as well as in improving income distribution and

reducing poverty.

Similar efforts will be made to promote knowledge-sharing and networking among development practitioners, through the organization of the African Economic Conference in 2010 and 2011, in partnership with AUC and AfDB, to enhance policymakers' access to latest research findings on economic issues, thus improving economic policy-making in Africa. The Commission will also scale up macroeconomic monitoring and enhance experience sharing on how countries are coping with the current global financial and economic crises. Since trade and investment are the most important channels through which African countries will experience the full effects of the crisis, ECA will expend substantial resources in its work on macroeconomic analysis, as well as on its review and analysis of Africa's trade performance.

Financing for development remains a key intervention area for ECA. The Commission will provide a platform for African experts and private sector practitioners to exchange views and identify research priorities to inform ministerial level discussions on the subject through the organization of a regional forum in 2011. In addition, ECA will examine the latest developments in Africa's debt situation and propose policy recommendations to ensure debt sustainability. Furthermore, ECA will be involved in organizing the Fourth United Nations Conference on the Least Developed Countries and in formulating the successor to the Brussels Plan of Action (BPOA).

ECA recognizes that Industrial development is key to the diversification of African economies. In light of that, the Commission will undertake action to strengthen capacities of African policy makers and experts in data collection for industrial policy management as well as on technical aspects of industrial policy design, implementation and monitoring. ECA will also continue to collaborate with UNIDO and AUC in organizing and servicing the biennial Conference of African Minister of Industry (CAMI).

In relation to achieving the Millennium Development Goals (MDGs) and addressing social development challenges, ECA will undertake activities in the areas of growth and poverty reduction, as well as in social policy analysis and capacity building. It will also continue to monitor progress towards achieving the MDGs. In that regard the Commission will continue to prepare the report "Assessing Progress in Africa towards the targets of the MDGs" on an annual basis. It will also work to build capacities of member States to develop health-financing strategies, which constitute an important component of health systems and are important for achieving the MDGs.

Beyond the MDGs, ECA will track, review and assess progress made in implementing

international commitments relating to social development at the regional and sub-regional levels, and support the formulation of appropriate policies and action plans for their implementation. In addition, ECA will foster peer learning to share experiences and improve understanding of important social development issues.

The private sector has an important role to play in the economic and social development of Africa. ECA will therefore support private sector development by organizing a private sector development forum, an African Investment forum, and public-private sector partnership meetings. Overall, these activities are expected to contribute to: enhancing public-private partnerships in Africa; showcasing Africa's investment potential, promoting South-South business partnerships; and building the capacity of small and medium scale enterprises on the Continent.

2. Regional Integration, Infrastructure, and Trade

Africa's leaders have identified regional integration as a key strategy for economic development of the Continent. As part of its contribution to this effort, ECA will continue to monitor progress in regional integration in Africa through the publication of its flagship report: Assessing Regional Integration in Africa (ARIA). The next two editions of the report ARIA IV and ARIA V, to be published in the period covered by this plan, will focus on intra-African trade and enhancing cross-border movements of factors of production, respectively.

ECA will also provide support to AU, RECs, and member States in: promoting intra-African trade; developing sound policies and strengthening the institutions of regional cooperation and integration; fostering implementation of infrastructure programmes; promoting sustainable development and management of natural resources; and maintaining the Observatory on Regional Integration in Africa, which is a "one-stop shop" for data, analysis, views, public opinions and information on progress in regional integration.

RECs are embarking on programmes to transform into free trade areas (FTAs), Customs Unions or Common Markets. ECA will support these efforts based on the priorities of the various RECs and taking into consideration their respective stages of integration. Most of the support to RECs will be undertaken through multiyear programmes established between the RECs and ECA. In addition, ECA will partner with selected UN country teams to support the implementation of regional integration initiatives. Furthermore, the Commission will support AU in the context of the AU/UN framework for collaboration.

In addressing Africa's infrastructure needs, ECA will continue to collaborate with AUC, the NEPAD Secretariat, AfDB and the RECs in promoting the Programme for Infrastructure Development in Africa (PIDA). To that end, it will provide strategic and technical support in implementing the initiative. Overall, ECA will assist in formulating policies and strategies aimed at improving infrastructure development and related services, including strategies to finance infrastructure projects. ECA will also support member States and RECs in: improving road safety; enhancing trade and transport facilitation; and monitoring progress in the Yamoussoukro Decision on the liberalization of air transport services. The Commission will continue to play a prominent role in the Sub-Saharan African Transport Policy Programme (SSATP) of which it is a partner.

In supporting natural resources development, ECA will follow-up on the work of the International Study Group (ISG) on Review of Africa's Mining Regimes in collaboration with AUC. It will also be involved in developing a strategy for implementing the African Mining Vision. In addition, the Commission will provide technical assistance to improve integrated water resources management, including promoting trans-boundary cooperation in the use of shared water resources. ECA will seek to enhance the capacity of member States to develop and manage water resources by promoting the implementation of the African Water Vision 2025. In that regard, it will publish the biennial African Water Development Report. ECA, as the Secretariat of the UN-Water/Africa group will play a key role in coordinating partners' efforts in the water sector in the context of the Regional Coordination Mechanism (RCM).

African countries still require support to strengthen their capacity to formulate and implement sound trade policies and increase their share of international trade. Two major areas in that regard are mainstreaming trade in national development strategies; and effective participation of African countries in multilateral, regional and bilateral trade negotiations. With regard to negotiations, ECA will scale up its efforts to help member States to strengthen or establish trade policy units and build their capacity to undertake technical work on trade negotiations. The Commission will also provide technical assistance to member States to help implement the outcomes of the Economic Partnership Agreements (EPAs) and the WTO Doha Round of negotiations during the plan period. As requested by the 5th Ordinary Session of the African Ministers of Trade, ECA will initiate studies related to the African Growth and Opportunity Act (AGOA) of the United States of America.

Further to deepening its work in trade negotiations, ECA will continue to strengthen the capacity of African countries to derive maximum benefits from trade related initiatives such as that of Aid for Trade (AfT). This is critical, as African countries will only realize the

potential gains from bilateral, regional and multilateral trade agreements if they optimize their supply side capacities. This work will be complemented by the activities of the African Trade Policy Centre (ATPC), whose focus in the plan period is on providing fully integrated trade capacity building for RECs; providing comprehensive capacity building for other trade stakeholders - including member States, private sector practitioners, and civil society organizations; and mainstreaming crosscutting issues such as gender, environment and HIV/AIDS in trade policy. In addition, ATPC will build on its on-going support to strengthen trade policy units in EAC, SADC and ECOWAS.

3. Gender

In 2010, the world will review the performance of governments in addressing gender inequality and women's empowerment – "Beijing plus 15 Review". Initial results from the review of Africa's performance in implementing the critical areas of concern of the Beijing Platform of Action showed that whilst there was some progress, the gains are being eroded by emerging challenges such as the threat to food security, and the global financial and economic crisis. ECA will therefore continue to give priority to its work in the area of gender especially as pertains to: gender and economic policy; women's human and political rights; and gender mainstreaming.

Concerning gender mainstreaming, ECA will continue to promote women's and gender issues in economic and development policies through analytical research and advocacy for use of tools such as the Gender Aware Macro-Economic Model (GEM) and the Africa Gender Development Index (AGDI). The Commission will focus on building the capacity of national experts to integrate gender dimension in development policies, and support the availability of gender-disaggregated data through capacity building of National statistical agencies and related institutions in collecting and disseminating gender disaggregated statistics. In addition, the Commission will implement the outcomes of the 6th African Development Forum (ADF VI) outcomes, especially recommendations to launch an African-wide campaign to eliminate violence against women and girls, to scale-up efforts to improve financing for gender equality, and to strengthen the collection of reliable data on gender equality, women's empowerment and violence against women.

In addition, the Commission will continue to document and outline current and emerging issues affecting women on the Continent through its flagship publication, 'The African Women's Report (AWR)'. The report provides insights and assessments on progress in achieving gender equality in Africa, and thus serves as an important tool for advocacy, planning and implementation of gender equality and women's empowerment programmes on the Continent. The African Women's Rights Observatory (AWRO), aimed at creating a

knowledge-base to enable various stakeholders to monitor progress in and challenges of advancing women's human rights in Africa, will provide regular access to information and strategic reports on women's human rights on the Continent. In the long term, it is expected to motivate respect for women's rights at the national level.

4. Governance

Good governance and democratic and effective institutions are central to economic and social development. ECA will continue to support the governance agenda in Africa through its flagship publication, the African Governance Report (AGR), its technical support to the African Peer Review Mechanism (APRM) and activities to promote the role of civil society organizations and the private sector in Africa.

AGR I, published in 2005, covered 27 countries, while AGR II, published in 2009, expanded its scope to 35 countries. AGR III, to be published in 2011, will cover 5 additional countries and seek to foster closer synergy with the APRM, by having a thematic focus. The themes for AGR will be chosen from issues identified by the APRM process and key findings of previous AGRs. Hence, the suggested theme for AGR III is: Elections and the Management of Diversity in Africa. By working closely with national research institutions on governance in Africa to produce the AGR, ECA is contributing to enhancing their capacity and ensuring better policy dialogue and consensus with the view to improving governance in Africa.

The APRM is unique as a mutually agreed instrument voluntarily acceded to by the member States of the African Union (AU) as a self-monitoring mechanism. In its capacity as a strategic partner in the implementation of the APRM, ECA will continue to provide technical support services to the process. The Commission will also assist in developing a database of experts to service the process. It is envisaged that ECA's involvement in the APRM will enhance the capacity of member States to utilize the process more effectively, increase awareness and popular participation, and assist in developing a better knowledge base on the progress and challenges of the APRM process.

In addition, ECA will continue to assist efforts to promote the effectiveness of governance institutions in Africa and to scale-up the fight against corruption on the Continent. To that end, the Commission has developed a comprehensive Regional Anticorruption Programme and will conduct several studies in that regard. ECA will also facilitate peer-learning, training and capacity development for national anti-corruption institutions and other stakeholders in Africa. A major strategic objective for ECA in its regional anti-corruption programme is to facilitate the ratification, domestication, and implementation of

the UN Convention on Corruption and the AU Convention on Preventing and Combating Corruption (AUCPCC). Furthermore, and in view of the valuable role traditional governance institutions could play in conciliation, mediation, service delivery, conflict prevention and resolution, ECA will undertake activities aimed at integrating them into modern state governance process.

Restoring peace, stability, security and effective governance is usually an arduous challenge for many post conflict countries in Africa. Therefore, within existing UN and AU frameworks, ECA, in consultation with AU and AfDB, will provide assistance to its member States that have been affected by conflict through policy research, analysis and advocacy as well as technical support services. In that context, a Regional Conference on Peace and State Building will be held during the period covered by this plan.

ECA also plans to strengthen the capacity of Civil Society Organizations (CSOs) to participate effectively and promote good governance in Africa. To that end, The Commission will engage in revitalizing the African Civil Society Centre and in establishing a knowledge portal on CSOs in Africa. It will also support the operationalization of the African Governance Institute, which will serve as a hub for knowledge and policy dialogue on governance in Africa.

The NEPAD Heads of State Implementation Committee gave ECA and OECD the mandate to conduct periodic reviews of commitments made by Africa's development partners and African countries to facilitate development on the Continent. In light of this, the two institutions jointly prepared the framework for the review report in 2005, and produced the first report in 2009. The report will be published annually over the course of the next Plan.

5. ICT, Science and Technology for Development

In the area of ICT, and Science and Technology for Development, the Commission will focus on supporting gender sensitive strategies for building and sustaining the African Digital Economy and creating an enabling environment for the knowledge economy. It will in addition concentrate efforts on mobilizing resources to support implementation plans and programmes in various sectoral areas such as e-health, e-government, e-education and e-commerce. This will be complemented by consolidating on-going work to strengthen human and institutional capacities for the promotion of ICT applications for socio-economic development. The role of ICT in fostering regional economic integration will also be enhanced through activities aimed at harmonizing ICT policies and regulatory

frameworks at sub-regional and regional levels. In addition, technical support will be provided to NEPAD and AU in the development of continental guidelines in the area of cyber-legislations to enhance Africa's opportunity to participate in global electronic commerce.

Regarding the promotion of awareness on information society and knowledge economy, as well as on measuring the deployment of ICTs in African member States, ECA will undertake activities on the following themes and issues: the Digital Economy, ICT in Trade and Industrialization, Internet Governance, and Intellectual Property Rights in the Knowledge Economy. Advocacy and consensus building will be undertaken through the Committee on Development Information and Science and Technology (CODIST) which brings together stakeholders from all parts of the continent. Activities related to measuring the deployment of ICTs and monitoring World Summit on Information Society (WSIS) outcomes in African member States will also be undertaken in the framework of the SCAN-ICT programme and the International partnership on measuring ICTs for development.

On geoinformation for development, ECA will foster its activities on emerging concepts and techniques and disseminate the knowledge to member States. It will also continue to provide assistance in the development and implementation of spatial data infrastructure. In addition, the Commission will continue to encourage spatially enabled e-government services, through the development of online applications and streamlined electronic delivery of products and services. ECA will also be involved in building geospatial databases for priority areas defined by regional initiatives and in enhancing the capabilities of African countries to effectively use geospatial information.

ECA will continue to provide support to its member States in the use of science, technology and innovation (STI), particularly through its African Innovation Framework. This will include activities aimed at improving capacity of member States to design and implement policies and programmes related to the promotion of science, technology and innovation to address Africa's development challenges and priorities. Pilot programmes on research, innovation and business development through the African Science to Business Challenge (ASBC) will be consolidated and expanded to ensure that science and innovation benefits small and medium size enterprises. The enabling environment to support a conducive STI environment will include support for supporting the legal and regulatory framework for scientific development in Africa, particularly strengthening the management of Intellectual Property Rights on African innovation and inventions. Support will also be provided to countries to develop innovation strategies to support their S&T policies as well as to the AU/NEPAD S&T Consolidated Plan of Action.

The ECA's science and technology forum – "Science with Africa Conference", continue to be used for the purpose of engaging African scientists, policy-makers, the private sector and the development community in advocating for a stronger role for STI in the development process. The high-level conference produced a road map for Science, Technology and Innovation activities in five broad categories: funding, African innovation, building human capital, business development, and outreach and advocacy. Backed by the resolution of the Conference of Finance Ministers in 2008, the Forum also called on ECA and her partners to promote innovation. In response to this call, the Commission plans to establish an African Innovation Centre in 2010.

The innovation centre will specifically help governments and Research and Development (R&D) institutions to promote technology acquisition, commercialization, spin-offs, alliances and partnerships, and to invest in R&D and skills. To achieve these objectives, the Centre will provide competitive grants and mentorship support to start-ups and spin offs; offer training on technology management, technology transfer and protection; network of top technology firms and with African centres of excellence; assess national innovation climates of Member State, upon requests; and provide an online forum for exchange of experiences, practices, trends and technological developments.

Finally, ECA will launch its African Science and Technology Innovation Endowment Fund (STAIEF) to support African Scientists and Researchers to commercialize and launch new products and services for the development of the continent, through a unique public-private partnership

6. Statistics and Statistical Capacity

ECA's work programme on statistics in the next three years will focus on: monitoring progress of statistical capacity building; strengthening the coordination and harmonization of statistical development activities; supporting the implementation of National Strategies for the Development of Statistics; providing technical assistance and capacity building to member States, and addressing new and emerging issues.

With a view to ensuring effective consultations and consensus building among member States and partners on relevant and emerging issues in the field of statistics, ECA will continue to convene the Statistical Commission for Africa (StatCom-Africa), the Forum on African Statistical Development (FASDEV), and the Africa Symposium on Statistical Development (ASSD).

In support of regional integration efforts by Regional Economic Communities (RECs) and

to ensure harmonization of economic statistics and comparability of national accounts prices and data collected by individual member States, the Commission will organize two ad-hoc expert group meetings on harmonization of price indexes for regional integration; as well as on harmonization of national accounts and compilation of comparable Gross Domestic Product (GDP). These are aimed at ensuring availability of quality statistical information in support of progress made towards the monitoring and evaluation of MDGs.

Publication of the Joint ECA/AfDB/AUC Statistical Yearbook aimed at providing users with statistical information on African economies on a coordinated basis will continue. This will prevent duplication of efforts and the production of conflicting data and thereby result in enhanced quality of data on African countries. Moreover, the development of the common database among the three continental institutions will constitute a *one stop shop* on development information on African countries. In the same vein, a joint ECA/AfDB Compendium of Intra-African and Related Foreign Trade Statistics will be produced in 2010. In addition, several other publications are scheduled to provide countries with up to date reference material in support of their production of needed statistics. These include the Handbook on Harmonized Price Indexes and Harmonized National Accounts (2010) and the Joint ECA/UNSD Handbook on Derivation of MDG Indicators from censuses and surveys (2010).

To provide member States with quality information in support of their development efforts, a number of technical materials will be produced during this plan period. These include: a Joint ECA/UNSD website of statistical profiles of National Statistical Offices (NSOs) and experts in countries; a website of the networks of statistics practitioners; online resources; and a joint ECA/AfDB/AUC statistical database on MDG indicators, censuses, household surveys and gender statistics. Advocacy material will also be produced in order to promote greater awareness on the importance of credible, reliable and comprehensive statistical data to effective policy formulation. ECA also intends to continue the production of materials for the African Statistical Day (ASD).

In addition, and in collaboration with AfDB, AUC and sub-regional organizations, the Commission will strengthen the capabilities of NSOs and RECs to develop and use harmonized and comparable data for regional integration. Advisory services will also be provided to member States and RECs in various areas of statistics, including the design of National Strategies for the Development of Statistics (NSDS), population and housing censuses and national account statistics.

Finally, the Commission will focus on new and emerging issues such as civil registration

and vital statistics systems; Environment Statistics; Agricultural Statistics; strengthening household survey capabilities, and data Management.

7. Food Security and Sustainable Development

Africa is faced with low agricultural productivity and competitiveness, and food insecurity. With the view to assisting in addressing these challenges, ECA will undertake activities aimed at ensuring food security through agricultural and rural economic transformation. In that regard, the Commission will support the creation of regional agricultural market information systems and databases. To further foster broad-based agricultural growth and poverty reduction, ECA will also undertake in-depth studies on strategic food and agricultural commodity chains with emphasis on aspects of regional integration. The Commission will also focus on harnessing land and water resources to help trigger an African Green Revolution. To that end, it will facilitate the promotion of regional-level public-private trade and investment partnerships in agriculture, including cross-country investments on irrigation projects for the development of strategic agricultural commodities. ECA will support member States in all sub-regions of the continent to develop and implement Action Plans on Food Security. In East Africa, the Commission will provide technical assistance to support the establishment of agro-forestry networks.

ECA will also promote the development of Agribusiness by undertaking regional studies in partnership with other UN agencies. The studies will aim at assessing the benefits and potential for developing regional integrated agricultural value chains for selected strategic agricultural commodities as defined at the Abuja Summit on food security. It is envisaged that these studies will enhance Public-Private Partnerships for Agro-industry and Agribusiness Development in Africa by providing concrete recommendations on the mechanisms and types of partnerships needed to catalyze agro-industry and agribusiness development on the continent. ECA will also continue its effort to link small farmers to market. In that regard, the Commission will conduct action-oriented research to develop inclusive strategies that efficiently promote the development of rural community agribusinesses and facilitate market access. This will require building capacity among farmers to identify and evaluate market opportunities, as well as developing innovative contractual arrangements with network of traders and processors.

Regarding managing land resources, and following the adoption of the Pan-African Framework on Land Policy Formulation by the AU Summit of Heads of States and Governments, ECA will engage in a project to build the capacity of African countries in support of land policy and administrative reforms. The project will, among other things, develop benchmarks and indicators of good practice to track progress in land policy

formulation and implementation.

ECA will also continue to publish the Sustainable Development Report on Africa (SDRA) which is one of its flagship publications and now recognized as an important medium for monitoring and assessing sustainable development in Africa. Two issues of the report have already been published in collaboration with sister UN agencies. Future editions of the report will be published annually and will prioritize the identification and development of suitable indicators and frameworks covering the economic, social, environmental and institutional dimensions of sustainable development. ECA will also produce a manual on the indicator frameworks and indices. Overall, the capacity of RECs and member States to undertake indicator-based integrated assessment and reporting on sustainable development will be strengthened, with emphasis on promoting the balanced integration of the dimensions of sustainable development.

8. Special Initiatives

Climate Change. Climate change has become a major global challenge whose impacts are projected to hit Africa hardest. Urgent actions are therefore needed to tackle this challenge, which threatens to undermine Africa's progress towards achieving sustainable development, including meeting MDG targets. In response to this need, ECA, within the framework of the AUC-ECA-AfDB ClimDev-Africa Programme and its African Climate Policy Centre (ACPC) will provide substantial support to the African regional process in the elaboration of a common negotiating position. The Programme will support the upgrading of observation networks and infrastructure in order to enhance the provision of essential data for climate services and policy development. It will also contribute to policy dialogue and support Adaptation to Climate Change (ACC) and development policy making processes at the continental, sub-regional, national and local levels. In addition, the project will also promote best practices for mitigation and adaptation to climate change. Furthermore, it will continuously enhance the application of best practices through sustained continental knowledge sharing, and sharing of policy ideas and solutions. Related to this ECA will implement a field project to build capacity in disaster risk reduction, including enhancing capacity in disaster damage and loss assessment to support recovery and development programmes. In 2010, ECA will organize ADF-VII under the theme climate change and sustainable development in Africa. Thereafter, ECA will organize an Annual African Climate and Development conference.

The African Development Forum: The ADF remains a major gathering for discussing and building consensus on critical and emerging issues, designed to generate clearly defined

actionable programmes that can be implemented within the capacity of African Countries. Working close the African Union, the African Development Bank, and other development partners, ECA will strengthen the Forum. The last ADF (ADF-VI) on the theme: “Action on Gender, Equality, Women Empowerment and Ending Violence Against Women” was held in December 2009. The Forum came up with very useful recommendations on Africa-wide action to eliminate violence against women and girls; and financing for gender equality and women’s empowerment. The next ADF-VII will be on “Addressing the impact of Climate Change in Africa”

The Coalition for Dialogue on Africa (CoDA). This is a joint initiative of the AUC, the AfDB, and ECA aimed at forming a coalition and forging strong partnerships for dialogue and building consensus around key continental issues and challenges in order to actively advocate for Africa’s development. It was established in 2009, as an institutionally independent forum for free discussion among non-state and state actors. It aims to leverage the convening power of the three Pan African institutions and their access to African leaders and policy makers. This Forum succeeds and seeks to combine the best elements of the GCA and the Big Table.

CoDA’s main agenda during the next three years is very much in line with ECA support priorities and includes: Advancing Regional Economic Integration; Africa’s Response to the Global Financial Crisis; Challenges to scaling up democratic governance; and Addressing the Impact of Climate Change. These will involve the commissioning of in-depth, independent studies and evaluations of key issues such as the slow pace of regional integration in Africa and the track record of the APRM process;, small expert level seminars on cutting edge issues (e.g. the October 2009 CoDA seminar on Transnational Crime and Political Stability in Africa), and larger multi-stakeholder dialogue forums such as the 2009 CoDA forum on Africa’s Response to the Global Financial Crisis.

Senior Research Fellowship Scheme (SRFS). Another key area of ECA’s mandate is conducting policy studies and research, generating and disseminating knowledge on prevalent and emerging challenges to Africa’s development. The Commission plans to introduce a new initiative - Senior Research Fellowship Scheme (SRFS) during the 2010-2012 Business Plan. The primary objective of this new initiative is to establish and promote institutionalized research enterprise and culture. The programme will engage renowned academics and development practitioners on African issues, and develop a databank of research findings as knowledge material and inputs for policy analysis and decision-making. The Fellows will be based at ECA headquarters and their research will focus on areas related to ECA’s work programme. The outputs of the fellowship programme will

comprise research and session papers, and policy briefs, among others, which will be compiled for publication as a form of ECA journal.

3.4 Partnerships

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

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

Tripartite Partnership with AU and AfDB.

The strong ECA's partnership with the AUC has been complemented by the African Development Bank wherein the three institutions have collaborated, inter alia, on the African Land Policy Initiative and the ClimDev-Africa programme, the African Statistical Yearbook, the CoDA initiative, the African Development Forum. ECA also collaborates with the African Development Bank to organize the Annual African Economic Conference and both organizations work with the OECD to publish the African Economic Outlook. These partnerships will continue to be consolidated.

Box 2: ECA-AfDB Cooperation

The leadership of the two institutions remains committed to a strong, result-oriented partnership that is directed at avoiding duplication, exploiting synergies, and maximizing combined development impact based on complementary activities in the following key development themes:

Regional integration, RECs, trade and private sector: To collaborate on issues related to the rationalization of RECs, the NEPAD Infrastructure programme as well as its Spatial Development Initiative, Customs Unions, free movement of goods and services, private sector profiles, and developing the African perspective on the Aid-for-Trade Initiative;

Agriculture, natural resources, energy, environment/water and sustainable development: To work on integrated agricultural sub-sector and private-sector agri-business development, productivity activities, land policy and natural resource management, and Spatial Development Initiative projects;

Promoting gender equality and women's empowerment: The proposed collaboration targets the strengthening of a gender-responsive policy environment, strengthening gender-responsive programme implementation and monitoring capacities, and greater empowerment of women in the business and trade sectors;

Governance in post- conflict, fragile States: ECA and AfDB will conduct assessments of National Action Plans under APRM, engage in joint technical assistance missions to APRM participating countries, support the acceleration of the APRM process, and assess the challenges and requirements of building a capable State; and

Knowledge management, capacity building, and statistics: The two institutions agreed to collaborate in the following areas: research; statistics; training and capacity building; conferences, seminars and symposia; knowledge management; and special initiatives.

AfDB and ECA will work jointly on the annual Economic Report on Africa (ERA), CoDA, the African Development Forum (ADF) and the ClimDev-Africa Programme.

Collaboration among other continental institutions, the UN agencies and development Partners

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

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

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

Bilateral/Multilateral Partners The Commission developed a strong partnership with bilateral partners during the current plan period. In addition to specific project support in several

key areas, it also formulated an innovative Joint Financial Arrangement with a number of bilateral partners who came together as Pooled Fund Partners, in the spirit of the Paris Declaration on Aid Effectiveness. It is intended during the next plan period to use the instrumentality of a Donor Support Group to be jointly established with the African Union Commission to rally partnership support towards the Continent's development efforts. The Donor Support Group will demonstrate ECA's strong partnership with the African Union and establish a clear linkage between partnerships and commitments, and provides ECA with an opportunity to widen its partnership base. The Commission will also further expand its partnership among African States through the United Nations Trust Fund for African Development (UNTFAD).

PART IV: IMPLEMENTATION SUPPORT & RESOURCE IMPLICATIONS

4.1 Improving Implementation for better results

ECA's 2010-2012 Business Plan is premised on the Commission maintaining its niche in catalyzing Africa's development in the areas of research and knowledge production; policy articulation, analysis and development; programme development, implementation and execution in support of regional institutions of the African Union, the RECs, as well as its 53 member States. In delivering on its mandate, ECA will enhance its performance implementation based on efficiency and effectiveness to raise productivity, improve programme delivery and enhance value addition and results for the Continent. Consequently, a coordinated programme of activities will be developed and achieve a measurable reduction in the bureaucratic burdens, to ensure that the Commission gains flexibility and agility in providing enhanced programming in addressing Africa's development challenges. Appropriate Key Performance Indicators (KPIs) or other performance indicators relevant to the particular programme, will be developed, and taking into account strategies such as the following:

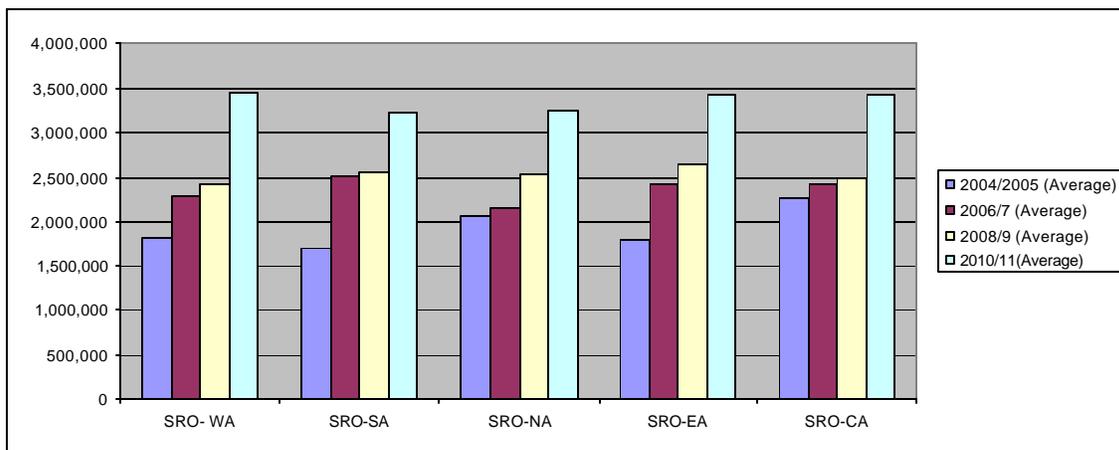
- Enhancing institutional capacities in administrative and programmatic areas to keep score on effectiveness of budgetary expenditures,
- Greater specification of project/programme objectives and result chains,
- Increased performance information (including basic data collection),
- On-going programme/project monitoring and evaluation,
- Systematic beneficiary assessment surveys,
- Frequent sector reviews
- Performance auditing, and Bench-marking.

Fine-tuning Elements of ECA Repositioning. - With three years of experience since the new strategic orientation of ECA was adopted together with its Repositioning in 2006, ECA has conducted a stock-taking exercise to review this experience, identify what has worked well and what has not, and draw lessons as the basis for making improvements for the future. The resulting recommendations relate to both enhancing ECA capacity to deliver results and further strengthening its program of Partnership, Resource Mobilization and Technical Cooperation. Underlying measures cover improvements in Management processes and fine-tuning of the organization to better align it with the priorities foreseen for the medium-term. The implementation of these recommendations commenced in October 2009 and will continue in the 2010-2012 plan period. The Commission has also planned a number of activities aimed at strengthening its institutional capacity and effectiveness. These activities include:

Strengthening of the ECA Subregional Offices. -As part of its efforts to continually enhance programme delivery particularly at the subregional level, the SROs have been provided with additional human and financial resources to enable them deliver on their enhanced role and mandate. These will continue to be scaled up over the next three years. Figure 3

shows how the financial appropriation of the SROs has been increasingly strengthened in last two biennia and in the current plan.

Table 3: ECA Subregional Offices (SROs) Average Resources per year



Building up “Centers of Excellence”. - As the leading knowledge institution on the continent, and as a result of the efficiency initiative, ECA will continue to strengthen itself to be able to anticipate and forecast development trends by working with highly qualified and leading experts in various fields as well as through its specialized centers or ‘hubs’, catering for Africa’s specialized needs. For instance, there is the African Center for Statistics, which is the continent’s designated statistical knowledge pot; the Africa Institute for Development Economic Planning (IDEP) that is building the capacity of policy-makers and development planners in key strategic areas; the African Center for Civil Society (ACCS), and the African Centre for Gender and Social Development, which operate as divisions within the ECA structure.

There are also other ‘centres of excellence’, providing services to meet African development challenges that are embedded within ECA’s programming, particularly in thematic areas or emerging issues, where countries and institutions need a regional point of reference to either provide focused and targeted interventions for common positions. This includes providing policy analysis and/or building negotiations skills as in the case of the African Trade Policy Centre (ATPC) and the African Climate Policy Centre (ACPC); the African Governance Institute (AGI), which is a pan-African think tank on governance that will analyze, document and disseminate knowledge on governance in Africa, as well as develop and reinforce capacity for governance on the continent; and the Information Technology Centre for Africa (ITCA) which specialized on ICT and S&T-focused exhibition and learning as well as promoting networking and capacity building on Information Society issues among key stakeholders.

Development of African Digital Library- Within the framework of African Virtual Library and Information Network (AVLIN), and a complement of the African Development Library and Knowledge Centre. ECA, in collaboration with the African Union Commission (AUC) will build digital and virtual libraries to support widespread learning and innovation for economic and social development. This is in line with the recommendation of the First International Conference on African Digital Libraries and Archives (ICADLA-1) held at ECA from 1-3 of July 2009. Project activities will include normative and technical work to develop best practice centre and distributed repositories; the organization of the Second International Conference on African Digital Libraries and Archives (ICADLA-2); and technical assistance to Africa institutions.

ECA Publications and Printing facility- ECA has a print shop that meets most of its current document and publication needs but, the printing industry is characterized by intense competition and high expectations on quality, fast turn-around times and cost savings. To stay abreast with modern global technological advancement the Commissions needs to continue upgrading its facilities with modern equipment, combined with integrated workflow to ensure, high productivity, greater efficiency and flexibility. During this plan period, ECA would modernize the print shop by purchasing a four-colors printing equipment that will meet the current workload and produce high quality publications

ECA Publications Archival and Dissemination- In its 50 years of existence, ECA has created and maintained a vast quantity of information and Knowledge in a variety of formats, including printed and electronic. These records represent the corporate memory, providing historical evidence of the Commission's actions and decisions. The information resources include conferences papers, research reports, strategy documents, speeches, technical papers, policy reports, feasibility study reports and parliamentary reports, all which outline important research or decisions that have been made on the economic and social developmental aspects in Africa. There has been lack of systematic collection, management and proper preservation of these technical outputs. Most of the earlier publications (up to 2000) are solely available in print while the more recent ones, even though born digital have not been systematically archived. The ECA library catalogue only has metadata (bibliographic) records to some publications and an incomplete representation of all ECA publications

4.3. Resource Implications for 2010 – 2012

For the three-year period 2010-2012, ECA will require the sum of US\$282.8 million to effectively implement the planned programme and projects. Of this amount, US\$193.2 million or 68% will be funded through the Regular budget of the Commission, while the balance of US\$89.6 million (32%) will be funded from extrabudgetary resources (XB) from grants provided by ECA donor partners. Some of the projects carried forward from the 2007-2009 Business Plan to the new Business are already partially funded, and these funds will finance the implementation of the activities in the current plan period.

**Table 4.1: Regular Budget (RB) and Extrabudgetary (XB) funding Requirement 2010 – 2012
(US\$ million)**

Year	Mount (US\$ million)			Percentage share	
	RB	XB	Total	RB	XB
2010	64.4	26	90.4	71.2	28.8
2011	64.4	30.6	95	67.8	32.2
2012	64.4	33	97.4	66.1	33.9
2010-2012	193.2	89.6	282.8	68.3	31.7

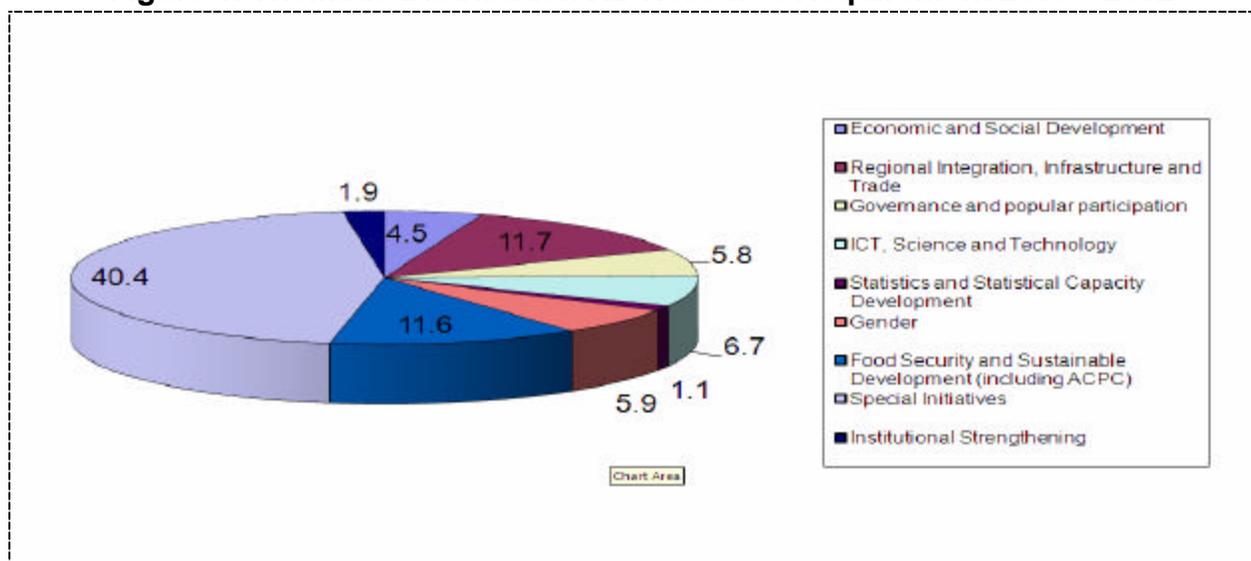
¹ The 2012 RB budget is estimated based on the zero growth UN budget policy

The proportional distribution of the three-year budget by thematic areas is summarized in table 4.2 and illustrated in figure 4 below. With 45.1 percent of the total extra-budgetary resources, the Special Initiatives account for the single largest share. This is due mainly to the operations of the African Climate Policy Centre (ACPC). This is followed by the Regional Integration Infrastructure and Trade, which includes the work of the African Trade Policy Centre, with 13.1 percent. Food Security and Sustainable Development constitutes the third largest with 13 percent while the ICT, Science and Technology has of 7.5 percent. A detailed breakdown of the budget is presented in annex 2.

Table 4.2 Resource Requirements by Theme 2010 – 2012 (US\$ million)

	Thematic area	XB	%	RB	%	Total	%
1	Economic and Social Development	4.5	5.0	19	9.8	23.5	8.3
2	Regional Integration, Infrastructure and Trade	11.7	13.1	12.9	6.7	24.6	8.7
3	Good Governance	5.8	6.5	16.5	8.5	22.3	7.9
4	ICT, Science and Technology	6.7	7.5	13.7	7.1	20.4	7.2
5	Statistics and Statistical Capacity Development	1.1	1.2	10.5	5.4	11.6	4.1
6	Gender	5.9	6.6	18.9	9.8	24.8	8.8
7	Food Security and Sustainable Development	11.6	13	14.4	7.5	26	9.2
8	Special Initiatives	40.4	45.1	2.7	1.4	43.1	15.2
9	Institutional Strengthening	1.9	2.1	1.5	0.8	3.4	1.2
Total		89.6	100.0	110.1	57.0	199.7	70.6
9	Administration, Executive Direction and management,	-	-	83.1	43.0	83.1	29.4
Grand Total		89.6	46.4	193.2	100	282.8	100.0

Figure 4: Thematic Distribution XB Resource Requirement 2010 – 2012



Funding Commitment Carried Over from 2007 - 2009

As indicated above, a number of projects that started during the 2007 – 2009 plan period will continue in the current business plan. These among others include the AUC/ECA/AfDB Land Initiative; the ClimDev-Africa programme and the ACPC; the African Trade Policy Centre (ATPC); ICT for development; gender mainstreaming; and the African peer review mechanism (APRM). Funding commitments already received from partners in respect of these projects amounts to \$34 million. (See Table 4.3). These funds will be carried forward to the new business plan.

Table 4.2 Firm Funding Commitments Received 2007-2009 (US\$ million)

Donor	Project(s)	Amount
Canada	African Trade Policy Centre (ACPC)	8.0
United kingdom (U.K.)	Africa Climate Policy Centre (ACPC)	9.0
E. U.	AUC/ECA/AfDB Land Policy Initiative	9.5
Finland	ICT for development	3.0
Norway	Africa Climate Policy Centre, and African women Observatory	1.5
Denmark, Sweden & U.K. (JFA)	Gender mainstreaming, and APRM	3.0
Total		34.0

Taking into account the funding analysis in Table 4.3 above, ECA is faced with a total extra-budgetary resource gap of US\$ 55.6 million for the period 2010 – 2012. Substantial additional XB resources are therefore required not only to continue and consolidate current efforts but also to respond to emerging priorities outlined in the Plan. Bridging the resource gap will depend on the renewal of the multi-year agreement with its core partners – with higher commitments and more flexible budget support; and broadening of the ECA partnership to include new funding partners and technical collaborators.

Table 4.3 Resource Gap 2010 – 2012 (US\$ million)

Plan Period	Amount
Funding Requirements 2010 – 2012	89.6
Firm Commitment from 2007 - 2009	34.0---
Funding Gap 2010 – 2012	55.6

4.2 Enhancing Delivery of Result through Partnership and Dialogue

Partnerships have remained a constant theme in the Commission's work since the repositioning exercise in 2006. Strengthening partnership with Africa's development partners is key to harnessing the required resources, ensuring coherence and maximizing impact. It is therefore an important anchor of ECA's efforts to help advance the Continent's development agenda.

ECA Partners Forum. The ECA Partners Forum remains a very useful medium for interaction and information sharing between ECA and partners on how the funds entrusted to the Commission are being used. The Forum, through its six monthly meetings, enables an exchange of views on the emerging development priorities for Africa as well as a discussion of the key ECA initiatives in support of these priorities. Constructive comments and suggestions at these meetings have helped considerably in strengthening donor confidence and promoting greater accountability and transparency in ECA operations.

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

Technical Dialogue and Consultations: Regular consultation, amongst both the donor Partners and stakeholders is considered essential to continued engagement and effective implementation of the Programme and the delivery of expected results. ECA developed a strong partnership with bilateral partners during the current plan period. In addition to specific project support in several key areas, some of the bilateral partners (Denmark, Sweden and the United Kingdom) have come together under a joint financial arrangement (JFA) to form an innovative Pooled Fund Partnership, in the spirit of the Paris Declaration on Aid Effectiveness. This joint financial arrangement will be further enhanced through regular meetings and dialogue. These include a regular six monthly Technical Working Group (TWG) meetings, chaired jointly by a nominated Director from the ECA and a nominated Partner Representative; and a six monthly joint project implementation review. A Donor Support Group has been jointly established with the African Union Commission. The Support Group will demonstrate ECA's strong partnership with the African Union and establish a clear linkage between partnerships and commitments to provide support. It is also intended to enable a high-level buy-in for the ECA Business Plan by officials from the capitals of bilateral partners.

The ECA Donor Portal: The Portal is a web-based application designed to provide personalized information to donors and partners on the management of ECA Trust Funds (TF) activities. ECA donors and partners will be able to log on remotely and access relevant information in relation to their funds and other ECA TF activities. Information to be provided on this network will include: the un-audited TF financial statements, TF annual reports, the ECA Annual Report, a short profile of on-going projects, progress and terminal project reports, and other relevant information. The development of the portal was completed in August 2009 and will be launched in January 2010.

Annex 2

Estimated RB and XB Resource Requirement 2010 - 2012 (US\$ Million)

	Theme	2010		2011		2012		Total 2010-2012	
		XB	RB	XB	RB	XB	RB	XB	RB
1	Economic and Social Development								
	Macroeconomic analysis (incl ERA)	0.2	2.8	0.2	1.8	0.2	1.8	0.6	6.4
	Resource mobilization and development	0.2	-	0.2	-	0.2	-	0.6	-
	Growth and Poverty Reduction	0.7	0.5	0.7	0.5	0.7	0.5	2.1	1.5
	Promoting Private Investment	0.1	1.2	0.1	1.2	0.1	1.2	0.3	3.6
	Strengthening Capacity for Economic Policy Analysis	0.1	1.2	0.1	1.2	0.1	1.2	0.3	3.6
	Support to NEPAD	0.1	0.9	0.1	0.9	0.1	0.9	0.3	2.7
	Assessing impact of HIV/AIDS	0.1	0.1	0.1	0.1	0.1	0.1	0.3	0.3
	TOTAL	1.5	6.7	1.5	5.6	1.5	5.7	4.5	18.1
2	Regional Integration Infrastructure and Trade								
	ARIA	0.4	1.3	0.5	1.3	0.5	1.3	1.4	3.9
	Enhancing transport and communication infrastructure	0.1	1.6	0.2	1.6	0.2	1.6	0.5	4.8
	Natural Resources Development	0.2	0.5	0.2	0.5	0.2	0.5	0.6	1.5
	African Trade Policy Centre	3.0	-	3.0	-	2.0	-	8.0	-
	Trade Negotiations Technical Assistance and Quick Response Facility	0.1	1.8	0.1	1.8	0.1	1.8	0.3	5.4
	Building Consensus on Trade Negotiations	0.3	-	0.3	-	0.3	-	0.9	-
	Total	4.1	5.2	4.3	5.2	3.3	5.2	11.7	15.6
3	Good Governance								

	Monitoring Progress Towards Good Governance (AGR)	0.8	2.1	0.8	2.1	1.0	2.1	2.6	6.3
	Promote and Strengthen Partnerships and Participatory Development Approaches through the strengthening of CSOs	0.2	0.8	0.2	0.8	0.1	0.8	0.5	2.4
	Promote effectiveness of Governance Institutions	0.3	1.4	0.3	1.4	0.2	1.4	0.8	4.2
	Scaling-up the fight against corruption:	0.2	-	0.2	-	0.1	-	0.5	-
	Support for post-conflict countries and state-building:	0.2	-	0.2	-	0.1	-	0.5	-
	Support to the APRM process:	0.3	1.2	0.3	1.2	0.3	1.2	0.9	3.6
	Total	2.0	5.5	2.0	5.5	1.8	5.5	5.8	16.5
4	Harnessing Information, Science and Technology for Africa's Development								
	Policy Formulation and Implementation	0.8	2.1	0.8	2.1	0.9	2.0	2.5	6.2
	Information and Knowledge Management for development	1.0	1.5	1.0	1.5	1.0	1.5	3.0	4.5
	Geo-information for development	0.2	0.6	0.2	0.6	0.2	0.6	0.6	1.8
	Science and Technology Capacity	0.2	0.4	0.2	0.4	0.2	0.4	0.6	1.2
	Total	2.2	4.6	2.2	4.6	2.3	4.5	6.7	13.7
5	Statistics and Statistical Capacity								
	Statistics and Statistical Capacity Development	0.3	3.5	0.4	3.5	0.4	3.5	1.1	10.5
	Total	0.3	3.5	0.4	3.5	0.4	3.5	1.1	10.5
6	Gender								
	Implementation and monitoring of regional and global resolutions, conventions, instruments and protocols on women's human rights (+ AWR)	0.8	1.5	1	1.5	0.9	1.5	2.7	4.5
	Capacity building initiatives for gender mainstreaming in member States and in ECA	0.3	1.5	0.3	1.5	0.3	1.5	0.9	4.5
	2010 World Programme on Population and Housing Census	0.2			-	-	-	0.2	-
	Monitoring, reviewing and Assessing implementation of international population and development commitments (DND/ICPD+10 and MIPAA)	0.4	0.5	0.4	0.5	0.4	0.5	1.2	1.5

	Mainstreaming gender in national policies, programmes and strategies for poverty reduction and achievement of the MDGs	0.3	2.2	0.3	2.2	0.3	2.2	0.9	6.6
	Total	2	5.7	2	5.7	1.9	5.7	5.9	17.1
7	Food Security and Sustainable Development								
	AUC-ECA-ADB Initiative - Land Policy in Africa: A Framework for Action	3.0	1.0	3.0	1.0	3.0	1.0	9.0	3.0
	Agricultural and rural economic transformation	0.2	0.7	0.2	0.7	0.2	0.7	0.6	2.1
	Promoting the Development of Agribusiness	0.2	0.4	0.2	0.4	0.2	0.4	0.6	1.2
	Sustainable development monitoring + report on sustainable development	0.5	2.7	0.5	2.7	0.4	2.7	1.4	8.1
	Total	3.9	4.8	3.9	4.8	3.8	4.8	11.6	14.4
8	Special Initiatives								
	ACPC-ClimDev Africa Programme	9.0	-	13.1	-	17.0	-	39.1	-
	CoDA	0.2	0.2	0.3	0.2	0.2	0.2	0.7	0.6
	African Development Forum (ADF)		0.7		0.7		0.7	-	2.1
	Senior Research Fellowship Scheme (SRFS)	0.1	-	0.2	-	0.3	-	0.6	-
	Total	9.3	0.9	13.6	0.9	17.5	0.9	40.4	2.7
9	Institutional Strengthening								
	Knowledge Management	0.4	0.5	0.4	0.5	0.4	0.5	1.2	1.5
	ECA Printing facility, Publications Archival & Dissemination; and AVLIN	0.3	-	0.3	-	.1	-	0.7	-
	Total	0.7	0.5	0.7	0.5	0.5	0.5	1.9	1.5
10	Administration								
	Administration, Executive Direction & Management	-	27.7		27.7		27.7	-	83.1
	Total	-	27.7	-	27.7	-	27.7	-	83.1
	Grand Total	26.0	65.1	30.6	64.1	33.0	64.0	89.6	193.2