



Economic
Commission
for Africa

Repositioning ECA :

Harnessing Regional Resources to
meet Africa's Development Priorities



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ACRONYMS

ACABM	Advisory Committee on Administrative and Budgetary Matters
ACGS	African Centre for Gender and Social Development
ACS	African Centre for Statistics
ADF	African Development Forum
AEC	African Economic Community
AGR	African Governance Report
ARIA	Assessing Regional Integration in Africa
ADB	African Development Bank
APRM	African Peer Review Mechanism
AWR	African Women's Report
AU	African Union
CCA/UNDAF	Common Country Assessment/United Nations Development Assistance Framework
DAC	Development Assistance Committee
DES	Deputy Executive Secretary
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ECOSOC	Economic and Social Council
EDM	Executive Direction and Management
ERA	Economic Report on Africa
ES	Executive Secretary
Exco	Executive Committee
FSSD	Food Security and Sustainable Development Division
GPAD	Governance and Public Administration Division
G8	Group of Eight Leading Industrial Countries
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information and Communication Technologies
ICTC	Information and Communications Technology Committee
ISTD	ICT and Science and Technology for Development Division
JAC	Joint (Staff/Management) Advisory Committee
KMPC	Knowledge Management and Publications Committee
LPA	Lagos Plan of Action
MoU	Memorandum of Understanding
MDGs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development

NRID	NEPAD and Regional Integration Division
OAU	Organization of African Unity
OES	Office of the Executive Secretary
OIOS	Office of Internal Oversight Services
OPM	Office of Strategic Planning and Management
PRS	Poverty Reduction Strategy
PIP	Programme Implementation Plan
RECs	Regional Economic Communities
SADC	Southern African Development Community
SAES/SC	Special Assistant to the Executive Secretary/Secretary to the Commission
SDRA	Sustainable Development Report on Africa
SMT	Senior Management Team
SNA	System of National Accounts
SROs	Subregional Offices
TFED	Trade, Finance and Economic Development
UN	United Nations
UNCTs	United Nations Country Teams
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNIDEP	African Institute for Economic Development and Planning
V-SAT	Virtual Satellite

PREFACE

With the establishment of the African Union (AU) and the adoption of the New Partnership for Africa's Development (NEPAD), African leaders have shown their collective determination to improve the development prospects of the continent through increased economic integration, improved governance and a concerted effort to tackle persistent challenges. The international community has, in turn, undertaken several initiatives to match the commitment of African leaders as significantly reflected in the outcome document of the 2005 World Summit, which places the special needs of Africa at the heart of ongoing United Nations reforms. This new spirit was captured by Mr. Kofi Annan, United Nations Secretary-General, in his valedictory address to the African Union Summit, which took place in Banjul, the Gambia in July 2006. The Secretary-General saw the 21st century as the beginning of an era in which Africa is "making the most and best of all its rich resources, and which knows that its most precious resources are its daughters and sons".

The Economic Commission for Africa (ECA) which has a dual role as the regional arm of the UN and as one of the key continental institutions along with the AU and ADB, is quite naturally expected to make an important contribution in the renewed push to help African countries to realize their full potential. The pressing nature of the development challenges facing Africa and the potential downside of their exclusion from the benefits of globalization made it necessary to re-examine ECA's strategic orientation to ensure that it can fully respond to the needs of its member States and their regional economic communities (RECs). ECA therefore has to reposition itself to play this role effectively, especially as the improvement of Africa's development prospects is a core element of the current reform of the United Nations system.

This was the basis for my decision to undertake a review of ECA's strategic direction with the help of a Task Force. The intention was to sharpen the focus of the Commission's work and strengthen it by placing greater emphasis on results and improved service delivery. Accordingly, ECA will now focus on developing capacities and managing knowledge towards achieving regional integration and meeting Africa's special needs. In this regard, greater emphasis is to be placed on strengthening the collaboration between ECA's subregional offices (SROs) and the RECs, while building and strengthening partnerships with other relevant countries and agencies in support of Africa's development. ECA's role will be consistent with and complementary to those of the AU and ADB and such cooperation among the three continental institutions will be further enhanced by the revival of their joint secretariat.

Three documents have emerged from the review process. The present report entitled "Repositioning ECA: Harnessing regional resources to meet Africa's development priorities" contains the new strategic directions, programmes, organizational structure as well as management and administrative processes of the Commission. It is complemented by a more detailed action plan on "Enhancing the

role of ECA's subregional offices" which was submitted to the 61st session of the General Assembly at the request of that body. Key features of the SRO Action Plan are the building of privileged partnerships with the RECs and the provision of additional resources to the SROs. The third document in the set is focused on "Enhancing organizational structures, processes and work culture" in ECA and will guide Programme Managers and other senior officers on required improvements in their areas of responsibility. In sum, the essence of the reform exercise is to ensure that ECA brings its comparative advantage to bear in delivering high-quality results to its clients in a process driven by a motivated staff and underpinned by a vibrant and committed work culture.

The effort to reposition the ECA has attracted support and contributions from many quarters. For instance, in welcoming the repositioning exercise, African Heads of State and Government at the Banjul Summit of the African Union in July 2006 reaffirmed the role of ECA as a key United Nations institution for facilitating the work of the AU and the RECs. Similarly, the ECA Conference of African Ministers of Finance, Planning and Economic Development fully endorsed the proposals for repositioning the Commission at their meeting held in Ouagadougou in May 2006. I am therefore confident that ECA can continue to count on the invaluable support and encouragement of Africa's leaders as it embarks on the collective endeavour of building a new ECA, which will remain true to its mandate of promoting the economic and social development of Africa by harnessing regional resources to meet Africa's development priorities.

The review process also entailed extensive consultations with ECA staff and key partners including representatives of African and non-African countries in Addis Ababa as well as international institutions based within and outside Africa, such as the AU, ADB, RECs, the United Nations Development Programme (UNDP) and sister agencies. I take this opportunity to thank all those who gave of their time and also made thoughtful suggestions and useful contributions, which facilitated the process of repositioning ECA.

A special note of appreciation also goes to the members of the ECA Task Force for their unstinting devotion to duty and commitment to the noble cause of building a new ECA.

Abdoulie Janneh

United Nations Under-Secretary-General and
Executive Secretary of ECA

EXECUTIVE SUMMARY

I. Context of ECA Repositioning

ECA was established by the Economic and Social Council of the United Nations in 1958 as one of its five regional commissions. ECA's mandate is to promote the economic and social development of its member States, foster intraregional integration, and promote international cooperation for Africa's development. ECA has undertaken several reform efforts in the recent past, notably in 1991, 1996 and 2002, as a result of changes in the United Nations system and also because of changes affecting its core mandate. The current exercise to reposition ECA is similarly compelled by present efforts to reform the Organization system and the renewed international commitment to improving Africa's development prospects. The Executive Secretary established a Task Force in March 2006 and asked it to provide him with recommendations to help shape new directions for the Commission. The Task Force was also mandated to engage in an open and inclusive process of consultations with ECA staff, its member States and partners such as the AU, ADB, UNDP and its sister agencies, the RECs and ECA's bilateral partners.

II. African Development Challenges

The maintenance of an environment of peace and security is one of Africa's foremost challenges, as violent conflict remains a major obstacle to development in several parts of the continent. In addition to this imperative, there are four major challenges that need to be addressed. These are achieving the MDGs by building and promoting strategies to promote sustainable and equitable growth; pursuing regional integration to overcome the limitations of Africa's small and fragmented economies; integrating Africa in the global economy in order to benefit from globalization; and strengthening African institutions in order to improve governance and management of the development process.

III. Repositioning ECA

The analysis of the challenges facing Africa and the comparative advantage of ECA in the regional landscape dictates a need to refine the Commission's programme priorities to avoid duplication, promote complementarities, eliminate inconsistencies and place the required emphasis on important sectors. While maintaining its analytical and knowledge-sharing capacity across the full range of development themes and sectors, and developing stronger partnership and more dynamic networking with core stakeholders, it is also clear that ECA must focus its "operations" on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

Based on the Task Force's consultations and a comprehensive review of the status quo, and in accordance with its mandate and the AU agenda, ECA will now focus on achieving results in two related areas, namely:

Promoting Regional Integration in support of the African Union vision and priorities: ECA's support for the implementation of the AU's regional integration agenda will therefore focus on undertaking research and policy analysis on regional integration issues, strengthening the capacity and providing technical assistance to institutions driving the regional integration agenda including strengthening and supporting the RECs, and working on a range of cross-border activities and initiatives in several sectors that are vital to the regional integration agenda.

Meeting Africa's special needs and emerging global challenges: It is generally recognised that Africa has special needs that need to be addressed especially within the context of achieving the MDGs based on sustained and equitable growth. In this regard, ECA will continue to place emphasis on supporting efforts to eradicate poverty, placing African countries on the path of growth and sustainable development, reversing the marginalization of Africa in the globalization process, enhancing its full and beneficial integration into the global economy; and accelerating the empowerment of women. It will also take account of the important role of good governance and strong institutions in the development process. Here, ECA will, among other activities, seek to give tangible support to the African Peer Review Mechanism (APRM), which is geared towards enabling African countries to share best practices with their peers and to obtain a candid assessment of their own performance in this area.

IV. Delivering Results

The articulation of the pillars, expected results and programme clusters of ECA call for clarity on how the institution will deliver the services that it offers to its clients. These can be broadly grouped within the three following knowledge-based areas which will be complemented by a quality assurance system.

Knowledge generation, sharing and networking: through continuing research and publication of high-quality outputs like the Economic Report on Africa (ERA); African Governance Report (AGR); Assessing Regional Integration in Africa (ARIA). Supporting the African Peer Review Mechanism (APRM); African Women's Report (AWR) and; the Sustainable Development Report on Africa (SDRA); and other demand-driven studies, policy papers and monographs on specific topics.

Advocacy and consensus building: to assist member States and the many organizations on the continent in forging common goals and coherent policies in support of Africa's development. Conferences and major meetings, including the ECA Conference of African Ministers of Finance, Planning and Economic Development, the African Development Forum and the Big Table, are the most successfully employed means for consensus building and outreach.

Advisory Services and Technical Cooperation: to assist member States, RECs and other major regional and subregional organizations in developing their capacities to design and implement development policies through technical cooperation.

Enhancing the Quality of Service Delivery: by developing and implementing a quality-enhancement system. Clear criteria and an agreed, objective methodology will enable the measurement of quality and the monitoring of quality trends. An Advisor for Quality and Compliance will form part of the Office of the Executive Secretary and will drive this agenda.

V. Repositioning the Subregional Offices

ECA will develop a markedly stronger subregional presence by empowering the SROs to play an enhanced role in the delivery of its work programme. In particular, the SROs will:

- ♦ Lead in shaping ECA's agenda and implementation at the subregional level;
- ♦ Promote and support specific subregional priorities and programmes; and
- ♦ Operate a subregional node for knowledge-management and networking.

Modalities: The modalities through which the SROs function will be characterized by strong partnership and networking with other relevant actors. Specifically, the SROs will be positioned along the following lines:

- ♦ Acting as privileged partners of the RECs;
- ♦ Partnering with AU subregional offices and other subregional institutions;
- ♦ Engaging member States through United Nations Country Teams; and
- ♦ Participating in a joint AU-ADB-ECA programme on regional integration.

Organizational and Resource Implications: Most of the current limitations faced by the SROs arise from the lack of adequate capacity and operational resources. It would be necessary, therefore, to increase the operational budget of each SRO to enable it to fulfill broader responsibilities.

VI. Leveraging Through Partnerships

Building partnerships is an important part of ECA's work because continental institutions and development partners working for Africa or in pursuit of its interests have to collaborate to harness required resources, ensure coherence and avoid duplication in their activities. In addition to the RECs, some of the core partners with whom ECA will be working closely include:

Continental Organizations like the AU and ADB: ECA has long-standing close relationships with the AU and ADB. The main mechanism for partnership will be the AU-ECA-ADB joint secretariat, which is to be resuscitated. ECA's partnership with AU will focus on consensus building and advocacy for Africa's development, domains where the AU has high competence. ECA's partnership with ADB will concentrate on resource mobilization, which is an area where ADB has high competence.

UNDP and its sister agencies: ECA will work with UNDP and its sister agencies to enhance the coordination of United Nations activities in Africa including the provision of technical assistance and advisory services at the national and subregional level. Accordingly, ECA will align its activities with the United Nations family through the regional consultation mechanism chaired by its Executive Secretary as well as the conclusion of MOUs for the joint delivery of services. AU SROs and UNDP Subregional Facilities will be encouraged to establish mechanisms for working together at subregional level while ECA keeps the option open to re-establish joint divisions with the specialized agencies in key sectors. Partnership between ECA and those agencies will continue to cut across a broad spectrum of identified services.

VII. Organizational Structure, Management Processes and Culture

Overall Structure: ECA's overall organizational structure would need to be rationalized to match the strategic directions and programme priorities now proposed. The guiding rationale is to have clear and streamlined reporting lines at all levels for greater focus, synergy, and results.

BACKGROUND AND CONTEXT OF REPOSITIONING ECA

1. The Economic Commission for Africa (ECA) was established by the Economic and Social Council of the United Nations (ECOSOC) in 1958 as one of the UN's five regional commissions. ECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development.
2. ECA has undertaken several reform efforts in the recent past, notably in 1991, 1996 and 2002, as a result of changes in the United Nations system and also because of changes affecting its core mandate. The current exercise to reposition ECA is similarly compelled by present efforts to reform the United Nations system and the renewed international commitment to improving Africa's development prospects. Indeed, the current set of UN reforms is closely linked to the outcome of the 2005 World Summit, which underscored the importance of meeting the special needs of Africa and at the same time reflected the commitment of global leaders to tackle Africa's development problems. This priority on Africa was also highlighted at the Gleneagles Summit of the Group of Eight (G8) which pledged to support the continent's development efforts and complement the leadership of change coming from within Africa following the establishment of the African Union and the adoption of the New Partnership for Africa's Development (NEPAD).
3. The Executive Secretary established a Task Force in March 2006 to help shape new directions for the institution. Its terms of reference included:
 - ♦ Revisiting and articulating ECA's strategic orientation so that it can reposition itself to respond to current development challenges and the demands of its clients;
 - ♦ Recommending measures to strengthen ECA's impact through partnerships by diagnosing pertinent issues and exploring new orientations with partners including the African Union (AU), African Development Bank (ADB), Regional Economic Communities (RECs), United Nations Development Programme (UNDP), UN Agencies, and other stakeholders;

- ♦ Recommending measures to strengthen ECA's presence and capacity to deliver results at the subregional level including an articulation programme priorities and resource needs of the SubRegional Offices; and
- ♦ Identifying required changes in the current organization, processes and working culture of ECA including opportunities to empower staff, delegate responsibilities, streamline processes and mobilize additional resources.

4. The Task Force was also mandated to engage in an open and inclusive process of consultations with ECA staff, its member States and partners such as the AU, ADB, UNDP, other UN Agencies, RECs, and Bilateral Partners.

III

AFRICA'S DEVELOPMENT CHALLENGES

5. The maintenance of an environment of peace and security is one of Africa's foremost challenges, as violent conflict remains a major obstacle to development in several parts of the continent. Apart from its costs in human and material terms, conflict disrupts production, damages infrastructure and prevents the reliable delivery of social services. In addition to the imperative of ensuring peace and security, there are four major challenges that are to be addressed, namely:

(a) Achieving the Millennium Development Goals (MDGs): Strategies to Promote Growth and Reduce Poverty: Africa is the region with the highest proportion of people living on less than one dollar a day and the only one in which poverty has risen in absolute and relative terms since 1980. Its major challenge therefore is to reduce the high incidence of poverty in the continent, which is also one of the key MDGs. To achieve the MDGs, African countries need to build and pursue strategies to promote sustainable growth with equity, with a special emphasis on accelerating the empowerment of women and addressing gender inequalities.

(b) Integrating for Development: Regional integration is necessary to overcome the limitations of Africa's small and fragmented economies and also to give the continent a greater voice in the management of international economic processes. In spite of the emphasis placed on it by African leaders, and long-standing commitments, the process of regional integration has been slow and, therefore, remains a major challenge for Africa.

(c) Benefiting from Globalization: Globalization has wrought changes in the functioning of the international economic system and poses major challenges for African countries, which continue to be marginalized from its benefits. It is important therefore to understand the implications of the process of globalization for African development and also to articulate viable policy responses in this regard.

(d) Strengthening Institutions and Capacity Development: African countries face challenges related to the creation of capable States, strengthening of institutions, as well as the institutionalization and improved governance of the development process. The NEPAD framework recognizes the important role of institutions in the development process and the African Peer Review Mechanism is geared to enabling African countries learn from the best practices of their peers and obtain a candid assessment of their own performance.

ECA REPOSITIONING

(a) Mandates and Mission

6. The mandate of ECA to promote the economic and social development of African countries through international cooperation remains relevant. However, the landscape for its contribution to Africa's development is being shaped by continental priorities, especially recent developments like the transformation of the Organization of African Unity (OAU) to the AU and the articulation of the NEPAD framework.

7. The AU aims, among other things, to accelerate the political and socio-economic integration of the continent, promote and defend African common positions and establish the necessary conditions to enable the continent play its rightful role in the global economy. In addition, the main objectives of NEPAD are to eradicate poverty; place African countries on the path of growth and sustainable development; halt the marginalization of Africa in the globalization process; enhance its full and beneficial integration into the global economy; and accelerate the empowerment of women.

8. ECA's dual role as a regional arm of the UN, and a part of the regional institutional landscape in Africa, endows it with unique comparative advantages that enable it to make unique contributions to member States' efforts to address these challenges. Its strength derives from its role as the only UN agency mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. This is particularly important because the perspectives of the AU and NEPAD are primarily regional and subregional. This comparative advantage is also reflected in ECA's leadership role in coordinating UN inter-agency support to NEPAD.

9. It is therefore important to align ECA's mission with the priorities of NEPAD and the AU. Particularly, ECA will focus on developing capacities and managing knowledge towards achieving regional integration and meeting Africa's special needs.

(b) Strategic Focus: Two Pillars

10. The analysis of the challenges facing Africa and the comparative advantage of ECA in the landscape necessitate the refinement of the Commission's programme priorities to avoid duplication,

promote complementarities, eliminate inconsistencies and place the required emphasis on important sectors. While maintaining its analytical and knowledge-sharing capacity across the full range of development themes and sectors, and developing stronger partnership and more dynamic networking with core stakeholders, it is also clear that ECA must focus its “operations” on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

11. ECA clearly has a wide range of skills among its staff that enables it to undertake technical work in various areas. This along with the ability to convene African countries at various levels of leadership defines its area of comparative advantage.

12. Based on the Task Force’s consultations and a comprehensive review of the status quo, and in accordance with its mandate and the African Union’s agenda, ECA will now focus on achieving results in two related areas, viz:

Promoting Regional Integration in Support of the African Union Vision and Priorities

13. African countries have consistently affirmed their desire for closer integration to overcome the problems of small, fragmented economies and to reap associated benefits including economies of scale, reduced transactions costs and improved infrastructural links. These commitments, which were contained in the Lagos Plan of Action (LPA) and the Abuja Treaty establishing the African Economic Community (AEC), were reiterated with the creation of the African Union. Accordingly, ECA must bring its full technical competencies and convening power in support of this enduring continental objective.

14. ECA’s support for the implementation of the AU’s regional integration agenda will therefore focus on undertaking research and policy analysis on regional integration issues, strengthening the capacity and providing technical assistance to institutions driving the regional integration agenda including the Regional Economic Communities (RECs), and working on a range of cross-border activities and initiatives in several sectors that are vital to the regional integration agenda.

Helping Meet Africa’s Special Needs and Global Challenges in Support of NEPAD Implementation

15. It is generally recognised that Africa has special needs which must be addressed especially within the context of the MDGs and the achievement of sustained and equitable growth. The AU’s NEPAD programme presents a well-articulated framework for addressing Africa’s particular development challenges and the importance of a “coherent support for the programmes drawn up by African leaders within the (NEPAD) framework” was also reaffirmed by the 2005 World Summit. It is therefore essential for ECA to offer comprehensive support in the areas specified in the NEPAD framework and World Summit Outcome document where possible.

16. In this regard, ECA will continue to place emphasis on supporting efforts to eradicate poverty; placing African countries on the path of growth and sustainable development; halting the marginalization of Africa in the globalization process; enhancing its full and beneficial integration into the global economy; and accelerating the empowerment of women. It will also take account of the important role of institutions in the development process and will, in this regard, give tangible support to the African Peer Review Mechanism (APRM).

(c) Expected Results and Outcomes

17. The decision to strategically focus ECA's work in the two specified pillars must be matched by a clear articulation of measurable results and outcomes aimed at improving capacity development in Africa. Some of the results that are expected to emerge from ECA's work include:

Progress Towards Achieving the MDGs, Including Poverty and Gender Equity

18. The underlying rationale for the MDGs is development with equity which requires poverty eradication and the promotion of gender equality. These are key objectives of national development strategies and the ECA will contribute to the achievement of these goals by, inter alia, becoming a repository of knowledge for the region; assisting its member States to develop performance indicators and statistics for MDG planning; tracking, as well as building capacity through strengthened statistics departments and training activities.

Increased Regional Integration

19. The successful integration of Africa requires strengthened institutions and Centres of Excellence, harmonization and convergence of policies; increased intraregional trade; development of sustainable infrastructural links and regional public action. ECA will contribute, in this regard, by helping to build the capacities of RECs and the existing Centres of Excellence in research and training on the continent. At the same time, it will support the coordination of regional policies to promote coherence through knowledge activities, advocacy, consensus building, advisory services and technical cooperation. Progress towards increased intra-African trade will be similarly promoted by concrete activities to support the implementation of trade agreements and trade facilitation programmes.

20. Increased regional integration requires infrastructure to improve the movement of goods and services, enhance factor mobility and reduce the cost of doing business. ECA will therefore make a tangible contribution in this area by reviewing existing feasibility and sectoral studies in transport, energy, water resources, natural resources and ICT for potential implementation and sponsoring of regional integration projects. Many problems facing Africa such as peace and security, migration, environment, and health issues cut across national boundaries and require collective regional action to address them. ECA will undertake economic impact assessments of these issues and help develop policy options and programmes for its member States.

Development of Priority Productive Sectors Including Greater Value-addition

21. While some African countries have made progress in increasing the processing of their commodities, many others have been less successful in adding value to key agricultural products and natural resources in their extractive industries. Evidence from other parts of the world shows that sustained growth and development depends on a viable manufacturing and industrial base, which not only ensures value added but promotes employment and economic diversification. ECA's contribution in this area would be to identify key priority sectors for African countries and help develop an integrated programme of support for the development of the sector in the subregion through research and advisory services.

Development of ICT and Participation in Knowledge Economy

22. Information and Communications Technologies occupy a central role in the global economy because they contribute to improved processes, reduced costs and rapid transactions. They are, at the same time, central to the knowledge economy as platforms for learning, networking and processing of information. Africa lags behind other regions both in ICT use and appropriate policy frameworks. ECA will therefore help with the articulation of legal and regulatory frameworks and capacity building in the use of ICT in various areas including trade, education, and natural resource databases.

Stronger Institutions; Strengthened and Networked Centres of Excellence

23. A major result that ECA will seek to achieve is the strengthening of institutions within Africa. In particular, the Centres of Excellence in various areas of science and technology, which ECA was closely involved in establishing across the continent, will be supported with ideas and resources to sharpen their focus, widen their reach and make them more effective in the generation of knowledge and delivery of services.

Improved Macroeconomic Policies and Economic Governance

24. African countries are vulnerable to external shocks from the rest of the world as well as rising oil prices, declining aid flows, and sharply declining commodity prices, which have deleterious impact on their balance of payments and fiscal revenues. These challenges require appropriate macroeconomic policies and improved economic governance in both the public and private sector. ECA can be of help in this regard through continued support for mutual accountability, providing advice, advocating policy options, and building capacity for research, economic forecasting and policy analysis in member States.

Increased Integration into the Global Economy

25. The world economy is characterized by an increasing value of trade and financial flows facilitated mostly by improved scientific processes and technological links. Africa is regarded as being marginalized from these flows and processes and ECA will provide support to African countries by helping them to gain better outcomes from globalization, including improved access to markets, scientific knowledge and ICTs. In this regard, it will help to build trade-related capacity in the continent in addition to assisting member States to develop strategies and policies for science and technology development as well as the articulation of ICT policies all of which are geared to increasing the participation of member States in the knowledge economy.

Improved Statistical Capacity of Member States

26. Many African countries do not have strong statistical systems and therefore lack the data needed for planning and tracking of economic development. This is partly due to a lack of adequate statistical capacity in these countries. ECA will therefore seek to assist African countries in improving their statistical databases and also their statistical capacity at various levels. In particular, the desired outcome would be to enable proper planning for MDG achievements as well as the monitoring of progress made in this regard.

27. ECA's work will continue to support the achievement of cross-cutting outcomes and results throughout its work programme, especially in the following areas:

- ♦ More gender-sensitive structures;
- ♦ Improved governance;
- ♦ Appreciable post conflict development; and
- ♦ A more human rights based approach to development.

(d) Subprogrammes Clusters

28. In order to realize the desired results, ECA will organize its capacity and staff work around subprogramme clusters that will ensure synergies and encourage a multidisciplinary approach in the delivery of services. The following programme clusters have been identified based on the two pillars of strategic focus as well as expected results and outcomes.

Trade, Finance and Economic Development

29. This arrangement will bring issues relating to macroeconomic analysis, including monitoring of macroeconomic trends and macro-micro linkages, along with international trade, international trade negotiations, development finance and financial sector policies, debt, aid, investment, and industrial policies together in one cluster. It will have the advantage of matching ECA's well-established reputation in the area of trade with related issues of concern to the continent while at the same time ensuring that the complementarities and linkages between the various aspects of national economic policy are fully utilized.

Food Security and Sustainable Development

30. This cluster will include agricultural production, food security issues as well as environmental concerns. Such an arrangement will bring food security, a major concern for many African countries, back to the forefront of ECA's programme priorities thus ensuring its visibility while allowing for the exploitation of the obvious synergies between agriculture and sustainable development.

Governance and Public Administration

31. This cluster will bring together ECA's activities in the area of good governance, public administration, institutional development and the APRM. It will therefore maintain ECA's important work in governance and complement it in the same cluster with issues relating to public administration, public finance, private sector and enterprise development, peace-building and post-conflict reconstruction, and the APRM which are currently spread across different subprogrammes. It will ensure complementarity and prevent important issues relating to public and private sector administration from being overlooked.

Information and Science and Technology for Development

32. The cluster for Information, Science and Technology for Development will be responsible for ICT policy, science and technology policy, science and technology production, geographical information systems, cartography and other science-related activities including relations with African Centres of Excellence. This arrangement will bring science-related activities together in one cluster and will also promote synergies between various sections working in this area. It will maintain ECA's visible profile in the area of ICTs and ensure the provision of adequate resources for work in an area of increasing importance to African countries.

Economic Cooperation and Regional Integration

33. Regional integration and infrastructure are priority areas of NEPAD; hence, this cluster will handle related issues including institutional aspects of regional integration, transport, energy, mining, water, natural resources and intra-Africa trade in order to bring about coherence in ECA's support to a very important sector for African countries. This cluster will also take account of the interlocking relationship between the various aspects of regional integration and will be supported in this regard by all other clusters.

Gender and Women in Development

34. This cluster will focus on promoting gender-related issues, including the promotion of women's human and legal rights, the analysis of gender disaggregated data and the indispensable role of women in socio-economic development. The cluster will enable ECA to continue to give prominence to this area in all its activities.

Social Development

35. This cluster will bring together issues relating to poverty reduction strategies, population and migration policies, health (including HIV/AIDS), education and other related social issues. This arrangement will enable social elements of the MDGs to be properly reflected in ECA's activities.

Subregional Activities for Development

36. Another cluster of work relates to subregional activities of the ECA, which currently take place through five SROs. Each of these SROs will develop a specific cluster of activities according to the specific needs of each subregion as contained in multi-year programme agreements to be signed with the RECs.

37. These subprogrammes will form the basis for restructuring the programme divisions and will be complemented by special initiatives of a programmatic nature.

(e) Special Programme Priorities

38. ECA will undertake special initiatives in the area of Knowledge Management as well as in Statistics and Statistical Capacity.

Knowledge Management and Sharing

39. ECA aspires to be at the leading edge and serve as a repository of knowledge on critical development issues in Africa. Knowledge sharing and networking have been pioneered by some groups within ECA. They have begun to 'build outwards,' creating networks of key researchers, practitioners and policymakers in Africa. These groups have achieved much with limited resources. The challenge now is to establish these new ways of working as standard practice throughout the organization, and to equip ECA with tools which will allow it to achieve greater impact by sharing knowledge and interacting with its external partners more easily. ECA will build on these efforts in the coming years and make a significant investment in knowledge management, learning from the experience of other organizations such as UNDP.

40. ECA Knowledge Management Initiative will be, in effect, the systemic catalyst to facilitate the efficiency and effectiveness of all the other components of its Repositioning Programme. Through effective knowledge management, ECA can deliver continuous improvement in performance and standards of service delivery and global outreach that will impact positively on the economic policies of member States and the achievement of MDGs in Africa.

Statistics

41. The importance of statistics has been largely underscored in different statistical fora including those held under the auspices of the ECA. It has been stressed, inter alia, that good statistics provide a basis for good decision-making, help governments to identify the best courses of action in addressing problems, are essential to manage the effective delivery of basic services, and are indispensable for accountability and transparency. They are also essential for providing a sound basis for the design, management, monitoring, and evaluation of national policy frameworks such as the Poverty Reduction Strategies (PRSs) and for monitoring the progress towards internationally agreed development goals including the MDGs. They therefore are part of the enabling environment for development.

42. ECA will partner with UN and other Statistical Institutions to:

- + Undertake advocacy of statistics and statistical capacity;
- + Build a repository of Development Statistics at ECA;
- + Promote the adoption of the 1993 System of National Accounts (SNA);
- + Establish a regional programme for population and housing censuses;
- + Coordinate peer learning with regard to statistical methods;
- + Support RECs on regional statistics;
- + Support member States through training and knowledge transfer to build capacity and implement SNAs; and
- + Support ECA's own research and policy analysis.

Development Planning and Administration

43. The African Institute for Economic Development and Planning (IDEP) can make a critical contribution to capacity development in Africa but is perceived to be falling short of its potential. In this regard, the 2006 Conference of Ministers asked for a review of the work of IDEP. ECA will accordingly assign an external team of experts to undertake a thorough review of IDEP's performance and potential with a view to scaling up its impact and achieving the desired results of built-up capacity in African countries in the management of development programmes and activities.

IV

DELIVERING RESULTS

(a) Services

44. The articulation of the pillars, expected results and programme clusters of ECA calls for clarity on how the institution will deliver on them, which is through the services that it offers to its clients. These can be broadly grouped within the following three areas – all of them, knowledge-based:

Knowledge generation, sharing and networking

45. As the regional arm of the United Nations in Africa, ECA plays an important role in fostering the generation and sharing of knowledge products from within the Commission and, increasingly, also from other partners on the continent and outside on critical development issues. ECA undertakes research and policy analysis in order to support informed decision-making and policy formulation to better meet Africa's development challenges. In that context, building on its successful experience with Poverty Reduction Strategies, ECA will expand its peer learning activities to other areas. It will continue to publish the following cross-cutting flagship reports: Economic Report on Africa (ERA); African Governance Report (AGR); Assessing Regional Integration in Africa (ARIA). Supporting the African Peer Review Mechanism (APRM); African Women's Report (AWR) and; the Sustainable Development Report on Africa (SDRA). Other publications will include demand-driven studies, policy papers and monographs on specific topics. ECA will also continue to organize workshops at the subregional level to enable sharing and dissemination of experience.

Advocacy and consensus building

46. The Commission serves as a catalyst for African development activities through its efforts at advocacy and consensus building among member States. ECA assists member States and the many organizations on the continent that have common goals to coordinate efforts and enhance coherence in their support to African countries and major intergovernmental organizations. Consensus-building extends to the formulation of common positions on important global issues and thus to the moulding of Africa's "voice" on such issues. Conferences and major meetings, including ECA Conference of African Ministers of Finance, Planning and Economic Development,

the African Development Forum and the Big Table, are the most successfully employed means for outreach.

Advisory Services and Technical Cooperation

47. ECA will assist member States, regional economic communities (RECs) and other major regional and subregional organizations in developing their capacities to design and implement development policies and through technical cooperation. The key modality for delivery of this service is the provision of demand-driven advisory services including at the subregional level, as well as workshops and seminars. ECA will move some of its regional advisors to its subregional offices (SROs) thus bringing them closer to the client.

(b) Enhancing the Quality of Service Delivery

48. The results that ECA delivers to RECs and member States are highly dependent on the quality of ECA's outputs. Learning from the practices of other knowledge-based institutions such as the World Bank, ECA will immediately introduce standard processes, embedded in clear processing guidelines, to assure the quality of its outputs. The underlying processes will ensure that each ECA activity is relevant and responsive to client needs, is assigned to experienced team-leaders and suitably qualified teams, and is delivered to high quality standards thus leading to better results. Team-leaders and their managers will be held accountable for compliance with the processes and for quality; the accountability for quality will be reinforced through performance evaluation. Standard business processes will be linked directly into the knowledge management system.

49. The emphasis on quality will go well beyond the introduction of standard processes. ECA will develop and implement a quality enhancement system -- again leveraging the experience and good practices of other comparable institutions. The system will be founded in a shared understanding of the different elements that constitute quality and lead to desired results. Clear criteria and an agreed, objective methodology will enable the measurement of quality and the monitoring of quality trends. An Advisor for Quality and Compliance will be part of the Office of the Executive Secretary and will drive this agenda. The Advisor will also be responsible for fostering learning about quality as well as for implementing special programmes to build a culture of quality at ECA.

REPOSITIONING THE SUBREGIONAL OFFICES

(a) Background

50. The Subregional Offices (SROs) of ECA have been subject to major reviews since their establishment in 1977 most recently by the Office of Internal Oversight Services (OIOS) in 2004. These reviews made detailed recommendations on steps and measures to be taken to enhance the role and capacities of the SROs but their implementation was only partial, due to various constraints including budgetary limitations and a freeze in recruitments.

51. The present realities, particularly the establishment of the AU and the adoption of NEPAD have necessitated a re-assessment of the role and capacities of the SROs; an exercise that was exhaustively carried out by the OIOS in 2004. The OIOS report highlighted the inadequacies of the SROs especially as it relates to their unclear role and division of responsibilities vis-à-vis Headquarters. It also observed that the capacity of the SROs was limited relative to their potential role especially in the context of the AU and NEPAD agenda. This section of the current report responds in part to the conclusions and actions required by the OIOS report as adopted in the UN General Assembly in its Resolution of 18 December 2005, which called on the Secretary-General to present at its sixty-first session, a comprehensive plan of action to strengthen the SROs. In addition, the 2006 Conference of Ministers called for the SROs to be given an enhanced role and supported in this regard through increased access to the skills and financial resources available to ECA. Detailed proposals on improving the performance and effectiveness of the SROs are contained in another paper, the main elements of which are summarized below.

(b) Enhanced role of the SROs

52. ECA will develop a markedly stronger subregional presence by empowering the SROs to play an enhanced role in the delivery of its work programme. In particular, the SROs will:

Lead in Shaping ECA's Agenda and Implementation at Subregional Level

53. The SRO's will have a more direct role at the subregional level by being the first port of call between Headquarters on the one hand and the RECs and member States on the other. They will

also spearhead the delivery of operational activities and act as ECA's implementing arm in the various subregions. In ECA's new multidisciplinary approach to problem definition and solving, SROs will provide guidance to ECA's strategic planning services and mobilize its competencies for capacity-building and concerted subregional responses to major international development agendas.

Promote and Support Specific Subregional Priorities and Programmes

54. The SROs will work closely with RECs to identify and promote one or two subregional initiatives and programmes based on established priorities and build consensus around them. Each SRO will, therefore, concentrate on the priority sectors for the subregion and will be provided with human and financial resources to enable them make a useful contribution in such areas.

Operate as Subregional Nodes for Knowledge Management and Networking

55. The repositioning of ECA to properly manage and disseminate knowledge requires that the SROs be similarly enabled to operate as nodes in its Knowledge Management and Networking activities. This will entail their playing an active role in the various subregions to capture, evaluate, synthesize, organize, distribute and apply knowledge to complement similar activities at Headquarters while promoting networks of experts and institutions.

Coordinate UN System Activities for Subregional Integration

56. To support the ongoing reform of the UN, the SROs shall play a lead role at the subregional level in coordinating the programmes and activities of the UN agencies, thus bringing this perspective to the UNDG framework. This implies working closely with the UNDP at the subregional level. Such cooperation will entail efforts to enhance joint programming of work at the subregional level and the possibility of a subregional coordination framework similar to CCA/UNDAF at the country level.

(c) Modalities

57. The modalities through which the SROs function will be characterized by strong partnership and networking with other relevant actors. Specifically, the SROs will be positioned along the following lines:

Acting as Privileged Partners of the RECs

58. As the first port of call for the RECs, the SROs will act as their privileged partners and will also be required to sign partnership agreements with multi-year programmes. This arrangement will be facilitated through the co-location of SROs with RECs and in the case of ECOWAS, ECCAS and SADC, through the posting of a liaison officer to each one of them to ensure the desired close level of cooperation and collaboration. In addition, a liaison officer will be posted to the APRM Secretariat to build on ECA's existing support in this area.

Partnering AU Subregional Offices and Other Subregional Institutions

59. In furtherance of ECA's partnership with the AU and its comparative advantage as the UN agency best placed to play a vital role at the subregional level, the SROs will also be required to partner closely with the subregional offices of the AU as well as other subregional agencies that are contributing to meeting Africa's regional integration objectives and its special needs.

Engaging Member States through UN Country Teams

60. UN Country Teams (UNCTs) provide an opportunity for SROs to engage at country programme level. The SROs would therefore be required to focus on ensuring that integration issues feature in the different UNDAF processes and to work with UNCTs to build country capacities for effective participation in regional integration processes and programmes. SROs will also work with UNCTs to further the attainment of the MDGs from a subregional perspective.

Participating in a Joint AU-ADB-ECA Programme on Regional Integration

61. A joint AU-ADB-ECA subregional prospectus on integration shall be prepared in cooperation with the RECs to enable donors to buy-in into such activities at the subregional level. SROs would be required to prepare ECA inputs into the prospectus.

Making Strategic Use of Regional Advisory Services

62. The use of ECA's Regional Advisors will be reviewed to increase the correlation between their services and the operational needs of the SROs. To this end, new guidelines governing the management of regional advisory services will be drawn up to align the work of Regional Advisors with SRO-driven service delivery as well as improved programming and evaluation of their work.

Forming Other Key Partnerships

63. As the first points of call for subregional and country requests for ECA support as well as the operational channels for the provision of required support from all ECA programmes, SROs shall build strong partnerships at country level with national focal points dealing with integration issues such as Ministries of Regional Integration, in addition to the private sector, civil society organizations, as well as academic and research institutions.

Improving Communications and Outreach

64. SROs will be fully integrated into the comprehensive external communications strategy of ECA and will be provided the appropriate equipment for this purpose including through the upgrading of their ICT facilities and the installation of V-SAT equipment which provide effective links between the SROs and ECA Headquarters.

(d) Organizational and Resource Implications

65. There are several key implications for enhancing the role of the SROs. First, their work has to reflect subregional priorities in order to be reflected in the partnership agreements with the

RECs. It will also entail the making of arrangements to provide progress reports on the activities of the SROs during ECA Conference of Ministers and possibly through the convening of subregional caucuses. The partnership agreements will also drive the agenda and work of Programme Divisions at Headquarters thus ensuring that the RECs are able to gain full access to and benefit from all the skills and resources available at ECA.

66. In addition to re-positioning the work of the SROs and ECA Headquarters to meet the priorities of the RECs, it would also be necessary to provide additional sectoral capacity in the form of an increased number and variety of staff. This is to be achieved mainly through a transfer of staff from HQ to the SROs but also through seeking additional capacity from the regular budget and from extra-budgetary resources. The staffing profile of each SRO would reflect the sectoral expertise that is required based on the identified needs in each subregion.

67. A major part of the current limitations faced by the SROs arises from the inadequacy in their operational resources. It would be necessary therefore to increase the operational budget of each SRO to enable them fulfill their enhanced responsibilities. Tentatively, it is envisaged that each SRO would receive a significant increase in operational resources from the regular budget plus a major proportion of extrabudgetary resources, which are to be significantly scaled-up. All these efforts will be matched by the continued upgrading and effective maintenance of the ICT equipment that have been provided to the SROs.

LEVERAGING THROUGH PARTNERSHIPS

(a) Rationale

68. Building partnerships is an important part of ECA's work because continental institutions and development partners working for Africa or in pursuit of its interests have to collaborate to harness required resources, ensure coherence and avoid duplication in their activities. This would entail an appreciation of the different roles that various partners can play and the potential complementarities with them. Engaging in active partnerships will also enable ECA to focus on its comparative advantages, scale up its resources and derive maximum results from service delivery.

(b) Core Partners

69. While the RECs are to be major clients of ECA, they are also partners in the sense that strong partnerships will be built around multi-year programmes in the proposed Partnership Agreements. In addition, however, ECA will work closely with other core partners including:

(c) Continental Organizations (AU and ADB)

70. ECA has long-standing close relationships with the AU and ADB. Its partnership with the AU has involved close collaboration in the articulation of historic development strategies and the preparation of major regional initiatives. It will therefore continue to be focused on the implementation of the African agenda: the nature of collaboration will be for the AU to provide political leadership while ECA leads on technical aspects. The main mechanism for partnership will be the AU-ECA-ADB Joint Secretariat, which is being resuscitated. ECA's partnership with AU will focus on consensus building and advocacy for Africa's development. These are domains where AU has high competencies.

71. ECA and ADB have institutional arrangements to govern their cooperation and collaboration including a Memorandum of Understanding signed in September 2000 that also spells out the areas of mutual cooperation. Partnership with the ADB will also be on implementing the African agenda bearing in mind the Bank's principal role in funding development projects. ECA's partnership with ADB will centre on resource mobilization, which is an area where ADB has high competence.

(d) UNDP and Other United Nations Agencies

72. ECA will work with UNDP and other UN agencies to enhance coordination of UN activities in Africa including the provision of technical assistance and advisory services at the national and subregional level. As part of this process, ECA will align its activities with the UN family through the regional consultation mechanism chaired by its Executive Secretary and the conclusion of MOUs for the joint delivery of services. Specifically, the SROs and the subregional facilities of the UNDP will be encouraged to establish mechanisms for working together at subregional level while another option for cooperation is the re-establishment of joint divisions with UN Specialized Agencies in key sectors. Partnership between ECA and other UN Agencies will continue to cut across a broad spectrum of identified services.

(e) Bilateral Partners

73. Bilateral partners have supported ECA's activities through funding, the sharing of experiences and joint delivery of services. Most of the current bilateral partners are members of the Development Assistance Committee (DAC) but strong economic performance in the Asian Tigers and countries such as Brazil, China and India, provides ECA with an opportunity to widen base of bilateral partners. The mechanisms for cooperation with bilateral partners will be through MOUs or grant agreements as well as consultation mechanisms like the Big Table and Partners Forums. ECA's bilateral partners play an important role in resource mobilization, and the institution will continue to build its relationship with them in this regard.

(f) Non-Governmental Actors

74. As part of its commitment to creating and managing knowledge in the continent, ECA will partner with African universities and research institutions as well as civil society organizations working on development issues. These groups are natural partners for ECA because they are well placed to complement its two pillars of work, especially as they relate to capacity development and knowledge management. Partnerships with non-governmental actors will revolve around policy analysis, consensus building and advocacy which constitute the strengths of such organizations.

VII

ORGANIZATIONAL STRUCTURE, MANAGEMENT PROCESSES AND CULTURE

(a) Overall Structure

75. ECA's overall organizational structure would need to be rationalized to match the strategic directions and programme priorities now proposed. The attached Chart has therefore been developed with these objectives in mind and coincides with the programme clusters identified earlier. The guiding rationale is to have clear and streamlined reporting lines at all levels for greater focus, synergy, and results. The following are the constituents of the main components of the structure.

Executive Direction and Management (EDM)

76. EDM will comprise the Office of the Executive Secretary and related Advisors, the Office of Strategic Planning and Programme Management (OPM) and the Information and Communication Service.

Programme Divisions

77. Programme Divisions to be established are: Food Security and Sustainable Development Division (FSSD), African Centre for Gender and Social Development (ACGS), Trade, Finance and Economic Development (TFED), ICT and Science and Technology for Development Division (ISTD), Governance and Public Administration Division (GPAD) and NEPAD and Regional Integration Division (NRID). In addition, the African Centre for Statistics (ACS) is to be created as a programme division of ECA to focus on the rehabilitation of Africa's statistical systems and databases and the building of capacities in member States.

Support Division

78. A Division of Administration will be created as the only support division and will bring together all administrative support functions and ECA Library. All programme Divisions and the Division of Administration will be organized into sections and units as indicated. The Director, Division of Administration will be assisted by a Deputy who will be at the P5 level.

Subregional Offices and IDEP

79. The five existing SROs in North Africa, West Africa, Central Africa, East Africa and Southern Africa are to be maintained along with IDEP. They will maintain open and fluid internal arrangements to enable them handle changing programme demands as they arise. In view of the proposed expanded capacity and responsibilities, each SRO would now have a Deputy Director at the P5 level to support the Director in leadership functions, in addition to performing regular programme activities. As indicated earlier, a senior staff member from the SROs in Central, West and Southern Africa will be posted to the Secretariat of the corresponding RECs. A renewed IDEP with a revamped strategic orientation should operationally be more fully integrated into ECA's mainstream work through an Interdivisional Technical Committee comprising, the Chief of Staff and the Directors of OPM, GPAD, TFED, and IDEP itself.

Knowledge Management

80. The design of the proposed structure is also consonant with making ECA a more effective knowledge-based organization. The Director of the Trade, Finance and Economic Development Division, who by virtue of the main functions of the Division, will serve as ECA's Chief Economist, will have primary responsibility to catalyze the process of knowledge management at ECA. An Adviser in OES will provide overall strategic guidance and follow through while the Information and Communication Service would, among other things, ensure support to the production and dissemination of knowledge produced by ECA working closely with all the Units in the Publications and Conference Management Section of the Division of Administration. A Knowledge Management and Publications Committee (KMPC) will oversee and coordinate the entire knowledge management process.

(b) Office of the Executive Secretary

Leadership Responsibilities

81. The Executive Secretary and Deputy Executive Secretary (DES) will work in mutual support to provide leadership in areas such as strategy/priority/goal setting, programme planning and budgeting; programme divisions oversight and programme monitoring; SRO oversight and monitoring; partnerships and resource mobilization; knowledge management; quality assurance and compliance; audit, evaluation and control.

82. In addition, the DES will have clearly identified responsibilities including overseeing the implementation of a selected number of major programme initiatives; overseeing the establishment of the annual Programme implementation Plans (PIPs); conducting the quarterly reviews of programme implementation by Division; chairing specified supporting management committees; coordinating the organizational arrangements for the holding of the annual sessions of the Commission, other special conferences and events, and ADF; overseeing the establishment and implementation of the annual Calendar of Meetings and the related inputs; and overseeing day-to-day matters in staff/management relations.

Structure, Support, Advisors

83. The OES will be managed by a Chief of Staff who will be supported by a core staff comprising the Special Assistant to the Executive Secretary/Secretary to the Commission (SAES/SC) and three Programme Officers each dedicated to general programme and administrative matters, drafting and communication; SRO liaison and coordination; and support to the DES. There would be the commensurate administrative support staff. In addition, the new strategic directions would entail the establishment of three Advisor positions on Quality Assurance and Compliance; Knowledge and Peer Learning; and Resources and Partnership. These positions are to be created from extra-budgetary resources or engaged as gratis personnel while bearing in mind UN rules governing the use of such staff.

(c) Supporting Management Forums and Processes

84. The revised management structure is to be complemented by other forums and processes to ensure that there is coherence in service delivery and that appropriate attention is paid to critical issues. The following Committees will accordingly be established:

Senior Management Team (SMT)

85. The SMT will remain the highest policy-making body for the ES. It is chaired by the ES and includes the DES, all Directors of Divisions and SROs and the Chief of Staff with the SAES/SC serving as Secretary. The SMT will meet twice every quarter using video and audio facilities to ensure the participation of the SRO Directors. Two of such meetings in the year would be in retreat format.

The Executive Committee (Exco)

86. An Executive Committee to be chaired by the ES will meet more frequently to supplement the SMT and provide continuous support to him in decision-making on strategic planning, priority and goal setting, budget, monitoring of performance, and strategic HR issues. It will also be the main forum for ensuring effective risk management and control.

Management Supporting Committees

87. A number of Management Supporting Committees are to be established or re-activated in order to support the structure and processes to be put in place. The main ones are:

- ✦ The Advisory Committee on Administrative and Budgetary Matters (ACABM) which will be chaired by the DES and ensure the integrated planning, budgeting and management of core and extrabudgetary resources. Its membership will include SRO Directors to reflect their enhanced role and responsibilities.
- ✦ The Knowledge Management and Publications Committee (KMPC) which will establish and oversee the administration of a comprehensive knowledge management strategy, as well as an annual publications plan. It will be chaired by the Director, Trade, Finance and Economic Development Division who is also the Chief Economist of the Commission.

- ✦ The Interdivisional Committee on Training and Learning which will ensure that training and learning remain a central feature of ECA knowledge management policy. It will be chaired by the DES.
- ✦ The Information and Communications Technology Committee (ICTC) which will be revitalized to set and administer policy for IT development and support. It will be chaired by the Executive Secretary.
- ✦ The Conference and Events Management Committee which will oversee the establishment and implementation of the annual Calendar of Meetings and other major events to be organized by the Commission. It will be chaired by the DES.
- ✦ The Joint (Staff/Management) Advisory Committee (JAC) is a mandatory Committee governed by an STAI, which has not been functioning effectively and will be revitalized along with all the other staff-management bodies.

(d) Strategic Planning, Budgeting, Monitoring and Evaluation

88. The Office of Strategic Planning and Programme Management (OPM) will provide continuous support to the ES in strategic planning, programming and the management of programme; the budget function; and the management of technical cooperation activities. The current OPC's responsibilities for NEPAD should be passed on to NRID along with related resources to enable OPM concentrate on its core functions of policy and programme planning and coordination; programme monitoring and evaluation; budgeting, budget management and control; and technical cooperation and project management. The monitoring and evaluation function of OPM will be enhanced using Program Implementation Plans (PIPs) and Quarterly Reviews of Programmed Performance. In addition, guidelines for programme management and operational processes will be developed along with relevant management tools.

(e) Support Processes and Culture

89. The success of the current effort to re-position ECA depends, to a large extent, on the motivation and commitment of its staff members. Accordingly, the management of human resources will be reshaped along with other support processes like financial management, general services, facilities management, publications and conference services, information and communications technologies, and staff welfare. All these processes have been extensively reviewed after a process of widespread consultations with staff members and the Task Force has made concrete recommendations that will be acted upon.

90. Those in the area of human resources relate mainly to improving staffing arrangements in HRSS for improved service delivery, lifting the morale of staff, addressing their career concerns and ensuring swift resolution of disputes. Timelines are to be established in all organizational support processes to ensure timely, efficient and cost effective processing of transactions. Arrangements will also be put in place to enable better planning and closer coordination of related functions between relevant service sections.

91. Attention will be focused on building a culture in ECA to make it a results-oriented knowledge institution characterized by:

- ♦ A more solid commitment to advancing Africa's agenda.
- ♦ Loyalty to the organization by making staff feel they have a stake in the institution that promotes excellence, professionalism, integrity and high quality knowledge-based services to its clients.
- ♦ Producing high-impact and quality output to its clients through improved and transparent processes, activities and outputs. Checks and balances that are already in place will be re-enforced in a fair and inclusive manner.
- ♦ A commitment to fostering learning and knowledge sharing within the organization and with its clients through more strategic channels of communication.
- ♦ Trust between staff and management in an environment where respect for diversity is enhanced. This will be achieved through improved dialogue and flow of information between staff and management.
- ♦ High staff morale, which will be boosted by ensuring fairness in selection, promotion, and career development opportunities as well as job security and opportunities for recognition and mobility.

(f) Management of Extrabudgetary Resources

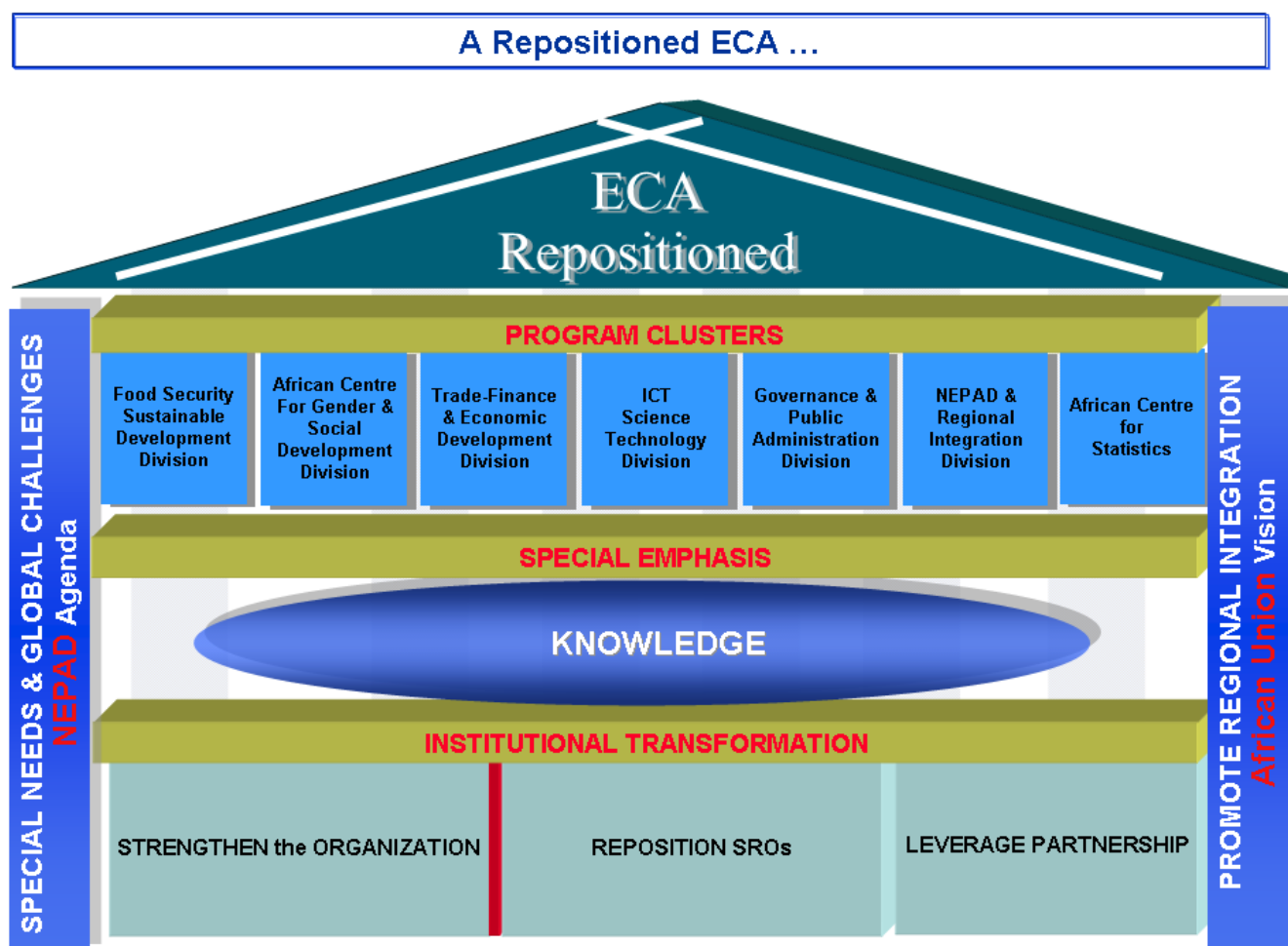
92. In view of the UN's zero-growth budget policy, ECA will require extrabudgetary resources to enhance programme delivery. A major resource mobilization effort is therefore required to scale up the amount of extrabudgetary resources, which has declined sharply in the recent past. ECA will, therefore, articulate a comprehensive strategy to mobilize and manage extrabudgetary resources in the form of a business plan. This strategy will specify processes for requesting, prioritizing, reviewing, allocating, monitoring, reporting and evaluating the use of extrabudgetary resources and address modalities for strengthening ties with donor countries and institutions. It will retain the current preference for programme support while allowing for tangible project support in priority areas.

93. The proposed Advisory Committee on Administrative and Budgetary Matters will also be tasked with drawing up rules for the allocation of extrabudgetary resources to ensure greater equity in distribution and encourage multidisciplinary programme implementation. Such rules will respond to donor concerns about the use of funds and enable prompt and efficient reporting on project activities. The use of the ACABM mechanism and the inclusion of the SROs in its membership are in response to recommendation of the OIOS. Technical cooperation activities will be placed in OPM to enable the ES maintain close watch over the mobilization and utilization of extrabudgetary resources and enable the Resource and Partnership Advisor to work closely with the relevant section.

ANNEX 1: DIAGRAMS

The first diagram shows the new ECA supported by its two pillars, which are the main focus of its work programme. The pillar on the left hand side is “addressing Africa’s special needs, global challenges and support for NEPAD; while “promoting regional integration and the vision of African Union” is on the right. The boxes on the top floor depict programme clusters, showing how ECA programmes are redesigned to meet the twin challenges.

All this is supported by the strong horizontal beam of Knowledge. Knowledge Management and Peer Learning will play a critical role at different levels in ECA, through the implementation of KM strategy focused on its staff, the ECA itself, its partners and most importantly its clients. ECA will deliver demand-driven studies and policy papers, and promote the collection and use of data and statistics. Knowledge generation, management and dissemination will be a core function of the new ECA, which will be used to transform the institution – making it stronger, making the SROs more relevant, and making strong use of partnerships to avoid duplication and create synergies. The latter three will form the foundation of ECA, which is also represented as the main boxes at the bottom of the diagram.



The whole repositioning exercise is geared towards achieving specific goals for Africa as illustrated in the second diagram. Through its knowledge generation and networking; advocacy and consensus building; and advisory services and technical cooperation, Africa will register progress towards achieving the millennium development goals with improved macroeconomic policies. Citizens will benefit from the increased provision of regional public goods and priority productive sectors will be developed partly through the work of a strengthened network of centers of excellence. All this will benefit from improved statistical capacity. Gender will also be mainstreamed in all productive sectors.

