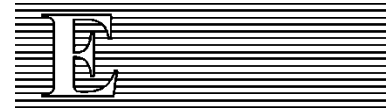




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Ministers of Finance, Planning and Economic Development**

Lilongwe, Malawi
25 – 28 March 2010

**ECONOMIC COMMISSION FOR AFRICA:
PROGRAMME PERFORMANCE OVER
THE PERIOD 2008-2009**

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Abbreviations and acronyms

AfDB	African Development Bank
AUC	African Union Commission
CEMAC	Central African Monetary and Economic Community
COMESA	Common Market for Eastern and Southern Africa
ECA	(United Nations) Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communication Technologies
IGAD	Intergovernmental Authority for Development
MDGs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
RECs	Regional Economic Communities
SADC	Southern African Development Community
SROs	Subregional Offices (of ECA)
UMA	Arab Maghreb Union

Executive summary

This is the first programme performance report of the United Nations Economic Commission for Africa (ECA) to be submitted to the ECA Conference of African Ministers of Finance, Planning and Economic Development. It complements the comprehensive programme and budget performance report which is periodically submitted by ECA to United Nations Headquarters to support the global intergovernmental review of the Organization's performance.

The report responds to increasing demands from ECA member States for a more effective Commission which is able to meet their needs and address new challenges within the limits of available resources and to demonstrate the difference it makes to its constituents on the basis of performance and results. It also responds to the increasing emphasis on results and accountability for the resources made available to the organization by member States and other stakeholders. The report therefore provides an account of the most significant results achieved during the 2008-2009 biennium, as well as challenges encountered and lessons learned. Importantly, the lessons from the implementation of the 2008-2009 work programme informed the preparation of the Strategic Framework/Biennial Programme Plan for the period 2012-2013, which is also being submitted to the present Conference for consideration.

Activities were implemented during the biennium and results achieved against the background of a major repositioning of ECA in 2006 and efforts to deepen the early gains obtained during this exercise, the enhanced role and mandate of ECA's subregional offices (SROs), renewed emphasis in the area of statistics, and significant additional resources approved for the Commission in 2008 in the context of strengthening the United Nations development pillar.

In the period under review, ECA achieved significant results in all its service lines, namely knowledge generation, sharing and networking advocacy and consensus-building, and advisory services and technical cooperation. In terms of knowledge management, the Commission continued to produce such publications as the Economic Report on Africa, Assessing Regional Integration in Africa, the African Governance Report, the African Women's Report, and the Sustainable Development Report on Africa.

Regarding advocacy and consensus-building, ECA assisted member States and African organizations in forging common goals and coherent policies in support of the continent's development. Results were achieved mainly through the organization of conferences and major meetings, including the annual ECA Conference of African Ministers of Finance, Planning and Economic Development and the African Development Forum. Initiatives such as the Coalition for Dialogue on Africa provided new platforms for advocacy and consensus-building. ECA also continued to develop the capacity of its constituents to design and implement development policies, using a variety of tools, including demand-driven advisory services, training workshops and seminars.

Knowledge generation products made up 43 per cent of ECA's outputs in the 2008-2009 biennium, compared with 37 per cent and 20 per cent for advisory services and technical cooperation and advocacy and consensus-building respectively. This reflects the importance attached to knowledge generation and dissemination by the Commission. A total of 538 outputs were programmed

compared with 444 in the 2006-2007 biennium. This can be attributed to the creation of new subprogrammes on statistics and social development, which increased the number of subprogrammes from 8 to 10. It also reflects new project initiatives and ECA's increased operational involvement in implementing the agendas of the African Union Commission (AUC), the New Partnership for African Development (NEPAD) and the Regional Economic communities (RECs) at the regional and subregional levels. The total implementation rate for the 2008-2009 biennium was 92 per cent.

Despite significant achievements, ECA faced two categories of challenge in the 2008-2009 biennium, namely those related to the Commission as an institution and those related to member States and other stakeholders. ECA as an institution still needs to build on its capacity to ensure effective programme performance assessment, enhance its capacity to disseminate and share the knowledge it generates, and deepen efforts to raise additional resources to deal with emerging issues. Challenges related to member States include changing the perception that ECA is a financial institution rather than an institution whose primary role lies in knowledge generation and capacity-building and inadequate involvement in priority-setting as well as in the work of ECA, especially by vulnerable groups.

The report underscores the need for ECA to continue efforts to build its capacity to report performance targets comprehensively so as to ensure that complete essential information is available for evidence-based planning. It highlights the need for the Commission to sustain ongoing efforts to ensure that its services and products are of the highest possible standard, and, in line with the "delivery as one" concept, it recognizes the necessity to continue efforts to build synergies among ECA's subprogrammes and organizational units.

Finally, and in order to ensure better understanding of the needs of its constituents as well as ECA's role and comparative advantages, the report acknowledges that the Commission needs to devise ways of working more closely with member States. In particular, it stressed the need for putting in place a mechanism to facilitate the compilation of data and information required for performance reporting, including feedback on the Commission's work.

The main recommendation of the report is that ECA should strengthen its partnership with member States especially in planning and delivery of outputs. In particular, it should put in place a mechanism to facilitate the compilation of data and information required for performance reporting, including feedback on the Commission's work. This, in line with the principles of results-based management, will ensure that the Commission is held accountable for the achievement of results and for documenting progress towards commitments made in the programme budget.

Another recommendation is that ECA should continue to leverage the potential of strategic partners, notably their various comparative advantages, in the joint implementation of key outputs in support of Africa's development. This is important in the light of the need to optimize the use of available resources to address emerging and ongoing development challenges.

I. Introduction

1. This report on programme performance by ECA, which is intended for the Conference of African Ministers of Finance, Planning and Economic Development, aims at giving an account of the most significant results achieved during the 2008-2009 biennium as well as challenges encountered and lessons learned. Activities were implemented during the biennium and results achieved against the background of a major repositioning exercise in 2006, the enhanced role and mandate of the SROs, renewed emphasis in the area of statistics, and significant additional resources approved for the Commission by the Fifth Committee and the General Assembly in 2008 in the context of strengthening the United Nations development pillar.

2. The repositioning of ECA was undertaken in 2006 by the Executive Secretary in the light of the challenges facing Africa, most of which remain valid, and the comparative advantage of the Commission in the regional landscape of development institutions. ECA's programme priorities were refined to avoid duplication, promote complementarities, eliminate inconsistencies and place the required emphasis on important sectors. At the same time, while maintaining the Commission's analytical and knowledge-sharing capacity across the full range of development themes and sectors, the exercise ensured that ECA focused its operations on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

3. Following a comprehensive review of the status quo, and in accordance with its mandate and the African Union (AU) agenda, ECA was repositioned to focus on two related and mutually supportive areas: promoting regional integration in support of the AU vision and priorities, and meeting Africa's special needs and emerging global challenges.

4. As part of the repositioning, ECA put in place measures to strengthen its subregional presence, including empowering its SROs to enable them to play an enhanced role in the delivery of its work programme. ECA also recognized the importance of building partnerships to achieve the desired results in collaboration with continental institutions and development partners to harness the required resources, ensure coherence and avoid duplication of activities. In addition to the RECs, the core partners that ECA targeted to work closely with included continental organizations like AU and the African Development Bank, (AfDB) as well as the United Nations Development Programme and its sister agencies.

5. As part of the strengthening of the United Nations development pillar, the allocation of additional posts to regional commissions, including ECA, came against the background of increasing demands from member States for the United Nations to be the key global driver for development and for the regional commissions to be the regional locomotive for United Nations efforts at the regional level. The additional resources were therefore critical since resources allocated to implement the United Nations development agenda, in terms of the share of the total regular budget and the number of posts, had been downsized. Specifically, ECA received 19 additional posts, most of which were allocated to the Commission's work on statistics and to its SROs.

6. Strengthening ECA's work in statistics was informed by the need to bridge the gap between national monitoring and statistical capacities and global requirements. United Nations regional commissions in general can play an important role in that regard owing to their geographical proximity and understanding of regional specifics. It was therefore necessary for ECA to strengthen its capacity to respond to new requirements in Africa, especially in relation to monitoring

internationally agreed goals, including the Millennium Development Goals (MDGs), as part of an aggregated enhanced United Nation capacity in that area.

7. The present report highlights the performance of ECA in the 2008-2009 biennium, which was shaped to a large extent by the above factors. The performance has been measured partly in terms of the production of outputs. However, without minimizing the relevance of implementing outputs as planned, what is more important is the change brought about. Therefore, and in line with the principles of results-based management, this report also contains information on the results achieved.

8. Chapter II of the report presents an overview of key results achieved in ECA's main service lines, chapter III focuses on the delivery of outputs, and chapter IV deals with the challenges experienced and lessons learned in the biennium.

II. Overview of key results achieved

9. In the period under review, ECA delivered its services within three knowledge-based areas, namely: knowledge generation, sharing and networking, advocacy and consensus-building and advisory services and technical cooperation. Significant results were achieved in each of these areas as presented in this chapter.

A. Knowledge generation, sharing and networking

10. ECA continued to play an important role in fostering the generation and sharing of knowledge products which support informed decision-making and policy formulation by member States, RECs and other stakeholders. In the reporting period, the Commission carried out research and produced high-quality flagship publications including the Economic Report on Africa, Assessing Regional Integration in Africa, the African Governance Report, the African Women's Report and the Sustainable Development Report on Africa. It also prepared an annual progress report on the Millennium Development Goals and Poverty Reduction Strategies in Africa, and contributed to other major publications like the African Economic Outlook.

11. The 2008 edition of the Economic Report on Africa contributed to strengthening Africa's preparations for and participation in the Accra High-Level Forum on Aid Effectiveness and the Doha Conference on Financing for Development, both held in 2008. The 2009 edition highlighted 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. This report informed the discussion on this issue at the 13th AU Summit of Heads of State and Government held in the Libyan Arab Jamahiriya.

12. The third report on Assessing Regional Integration in Africa, published in 2008, focused on the performance of Regional Economic Communities in the areas of macroeconomic convergence, monetary cooperation and financial integration. The report found that despite some successes, African countries still experienced enormous difficulties in achieving the macroeconomic convergence criteria set by their regional economic communities, such as inflation targets. It also indicated that despite some financial developments, African financial market activities remained shallow, with capital markets characterized by low capitalization and liquidity.

13. The African Governance Report was another major ECA publication in the 2008-2009 biennium. In preparation, national country reports were produced in a process that included

designing a survey and conducting training workshops in the countries concerned. This facilitated democratic dialogue and the articulation of better governance policies. Overall the process led to the strengthening of institutional capacity in 32 member States in implementing democratic governance and human rights.

14. The first edition of the African Women's Report was also published in 2009. It was based on the results of piloting the African Gender and Development Index in 12 African countries across the five subregions of the continent. With the aid of a systematic collection of sex- disaggregated data, the report called for an enhanced commitment towards the accelerated implementation of gender equality as outlined in frameworks such as the measures being taken to mark the fifteenth anniversary of the International Conference on Population and Development, the 15-year review of the implementation of the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination Against Women, and the African Women's Protocol.

15. In collaboration with sister United Nations agencies, Economic Commission for Africa also published a report on sustainable development, which is now recognized as an important medium for monitoring and assessing sustainable development in Africa. The report helped to strengthen the capacity of member States and regional economic communities to assess and report on sustainable development.

16. The African Economic Outlook report, produced in collaboration with AfDB and the Organization for Economic Cooperation and Development, provides detailed analysis and evidence-based policy advice on key development challenges facing African economies. Two editions were produced in the period under review. On the issue of promoting macroeconomic policy convergence in Africa, ECA also undertook assessment studies and a survey on macro policy frameworks in African countries.

17. Another significant ECA output in the reporting period was the annual progress report on the MDGs and Poverty Reduction Strategies in Africa, submitted to the 2008 Conference of African Ministers of Finance, Planning and Economic Development in Addis Ababa. The report also formed the basis for deliberations by the Executive Council of the Eleventh Ordinary Session of the AU, held in Sharm el-Sheikh, Egypt, in July 2008. The AU Assembly approved the report as a way forward to assist AU members in achieving the MDGs. In addition, ECA assessed the conformity of MDG-consistent poverty reduction strategies with national development plans. This contributed to enhancing the knowledge base for peer learning and knowledge-sharing among member States.

18. Expert group meetings are important platforms for improving the quality and relevance of ECA publications and thus the knowledge generated by the Commission. These meetings are also useful for sharing knowledge and experience as well as for networking. ECA therefore organized several expert group meetings in the reporting period. An example was the expert group meeting on macroeconomic policy, productive capacity and growth in Africa held in Addis Ababa in November 2008 with participants drawn mainly from academia. The meeting contributed to increasing the capacity of participants to undertake research related to enhancing the competitiveness of African industrial and other productive sectors.

19. Addressing Africa's development challenges requires the full participation of all stakeholders in national decision-making and development planning. To that end, ECA engaged with the full range of African development stakeholders through the dissemination of its research outcomes in printed form as well as electronically. The Commission also developed value-added products such as radio programmes and CD-ROMs.

20. As part of its communication strategy, ECA prepared promotional plans for events in local and international media; distributed documentation related to conferences and meetings to the media; and prepared and disseminated press releases and articles for major events such as United Nations Day, ECA's 50th anniversary and International Human Rights Day.

B. Advocacy and consensus-building

21. ECA achieved key results in its efforts to assist member States and African organizations in forging common goals and coherent policies in support of the continent's development. These results were achieved mainly through the organization of conferences and major meetings, including the annual ECA Conference of African Ministers of Finance, Planning and Economic Development and the African Development Forum.

22. The 2008 and 2009 sessions of the Conference of Ministers addressed the "new and persistent challenges facing Africa in the twenty first century and the new international economic environment" and the issue of "enhancing the effectiveness of fiscal policy for domestic resource mobilization" respectively. In the Consensus Statement adopted by the Conference in 2008, African ministers recognized the need to implement strategies to achieve sustained, shared and broad-based growth in order to accelerate progress towards the MDGs. ECA also prepared and presented at the Conference a report on the Monterrey Consensus and development in Africa. A special session to discuss the African regional review on financing for development was also held during the Conference. The 2009 Conference adopted a Ministerial Statement with recommendations on ways to address the financial and economic crisis. These recommendations were endorsed by the AU Summit in July 2009.

23. The sixth African Development Forum, organized in Addis Ababa in November 2008 in partnership with AU, AfDB and the United Nations family, was also a major advocacy and consensus-building event. The forum brought together over 800 participants including government ministers, parliamentarians, international, regional and subregional organizations, civil-society organizations, the private sector, traditional and religious leaders, the media and youth. It provided an opportunity for the continent to take stock of progress made towards achieving gender equality and women's empowerment and ending violence against women; identify the challenges constraining implementation of policies and strategies; and articulate concrete actions to hasten the translation of African countries' commitments into reality.

24. The Consensus Statement and Action Plan adopted at the Forum contained several important recommendations including an Africa-wide campaign to eliminate violence against women and girls, scaling up efforts to improve financing for gender equality and strengthening the collection of reliable data on gender equality, women's empowerment and violence against women and girls.

25. Another major advocacy and consensus-building event in the reporting period was the Ministerial Conference on the global financial crisis and its implications for Africa, which was held in Tunis in November 2008. The Conference was attended by Ministers of Finance and Economic Development as well as Governors of Central Banks, and produced a communiqué on actions to be taken to mitigate the negative impacts of the crisis. ECA also participated in several consultative meetings and prepared background documents that informed Africa's position at the G-20 summit in London in April 2009. Several of the recommendations made in ECA papers were presented by the African delegation and accepted by the G-20, as the final communiqué of the London meeting shows.

26. ECA and the Council for the Development of Social Science Research in Africa organized an international conference on “Institutions, culture and corruption in Africa” during the period under review. Fifty-five papers presented and discussed at the conference led to new policies, strategies and initiatives to tackle the problem of corruption on the continent and engage the major stakeholders in the anti-corruption agenda. Concrete anti-corruption measures and reforms already being undertaken by some African countries include the ratification of both the African Convention on Preventing and Combating Corruption and the United Nations Convention against Corruption.

27. ECA, AUC and AfDB jointly inaugurated the Coalition for Dialogue on Africa in March 2009. The coalition is designed to forge strong partnerships for dialogue and build consensus around key continental issues and challenges. Two follow-up meetings in October and November 2009 discussed the salient issues of transboundary crime and political instability in Africa and on Africa’s response to the global financial crisis.

28. ECA, notably through its African Climate Policy Centre, also contributed to several partnership processes, including the Africa Partnership Forum special session on climate change, held on 3 September 2009 to galvanize support and build an African common position in the run-up to the international conference on climate change in Copenhagen in December 2009. The Commission made contributions to the African negotiating position, which was adopted at the AU summit in July 2009, to ensure adequate reflection of the region’s concerns during the Copenhagen summit.

29. With the aim of enhancing policy coherence in the management of the economic and social activities of the United Nations system in Africa, the Regional Consultation Mechanism, which is a framework for consultations aiming to fast-track the provision of United Nations system-wide support to NEPAD, was transformed into substantive coordination machinery. The level of attendance at meetings under the Mechanism increased and its ninth and tenth meetings – which were both chaired by the United Nations Deputy Secretary-General and co-chaired by representatives of African organizations - attracted over 200 high-level participants. Nine thematic clusters have been established around the priority areas of NEPAD. Cluster meetings became more structured and regular, and the overall coordination of United Nations support to AU and its NEPAD programme was enhanced. The knowledge-networking platform has enabled e-discussions around the Mechanisms thematic areas.

30. In the reporting period, ECA also continued to advocate and build consensus on the need to integrate social dimensions in all development sectors, including addressing relevant Millennium Development Goals and population concerns as well as the needs of socially vulnerable groups. The Commission’s work followed up the decisions of the fifth African Development Forum on “Youth and leadership in the twenty first century”. ECA also provided concrete support in formulating AU’s programme on youth development. About 295 participants attended a ministerial conference held from 20 to 23 October 2009 in Addis Ababa to review progress in the 15 years since the International Conference on Population and Development. Participants represented governments, international, regional and subregional organizations, civil society and youth groups. Member States adopted an outcome document re-committing themselves to intensify efforts to accelerate the achievement of the goals of the 1994 Conference’s Plan of Action and the MDGs within five years.

31. Another area where ECA’s advocacy and consensus work yielded positive results was that of designing and implementing policies that take into account the interrelationships between agriculture and the environment. For instance, all 53 African countries adopted the ECA-advocated

regional approach to agricultural development and transformation in Africa. Member States of the Common Market for Eastern and Southern Africa (COMESA) also undertook, with ECA support, to translate the ECA-advocated strategy into the construction of a common market for strategic food and agricultural commodities. In addition, African countries adopted the AUC-ECA-AfDB African Land Policy Framework and Guidelines. Furthermore, the seventeenth session of the Commission on Sustainable Development adopted policy options and other practical measures to expedite food security and sustainable development.

32. To benefit from multilateral trade negotiations, African countries need to forge common positions and negotiate as a group. ECA has been at the forefront in assisting them in that regard. For example, the Commission prepared an audit report on interim Economic Partnership Agreements with the European Union and drafted recommendations on the way forward for negotiations on the subject. With the support of its African Trade Policy Centre, a project funded by the Government of Canada, it also worked closely with AUC in preparing a template for such agreements. The template was endorsed by African Ministers responsible for trade, who recommended that it should be considered as offering broad guidelines for negotiations.

C. Advisory services and technical cooperation

33. ECA continued to assist member States, RECs and other major regional and subregional organizations in developing their capacities to design and implement development policies, using a variety of tools, including demand-driven regional advisory services, training workshops and seminars.

34. During the 2008-2009 biennium, the Regular Programme of Technical Cooperation continued to serve as an important instrument for building and strengthening the capacities of member States in addressing clearly defined policy and technical challenges in various development sectors. Specifically, funding from the Programme was used to meet the needs of member States for specialized advice and training in such areas as the design and implementation of MDG-based poverty reduction strategies and programmes; integrated water resources management; trade capacity-building and trade negotiations; statistics; gender mainstreaming, including enhancing women's legal and human rights; harnessing information and communication technologies (ICTs) for development; infrastructure development; governance and public administration; and support to post-conflict reconstruction and support in the implementation of NEPAD. The programme also provided ECA with the means and operational flexibility to respond to new and emerging development challenges in such areas as climate change mitigation and adaptation.

35. Overall, ECA fielded 51 advisory missions to 23 member States and organized several workshops and seminars involving over 500 participants. A total of 38 countries directly benefited from regional training activities for government officials with policymaking responsibilities in various sectors. For example, thanks to ECA support, the African Peer Review Mechanism, secretariat was able to conduct country review and support missions in more than 14 countries.

36. Similarly, and with the support of the Government of Korea, ECA undertook field missions in seven southern African countries to enhance their capacity to implement regionally agreed public-private partnership approaches in sectors such as infrastructure and energy. The same Government worked with ECA to organize the Korea-Africa Business Forum. In addition, ECA built a database on public-private partnerships which has facilitated collaboration between entrepreneurs.

37. Technical cooperation was also successful in the area of improving the capacity of African countries to formulate and implement inclusive and gender-sensitive policies and strategies to harness information for development. Following long consultative processes with the support of the Governments of Canada and Finland, the Commission provided support to the Gambia, Côte d'Ivoire, Nigeria and Sierra Leone to enable them to initiate or complete national information and communication infrastructure policy frameworks. Benin, Mali and the Niger developed strategies in e-government, e-education and e-health.

38. ECA also contributed to an improvement in the availability and use of information for development at the national, subregional and regional levels. For example, the Commission launched an African cybersecurity strategy, and provided technical assistance to Burkina Faso, Ghana and Kenya in analyzing their policy, legislative, regulatory and infrastructure requirements. This strengthened the capacities of policymakers in these countries, which took steps to set up national authorities on cybersecurity.

39. ECA's work also helped to promote the mainstreaming of gender in national policies, programmes and strategies. For example, as a result of technical support from the Commission, the Ghana Bureau of Statistics recruited a gender expert to assist with mainstreaming gender in the work of the institution. ECA also organized training workshops on time use surveys and assisted six African countries to conduct such surveys. Five subregional workshops were also organized to disseminate and train participants in the use of tools prepared by ECA. As a result, at least 12 countries improved their capability to compile the African Gender and Development Index and data required for monitoring gender equality and women's empowerment. Benin, Burkina Faso, Cameroon, Egypt, Ethiopia, Ghana, Madagascar, Mozambique, South Africa, the United Republic of Tanzania, Tunisia and Uganda.

40. In the period under review, several regional economic communities also formulated regional action plans for better mainstreaming of gender in the policies and programme of their member States. They included: the Arab Maghreb Union (UMA), the Community of Sahel-Saharan States, the Economic Community of West African States (ECOWAS), the East African Community, the Economic Community of Central African States (ECCAS), the Central African Economic and Monetary Community (CEMAC) and the Intergovernmental Authority on Development (IGAD). The ECOWAS Gender Centre developed a gender policy strategic plan to guide the institution's programme on gender, and Southern African Development Community (SADC) adopted a Protocol on Gender and Development. SADC benefited from ECA's assistance in developing a regional monitoring tool aimed at facilitating reporting on the implementation of the Protocol at country level.

41. More countries became parties to the Convention on the Elimination of All Forms of Discrimination against Women and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa. With ECA assistance, Mauritius developed a National Gender Policy Framework, which was adopted in 2008. A workshop organized by ECA in Addis Ababa in April 2009 on "Mainstreaming gender into trade policy" also improved the skills of participants in this area.

42. Overall, the improved ability of member States to implement and monitor regional and global resolutions, conventions, instruments and protocols on women's human rights is demonstrated by the fact that 44 countries submitted reports on the implementation of the Beijing Platform of Action for the 15- year review.

43. ECA also carried out several activities aimed at increasing the capabilities of national statistical systems for collection, processing, analysis and dissemination of data. Ten countries indicated their firm commitment to use the manual developed by ECA on census planning and enumeration and the manual on census data processing. As a result of ECA workshops on censuses, Angola, Burundi, Chad, Djibouti, Guinea-Bissau, Kenya, Liberia, Malawi, Mali and the Sudan, used the manuals at various stages of their population censuses. Côte d'Ivoire, Guinea, Madagascar and others committed in 2009 to conduct preparatory activities for censuses.

44. ECA's technical cooperation activities were also directed at enhancing the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in member States. For instance, in 2008, 10 trainees from eight countries received M.A. degrees in economic policy and management from ECA's African Institute for Economic Development and Planning. The Institute delivered 18 courses ranging from advanced economic theory and quantitative techniques to courses that dealt with specific African issues such as regional integration, debt management and world trade negotiations. There were 93 participants in the programme of short courses for 2008, of whom 26 were female. The Institute held a joint workshop with the International Organization for Migration on migration issues, which attracted various dignitaries and high-level public officials.

D. Subregional activities for development

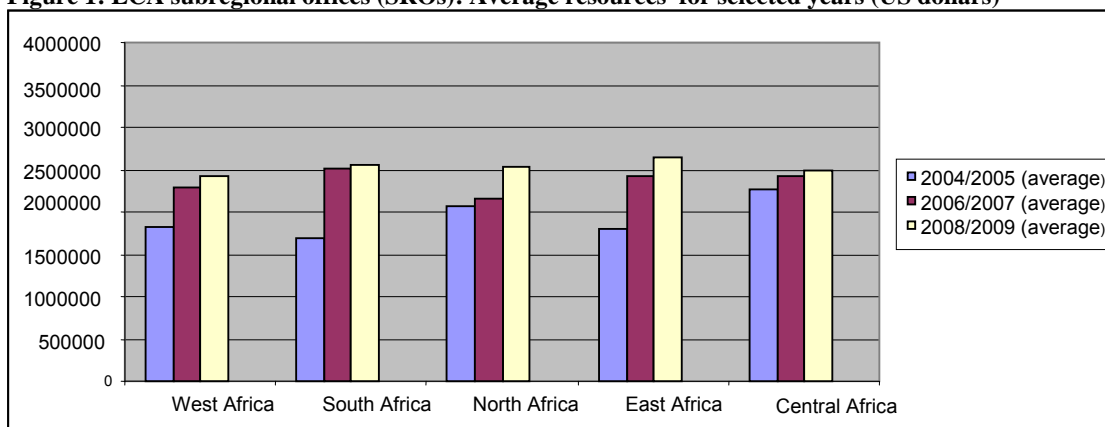
45. With the acknowledgement by member States of the critical role of RECs in the implementation of their development agenda as articulated in the AU priorities and its NEPAD programme, ECA has taken steps to scale up its assistance to the RECs in order to enhance their technical capacity in addressing the current and emerging development challenges in their subregions. As part of the ECA repositioning in 2006, and in response to recommendations set out in the United Nations Office of Internal Oversight Services review in 2004 and the Secretary-General's subsequent plan of action for strengthening the SROs, the offices have been strengthened to enable them to work more effectively in partnership with the RECs and other subregional organizations in support of specific subregional priorities and programmes. Being the first port of call between ECA headquarters on the one hand and the RECs and member States on the other, SROs are also mandated to spearhead the delivery of operational activities and act as ECA's implementing arm in the various subregions.

46. The SROs have been provided with the additional human and financial resources to enable them to deliver on their enhanced role and mandate. Figure 1 shows how the financial appropriations for the SROs have been strengthened in the last three bienniums.

47. Thanks to the additional resources, the activities of the SROs have improved, particularly in the areas of delivery of advisory services and technical assistance to member States, technical publications, support for policy advocacy, policymaking and implementation of subregional integration programmes. In keeping with their new status, all the five subregional offices have now developed extensive and elaborate multi-year programmes of support and technical cooperation with major RECs in their subregions. To date, ECA has concluded multi-year programmes of support with: UMA through the North African SRO; with ECOWAS through the West African SRO; with ECCAS and CEMAC through the Central African SRO; with IGAD, the East African Community (EAC) and with the Economic Community of the Great Lakes Countries through the East African SRO; with SADC through the Southern African SRO; and with COMESA and the Community of Sahel-Saharan States directly through the Regional Integration, Infrastructure and Trade Division at ECA headquarters.

48. The SROs also continued to hold meetings of their Intergovernmental Committees of Experts to guide their work. Recommendations from such meetings also serve as important inputs to the annual Conference of African Ministers of Finance, Planning and Economic Development.

Figure 1: ECA subregional offices (SROs): Average resources for selected years (US dollars)



Subregional activities in North Africa

49. Through an increased number of missions to provide advisory services (10 missions from January 2008 to December 2009 compared with 5 during the biennium 2006-2007), progress was made in enhancing member States' capacities in designing and implementing policies on various social and economic issues. For example, a mission to Mauritania enlightened policymakers on the need to develop the area of statistics, drawing on Moroccan experience. The relocation of the SRO to Rabat helped to stimulate partnerships at the subregional and country levels. Its knowledge management initiatives also promoted dialogue between policymakers and professional associations.

50. The SRO has developed a comprehensive framework of collaboration with UMA. The key results planned or already achieved should enhance policy advocacy and consensus-building through the Ministerial Conference on Agriculture and its follow-up activities, a forum on investment, forum on women entrepreneurs and an expert group on maritime transport.

Subregional activities in West Africa

51. In the reporting period, the SRO implemented field projects on "Institutional strengthening for ECOWAS, the West African Economic and Monetary Union and the Mano River Union secretariat", "West African information and knowledge management platform on regional economic cooperation and integration" and "Governance system and African wealth creation and retention strategy". It also continued to strengthen the network among member States, RECs, (inter-governmental organizations (IGO) and non-governmental organizations (NGOs), particularly as regards knowledge-sharing on the MDGs, climate change adaptation policies, and policy responses to mitigate the negative effects of the global financial crisis on West African economies.

52. In collaboration with the ECOWAS Commission, the SRO significantly contributed to knowledge generation in the subregion through the joint preparation of reports on economic and social conditions in West Africa and on the main developmental challenges facing West Africa;

organized the West African Business Forum; assisted in the finalization of the ECOWAS Strategic Plan; assisted in the modernization and improvement of the ECOWAS Commission's ICT policy and systems and provided technical assistance in the implementation of the NEPAD short-term Infrastructure Action Plan in West Africa. It also undertook missions to six member States to create awareness of the African Wealth Creation and Retention Strategy, a landmark development tool developed by the Office. Networking among key stakeholders in the subregional development agenda was improved through the use of the United Nations Information Centre in Niamey which enhanced dissemination and outreach activities.

Subregional activities in Central Africa

53. During the reporting period, the SRO issued several publications, including two editions of the flagship report "Les économies de l'Afrique centrale". The Office also developed a macroeconomic model for Central African countries. Through its quarterly magazine and weekly newsletter, website, media events, publications and CD-ROM, the SRO strengthened networking among key stakeholders in the subregion. The United Nations Information Centre in Yaoundé and national focal points contributed to efforts to strengthen the network and disseminate publications.

54. The SRO has signed memorandums of understanding, with the two RECs, ECCAS and CEMAC, through which an elaborate collaborative framework that encompasses all subregional interests was identified, and used as a basis around which a multi-year programme was developed. The key results achieved under the programme include: institutional support to the RECs in connection with four studies on the development of infrastructure and transport services; analysis of socio-economic changes in the subregion and elaboration of the CEMAC regional economic programme model; harmonization and dissemination of the standards and instruments developed by the two RECS; advisory services to CEMAC and member States in the areas of transport, water resources, ICT, financing of regional integration, trade policies, free movement of people, gender mainstreaming and food security; and jointly servicing of several major events. A workshop on an ICT regulatory framework was also organized for experts from Cameroon, the Central African Republic and the Gabon. In the area of infrastructure, a follow-up mechanism was set up to monitor the implementation of the Central African transport master plan. Activities under the multi-year programme have resulted in the adoption of 55 high-priority projects and the mobilization of about \$US1 million.

Subregional activities in East Africa

55. The SRO launched an Observatory on Regional Integration that serves as an interactive platform for measuring progress in regional integration in the subregion. The Observatory is also used for sharing knowledge and establishing networks of institutions working on issues related to regional integration.

56. The SRO supported a workshop to discuss on IGAD Minimum Integration Plan in November 2008. The workshop was organized in collaboration with the IGAD secretariat and attended by experts from East African countries and IGAD partner institutions. It adopted specific policy recommendations and guidelines for the preparation of the plan, as requested by the twelfth summit of IGAD heads of State held in June 2008. Implementation of the plan will help to revitalize IGAD and enable it to carry out its mandate as a regional integration organization and building block of AU.

57. The SRO has made steady progress in building and strengthening cooperation with the major RECs in the subregion. Multi-year programmes have been agreed with IGAD, the East African Community (EAC), and the Economic Community of the Great Lakes Countries. The Office has undertaken a number of activities to strengthen the institutional capacity of the RECs, particularly with regard to strategic planning and institutional restructuring. Other achievements include preparation of studies and workshops in support of policy harmonization and convergence in transport and infrastructure, ICT development, food security and capacity-building in trade.

Subregional activities in Southern Africa

58. In the period under review, the SRO organized, in Lusaka, a forum on the implementation of SADC protocols and COMESA Treaty provisions having a direct bearing on the establishment of free trade area and customs union in the subregion.

59. It also developed a comprehensive multi-year programme with SADC. Key results achieved through cooperation with SADC include: the establishment of a free trade area and a customs union in the subregion; the implementation of the e-SADC initiative, a regional ICT framework, with the help of ECA headquarters; statistical capacity development through training workshops and advisory services; joint workshops on population, migration and regional integration; and development of a regional gender monitoring tool.

60. Significant progress was made in building networks of development stakeholders in the subregion. This involved ongoing consultations with the subregional offices of AUC and AfDB on prospective areas for collaboration between the two organizations, ECA and SADC. A framework for collaboration between the institutions was adopted along with the identification of areas for joint intervention. Joint activities in the reporting period included a workshop on water and sanitation organized with AUC and AfDB; a workshop on population, migration and regional integration organized with the International Labour Organisation (ILO), the International Organization for Migration (IOM) and SADC; ongoing work on a joint publication with SADC that focuses on the contributions of individuals and institutions to promoting gender equality and development; and the work with SADC on the development of a regional gender monitoring tool.

III. Delivery of outputs

61. This chapter presents an analysis of ECA outputs by service lines in the 2008-2009 biennium and compares this with the 2006-2007 biennium. It also presents a comparative analysis of the delivery of outputs by subprogrammes in the two bienniums.

A. Output implementation by service lines

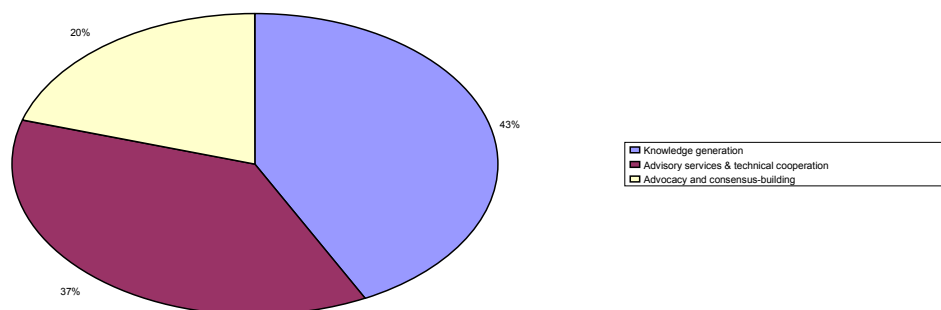
62. A detailed breakdown of the number of outputs delivered under ECA's different service lines in the 2006-2007 and 2008-2009 bienniums is provided in table 1.

Table 1. ECA outputs by service lines

Line of service provided	Number of outputs implemented in 2006-2007	Number of outputs implemented in 2008-2009
Advocacy and consensus-building		
Major meetings	74	82
Special events	11	12
Other meetings/forums/interagency meetings	4	10
Subtotal	89	104
Knowledge generation		
Recurrent publications	26	17
Non-recurrent publications	76	53
Ad hoc Expert Group Meeting	53	47
Parliamentary Documentation	73	61
Technical materials/booklets, fact sheets, wall charts, information kits	37	40
Subtotal	265	218
Capacity-building		
Advisory services	102	51
Group training	37	59
Fellowships	10	31
Field projects	38	50
Subtotal	187	191
Total	541	513

63. Table 1 shows that 218 of the Commission's outputs (43 per cent) in the 2008-2009 biennium were knowledge generation products, while 191 outputs (37 per cent) and 104 outputs (20 per cent) were activities related to advisory services and technical cooperation and to advocacy and consensus-building respectively. This is indicative of the importance ECA attaches to knowledge generation and dissemination (see also in figure 2).

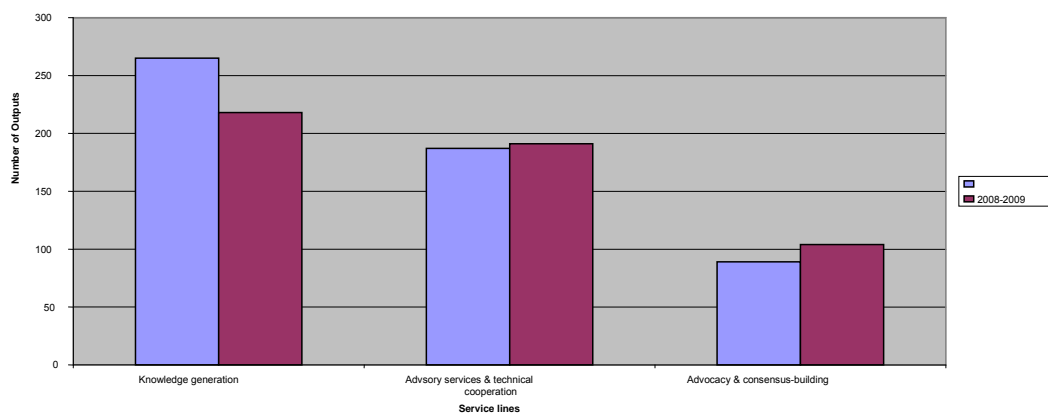
Figure 2. Share of ECA outputs by service lines (2008-2009)



64. However, as figure 3 shows, the 265 outputs delivered under knowledge generation in 2006-2007 biennium exceeds the number of knowledge products (218) delivered in the 2008-2009 biennium. This is explained by the fact that more recurrent publications, non-recurrent publications, expert group meetings and parliamentary documents were delivered under the former biennium than the latter. The only area of knowledge generation and sharing where ECA delivered more outputs in 2008-2009 than in 2006-2007 was that of the production of technical materials.

65. With regard to the two other service lines, ECA implemented 191 outputs under advisory services and technical cooperation, compared with 187, and 104 under advocacy and consensus-building compared with 89, in the 2008-2009 and 2006-2007 bienniums respectively. Overall, more major meeting (82), special events (12) and other meetings (10) were held in the 2008-2009 biennium than in the 2006-2007 biennium, when the number of outputs was 74, 11, and 4 respectively. Similarly, more group training events (59), fellowships (31) and field projects (50) were delivered in 2008-2009 than in 2006-2007, when the number of outputs was 37, 10 and 38 respectively. These increases are consistent with the emphasis on partnerships and a stronger subregional presence.

Figure 3: ECA outputs by service lines



A. Implementation rates by subprogramme

66. The analysis of outputs by service lines in the previous section is embedded within a broader context of results-based management in which ECA's work was guided by a clearly defined logical framework. This logical framework, which is annexed to this report, is articulated around the following subprogrammes: Trade, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development. These themes correspond to organizational units in various ECA divisions which are responsible for implementing outputs in each of the subprogrammes.

67. This section presents outputs under the various subprogrammes. It is intended to provide a snapshot of the situation in the 2008-2009 biennium and to start the process of building data for a more elaborate evaluation in the future. Table 2 shows the number of programmed outputs, additional outputs mandated by legislation and proposed by the secretariat, postponed and terminated outputs, as well as the implementation rate for the different ECA subprogrammes. It also shows the total implementation rate, which was 92 per cent.

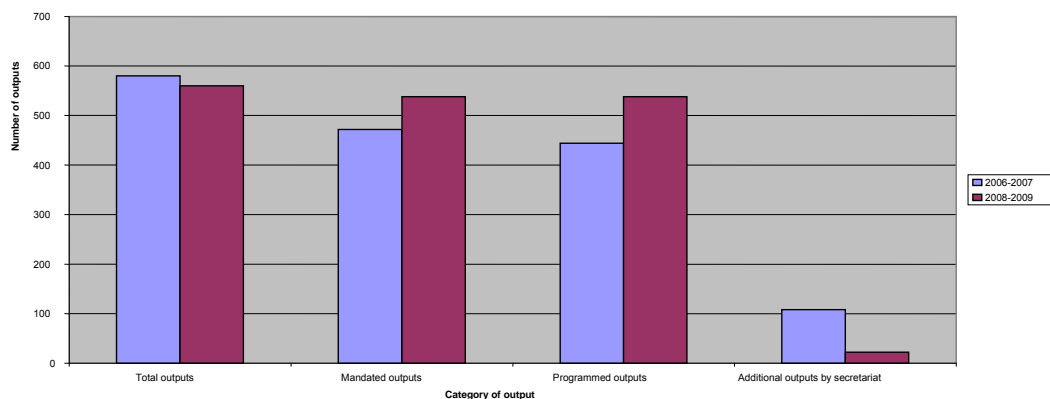
68. During the 2008-2009 biennium, 538 outputs were programmed compared with 444 in the 2006-2007 biennium (figure 4). Similarly, the number of mandated outputs (those initially programmed plus those carried over plus those added by legislation) also increased from 472 in the 2006-2007 biennium to 538 in the 2008-2009 biennium. This can be attributed to the creation of new subprogrammes on statistics and social development, which increased the number of subprogrammes from 8 to 10. This also reflects new project initiatives and ECA's increased operational involvement in implementing the agendas of AUC, NEPAD and the RECs at the regional and subregional levels.

69. While the number of outputs carried over increased from 9 in the 2006-2007 biennium to 19 in the 2008-2009 biennium, the total number of additional outputs decreased. There were 4 additional outputs mandated by legislation and 22 others proposed by the secretariat in the 2008-2009 biennium compared with 19 mandated by legislation and 108 proposed by the secretariat in the 2006-2007 biennium. The drastic reduction in the number of additional outputs, especially those proposed by the secretariat, is worth highlighting as an indication of better planning in the secretariat.

Table 2: Output implementation rates by subprogramme

Subprogrammes ^a	Programmed outputs	Implemented outputs	Additional outputs		Departures from programmed commitments		Implementation ^b rate (%)
			mandated by legislation	Proposed by the secretariat	Postponed	Terminated	
Trade, finance and economic development	31	28			1	2	90
Food security and sustainable development	25	19			5	1	76
Governance and public administration	46	44			2		96
Information and science and technology for development	29	29		3			100
Economic cooperation and regional integration	30	24	1	3	6		80
Gender and women in development	31	27			4		87
Subregional activities in North Africa	48	43	2	4	3	2	90
Subregional activities in West Africa	44	42		3	2		95
Subregional activities in Central Africa	43	43		9			100
Subregional activities in East Africa	44	40	1		3	1	91
Subregional activities in Southern Africa	44	40			3		91
Development planning and administration	54	50			3		93
Statistics	41	41					100
Social development	28	27			1		96
Total	538	497	4	22	33	6	92

Figure 4: Outputs by category

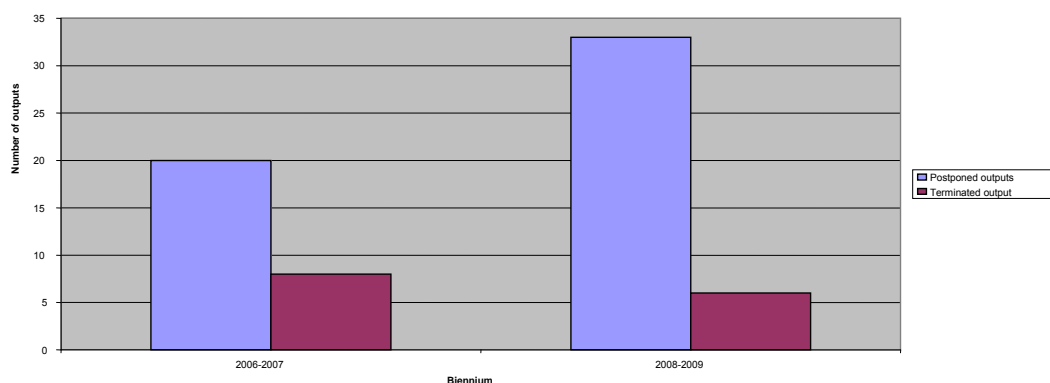


70. Concerning departures from programmed commitments, 33 outputs were postponed to the next biennium while 6 others were terminated in the 2008-2009 biennium. This shows an increase in the number of outputs postponed and a reduction in the number of those terminated compared with the 2006-2007 biennium, when 20 outputs were postponed and 8 terminated (figure 5).

^a Each subprogramme operates on the basis of a logframe (including objectives, expected accomplishments, indicators and outputs), of which an overview appears in annex I.

^b Implementation rates are calculated only for programmed outputs.

Figure 5: Departure from programmed commitments



VI. Challenges and lessons learned

71. This section deals with the challenges encountered by ECA in the 2008-2009 biennium. It also presents the lessons learned and efforts made to address these challenges.

A. Challenges

72. The challenges faced by ECA in the 2008-2009 biennium can be grouped into two categories, namely: those related to ECA as an institution and those related to member States.

Improving results-based management and institutional challenges

73. As an institution, the Commission still needs to build on its capacity to ensure effective programme performance assessment. In that regard, there is room for improvement in the accuracy, adequacy and credibility of data used in its programme and subprogramme results framework, as well as coherence in the programme logic. Building ECA's capacity to report targets comprehensively will ensure that essential information is available and complete for evidence-based programme decisions for future bienniums. One way of doing this could be to strengthen monitoring and evaluation functions at ECA. Sufficient resources also need to be assigned to training in results-based management. Supplementary resources are therefore needed to carry out self-evaluation strategies in a comprehensive manner, which is essential to enhance learning, support accountability and inform decision-making.

74. Another challenge to ECA as an institution is the continued limitation in the dissemination and sharing of knowledge generated by the Commission despite efforts made to improve the situation in the period under review. This has impeded the propagation of some ideas and policy recommendations arising from ECA's analytical work, and has also contributed to the limited awareness of services and products offered by ECA in some member States.

75. Ensuring that its services and products are of the highest possible standard also remained a challenge in the reporting period. This was highlighted during the repositioning in 2006 and efforts are needed to ensure that current practices are sustained and improved.

76. The availability of additional resources, both regular and extrabudgetary, would have enhanced the Commission's work on emerging global and continental issues and its outreach activities. Limited resources undermined the scaling-up of activities in African countries in some

priority areas, as well as the deepening of key partnerships with RECs, AUC and AfDB. The recent global financial and economic crisis also placed a significant burden on ECA's available financial and human resources. A related challenge is how to speed up the recruitment process to ensure that vacant posts are filled as quickly as possible so that the Commission can operate at full strength. Building synergies among ECA's subprogrammes will also optimize the use of available resources and is indeed the rationale for the "delivery as one" concept.

Challenges related to member States

77. A key challenge related to member States in the reporting period was the decline in their involvement in certain areas of ECA's work, in terms of identification of issues and remedies. This affected results and impacts as well as the speed of implementation of some major mechanisms and instruments. Indeed, there is a misconception by some stakeholders about the role of ECA in Africa's development landscape. Several member States still perceive ECA as a financing institution instead of an institution whose primary role is knowledge generation and capacity-building. Therefore a major challenge facing ECA is to devise ways of working closely with member States and ensuring that they provide the right feedback to the Commission on its work. This, in addition to providing better understanding of the needs of member States, will also strengthen ECA's efforts towards effective evaluation of its services and products.

78. Inadequate involvement by member States and other stakeholders in priority-setting as well as the work of ECA in general also hindered ECA's efforts.

B. Lessons learned

79. Several lessons were drawn from the above challenges that ECA grappled with in the 2008-2009 biennium. These lessons, which are being addressed by ongoing efforts, concern the need to strengthen dissemination and knowledge-sharing activities; improve resource mobilization and allocation; improve quality assurance; enhance partnerships and collaboration with AUC and AfDB; work more closely with member States in order to foster their commitment and ownership; improve awareness of services provided by ECA and increase its visibility; and develop human capital in member States and secure the involvement of vulnerable groups.

80. *Strengthening dissemination and knowledge-sharing activities.* The need to establish better knowledge-sharing within ECA and with other organizations, policymakers and research institutions was taken into consideration during the repositioning of the Commission in 2006. That is why a knowledge management strategy was developed. The strategy reflects renewed emphasis on knowledge-networking, focusing on a combination of information, collaboration and peer interactions, supplemented by steps for integrating knowledge-sharing fully into work processes. It is envisaged that this will contribute to improving research and development policy and to transmitting new ideas, policy recommendations, lessons learned and other knowledge products more effectively to policymakers. ECA is emphasizing the following in the 2010-2011 biennium: consolidating existing networks with stakeholders; supporting capacity-building for researchers, research institutes and governments; promoting the publication and dissemination of research outputs; and collating research being done on the continent using an ECA website.

81. *Improving resource mobilization and allocation.* In the course of the 2008-2009 biennium, ECA's work on challenging issues such as biofuels, climate change, poverty reduction strategies and the MDGs was constrained by the reliance on extrabudgetary resources. Although partnerships have continued to be key in carrying out ECA's activities, strengthening and scaling up those

partnerships in the absence of adequate resources results in additional burdens and workloads for the available human resources. In the same vein, human resource constraints related to vacancies in key Professional posts need to be addressed during the current biennium. Efforts are ongoing in that regard.

82. In terms of ECA's resource mobilization effort, the Commission received total extrabudgetary income of \$ US 32.4 million between 2007 and 2009. The sum of \$US 4.64 million was received in 2007, \$US 13.68 million in 2008 and \$US 14.06 million in 2009. This amount was \$US 9.39 million or 41 per cent higher than the \$ US 23 million received in the 2004-2006 triennium. It is envisaged that the proportion of extrabudgetary resources will continue to rise in the coming years following the ongoing ECA partnership drive in support of the ECA Business Plan for 2010-2012. The Commission uses business plans as one of its major resource mobilization tools, and the previous Business Plan (2007-2009), tailored to the repositioned ECA, contributed to the achievements of the 2008-2009 biennium. So far, financial resources to support ECA's business plans have been received only from development partners. It is necessary to explore ways by which member States could also provide support. This could be done, for example, by means of contributions to the United Nations Trust Fund for African Development.

83. Improving quality assurance. The implementation of ECA's strategy on quality assurance is well under way. The Commission has developed draft guidelines for processing all its analytical and advisory tasks. It has also developed a methodology for assessing the quality of randomly selected activities and outputs with a view to establishing a baseline against which to judge trends in the quality of its products. ECA deepened its agenda on enhancing the quality of its work by creating a new section on quality assurance as part of measures taken to fine-tune the repositioning of the Commission in 2006. The section is part of the Office of Strategic Planning and Programme Management and is responsible for revising and implementing ECA's quality assurance guidelines and procedures, assessing the quality of ECA outputs, and ensuring that these outputs are of high quality and lead to the intended impact.

84. Enhancing partnerships and collaboration with AUC and AfDB. During the 2008-2009 biennium, the activities of the Commission were strengthened through collaboration with institutions such as the AUC and AfDB. Joint production of the Economic Report on Africa with the AUC, and of the African Economic Outlook Report with AfDB, was important in ensuring coherence and consensus regarding policy recommendations for Africa's development. It is apparent that partnerships with the AUC and AfDB have been key in combining talent and efforts and leveraging resources to address the huge challenges facing Africa. These partnerships need to be strengthened, with a view to assisting African countries to tackle critical issues of common interest such as gender development, climate change, governance and regional integration.

85. Working more closely with member States in order to foster their commitment and ownership. During the 2008-2009 biennium, it emerged that working more closely with member States in identifying critical issues and remedies was a key factor in enhancing and sustaining the impact of ECA's work. This approach has the potential to foster subregional and national commitment to ECA initiatives. It could also ensure political leadership in policy design, formulation and implementation processes, and consequently improving ownership.

86. Improving awareness of services provided by ECA and increasing its visibility. During the reporting period, feedback from member States suggested that it would be useful for ECA to further develop their awareness of the range of services and products offered by the Commission,

particularly in relation to advisory services. In that regard, sustaining ongoing efforts by ECA, especially through its subregional offices, will help increase its visibility.

87. *Developing of human capital in member States and securing the involvement of vulnerable groups.* ECA recognizes that education, skill development, adequate infrastructure and effective governance are critical elements that contribute to the improvement of social and economic conditions at both national and regional levels. Therefore, African countries need to adopt strategies for the development of human capital, paying particular attention to integrating women and youth in development activities and processes. ECA needs to continue its ongoing support in that regard.

V. Conclusions and recommendations

88. This first programme performance report of ECA shows that the Commission achieved significant results in its main service lines of knowledge generation, sharing and networking, advocacy and consensus-building, and advisory services and technical cooperation. These achievements, particularly in certain areas such as subregional activities for development, statistics, gender and trade, have also been recognized by the main beneficiaries. This recognition has taken various forms, including acknowledgements in reports, communiqués, resolutions and declarations.

89. The report provides only a snapshot of the outputs delivered and results achieved in the 2008-2009 biennium, and its primary purpose is to start the process of building data for a more elaborate evaluation in the future. It has also illustrated the key challenges faced and highlighted lessons learned by ECA in implementing its work programme in the reporting period. It also provides an indication of what needs to be improved to foster the culture of results-based management in the Commission, especially with regard to ensuring effective performance evaluation.

90. A main conclusion from the analysis in this report is the need for ECA to continue efforts to build its capacity to report performance targets comprehensively so as to ensure that essential information is available and complete for evidence-based planning. In that regard, the Commission needs to strengthen its monitoring and evaluation functions. Similarly, sufficient resources also need to be assigned to training initiatives on results-based management. ECA also needs to sustain ongoing efforts to ensure that its services and products are of the highest possible standard and quality. Therefore, the newly created quality assurance section should have the capacity to develop and implement guidelines on a sustainable basis.

91. Another conclusion, which is in line with the “delivery as one” concept, is that ECA needs to continue efforts to build synergies among its subprogrammes and organizational units in order to optimize the use of available resources.

92. The following recommendations are drawn from the above conclusions

Strengthening partnerships with member States

93. ECA should strengthen its partnerships with member States, especially with regard to planning and delivery of outputs. In particular, it has to put in place a mechanism to facilitate the compilation of data and information required for performance reporting, including feedback on the Commission’s work. This, in line with the principles of results-based management, will ensure that the Commission is held accountable for the achievement of results and for documenting progress towards commitments made in the programme budget.

Strengthening partnerships with strategic partners

94. ECA should continue to leverage the potential of strategic partners, notably their various comparative advantages, in the joint implementation of key outputs in support of Africa's development. This is important in the light of the need to optimize the use of available resources to address emerging and ongoing development challenges.

Annex I. Overview of ECA's longframe for the proposed programme budget 2008-2009

Subprogrammes	Objectives	Expected accomplishments	Indicators
<p>Subprogramme 1: Trade, finance and economic development</p>	<p>To contribute to achieving higher and sustained economic growth through enhanced macroeconomic and sectoral policy analysis, international trade and finance</p>	<p>(a) Improved capacity of member States to design, implement and monitor sound macroeconomic policies and better institutional frameworks, in order to achieve sustainable development, in keeping with the priorities of NEPAD</p> <p>(b) Improved capacity of African countries to participate effectively in bilateral, regional and multilateral trade negotiations</p> <p>(c) Increased capacity to develop and implement trade and development finance policies and programmes to promote international competitiveness</p> <p>(d) Increased capacity to design and implement policies and programmes that create an enabling environment for enhancing the international competitiveness of African industrial and other productive sectors in order for member States to benefit from globalization</p>	<p>(a) Increased number of countries adopting growth-enhancing policies and strategies</p> <p>(b) Increased number of African countries adopting better-informed positions on trade-related issues and issues concerning the World Trade Organization and negotiations on Economic Partnership Agreements</p> <p>(c) Increased number of officials (stakeholders) benefiting from ECA activities who indicate they can use or have used knowledge and skills imparted to them by ECA to develop and implement trade and finance policies and programmes</p> <p>(d) Number of countries benefiting from ECA activities that indicate they can use or have used knowledge and skills acquired with assistance from the ECA Trade and Economic Development Division</p>
<p>Subprog. 2: Food security and sustainable development</p>	<p>To strengthen the capacity of member States to formulate and implement policies, strategies and programmes that take into account the synergies between agriculture and the environment with a view to fostering sustainable development in Africa</p>	<p>Improved national capacity for designing and implementing policies that take into account the interrelationships between agriculture and the environment, to be used in national sustainable development plans and strategies and other national plans and strategies to achieve food security and sustainable development</p>	<p>Increased number of member States with national sustainable development plans and strategies, and other national plans and strategies, including poverty reduction strategies, that incorporate interrelationships between agriculture and the environment</p>
<p>Subprog. 3: Governance and</p>	<p>To promote good governance practices for all sectors of</p>	<p>(a) Enhanced institutional and organizational capacities for democratic governance, human rights and peacebuilding to enable African States to</p>	<p>(a) Increased number of countries and regional economic communities applying best practices and policies in democratic</p>

public administration	society, including the civil service, the public sector, the private sector and civil society, and to support the African Peer Review Mechanism process	realize regional and international goals and commitments, including the New Partnership for Africa's Development, the African Peer Review Mechanism and the targets of the Millennium Declaration (b) Increased capacity of African countries to enhance performance and promote a sense of responsibility, ownership, accountability and transparency in their civil service and public organizations	governance, human rights and post-conflict reconstruction and development frameworks within the context of the African Peer Review Mechanism process (b) Increased number of countries devising procedures, including formulating and implementing policies and programmes in the public sector, for improved performance and transparency, resulting in frequent reporting on and better use of public resources
Subprog. 4: Information and science and technology for development	To strengthen and sustain an African information society, as well as to develop capacity for the formulation, adaptation and implementation of appropriate science and technology policies and programmes	(a) Improved capacity of African countries to formulate and implement inclusive and gender-sensitive policies and strategies designed to harness information for development. (b) Improved availability and use of information for development at the national, subregional and regional levels (c) Improved capacity of member States to design and implement policies and programmes related to the promotion of appropriate science and technology to address Africa's development challenges and priorities	(a) Increased number of countries that have formulated national information and communication infrastructure and spatial data infrastructure policies and plans (b) (i) Increased number of national, subregional and regional initiatives, including pilot programmes designed to harness information for development (ii) Increased number of capacity-building projects for establishing the knowledge economy at the national, subregional and regional levels (c) Increased number of countries that have formulated and implemented policies and programmes related to science and technology through ECA activities
Subprog. 5: Economic cooperation and regional integration	To promote effective economic cooperation among member States and strengthen the process of regional integration in Africa through enhanced intra-African trade and physical integration, with particular emphasis on infrastructure and natural resources development	(a) Strengthened national capacity for policymaking in the areas of intra-African trade for development and regional integration. (b) Increased national capacity in adopting policies and implementing programmes for infrastructure and natural resources development and other regional public goods with a view to promoting intraregional trade and regional integration	(a) Increased number of countries harmonizing their national policies towards achieving regional integration in accordance with the adopted conventions and protocols (b) Increased number of policies and programmes adopted and implemented by African countries and RECs to strengthen and develop infrastructure and natural resources as well as other regional public goods
Subprog. 6: Gender and women in	To contribute towards achieving women's advancement and gender equality in member	(a) Increased gender mainstreaming in national policies, programmes and strategies for poverty reduction and achievement of the targets of the Millennium Declaration	(a) Increased number of countries applying gender mainstreaming in national policies and programmes

development	States	(b) Improved ability of member States to implement and monitor regional and global resolutions, conventions, instruments and protocols on women's human rights.	(b) Increased number of countries adopting policies towards implementing regional and global resolutions, conventions, instruments and protocols on women's human rights
Subprog. 7: Subregional activities for development. <i>A. Subregional activities in North africa</i>	To strengthen the capacities of member States for regional integration, by spearheading the delivery of operational activities targeted at the specific priorities of the North African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including those contained in the Millennium Declaration	(a) Enhanced capacity of member States, the UMA, the Community of Sahel-Saharan States and other intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional development priorities in North Africa, including water resources development, management and utilization, migration, employment and job creation, trade (intraregional and world trade), and ICT development (b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in North Africa (c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, RECs, civil-society organizations and other subregional entities	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, RECs intergovernmental and civil society organizations in the priority areas of the North African subregion (ii) Increased number of beneficiaries of training projects (b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers (iii) Increase in the contribution to and of ECA databases by member States. (c) Increased dissemination of reports of important meetings and conferences, including the annual ministerial sessions of the SRO for North Africa and the annual /Conference of African Ministers of Finance, Planning and Economic Development
Subprog. 7: Subregional Activities for Development. <i>B. Subregional Activities in West Africa</i>	To strengthen the capacities of member States for regional integration, by spearheading the delivery of operational activities targeted at the specific priorities of each of the West African subregions, within the overall framework of NEPAD and the internationally agreed development goals, including those contained in the Millennium Declaration	(a) Enhanced capacity of member States, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union (UEMOA), intergovernmental and civil society organizations to formulate and implement policies and programmes on issues dealing with food security and environmental sustainability; private sector development and investment promotion; employment and poverty reduction; and post-conflict reconstruction, recovery and development (b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes designed in collaboration with ECOWAS and contribute to the implementation of the existing ones formulated within the framework of	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, regional economic communities, intergovernmental and civil society organizations in the priority areas of the Western African subregion. (ii) Increased number of beneficiaries from training projects. (b) (i) Increased number of joint undertakings with ECOWAS, and major partners at the subregional and country levels, including the United Nations country teams (ii) Increased the dissemination of knowledge, especially the

		NEPAD (c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, civil-society organizations and other subregional entities	flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of commissions databases by and to member States (c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Conference of African Ministers of Finance, Planning and Economic Development
Sp 7: Subregional activities for development. C. Subregional activities in Central Africa	To strengthen the capacities of member States for regional integration, by spearheading the delivery of operational activities targeted at the specific priorities of the Central Africa subregion, within the overall framework of the NEPAD and the internationally agreed development goals, including those contained in the Millennium Declaration	(a) Enhanced capacity of member States, the ECCAS, the intergovernmental and civil-society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in accordance with subregional development priorities, including macroeconomic management, transport and infrastructure development, post-conflict, rehabilitation, recovery and development, food security and information and communication technology development (b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes with key partners and stakeholders including SADC, the NEPAD secretariat and the Southern Africa Development (c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, RECs, civil-society organizations and other subregional entities	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, RECs and intergovernmental and civil society organizations in the priority areas of the subregion (ii) Increased number of beneficiaries of training projects (b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by and to member States. (c) Increased dissemination of reports of important meetings and conferences, including intergovernmental committee of experts and the annual Conference of African Ministers of Finance, Planning and Economic Development
Sp 7: Subregional	To strengthen the capacities of member States for regional	(a) Enhanced capacity of member States COMESA, the Indian Ocean Commission and intergovernmental and civil-society organizations to	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, RECs and

<p>activities for development. <i>D. Subregional activities in East Africa</i></p>	<p>integration, by spearheading the delivery of operational activities targeted at the specific priorities of the East African subregion, within the overall framework of the NEPAD and the internationally agreed development goals, including those contained in the Millennium Declaration</p>	<p>formulate and implement harmonized macroeconomic and sectoral policies and programmes in the priority areas such as food security, land and environment, transport, energy, lake and river basin development, macroeconomic management, gender and youth employment and the development and utilization of ICT</p> <p>(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in East Africa</p> <p>(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, RECs, civil-society organizations and other subregional entities</p>	<p>intergovernmental and civil-society organizations in the priority areas of the Eastern African subregion (ii) Increased number of beneficiaries of training projects</p> <p>(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by and to member States</p> <p>(c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Conference of African Ministers of Finance, Planning and Economic Development.</p>
<p>Sp 7: Subregional activities for development. <i>D. Subregional activities in Southern Africa</i></p>	<p>To strengthen the capacities of member States for regional integration, by spearheading the delivery of operational activities targeted at the specific priorities of the Southern Africa subregion, within the overall framework of the NEPAD and the internationally agreed development goals, including those contained in the Millennium Declaration</p>	<p>(a) Enhanced capacity of member States, SADC and intergovernmental and civil-society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes dealing with subregional development, priorities, including food security, intrasubregional trade, infrastructure and mineral resources development industrial development, gender, youth and employment and HIV/AIDS</p> <p>(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes with key partners and stakeholders including SADC, the NEPAD secretariat and the Southern Africa Development Bank</p> <p>(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the</p>	<p>(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, SADC and intergovernmental and civil-society organizations in the priority areas of the subregion (ii) Increased number of beneficiaries of training projects</p> <p>(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by member States</p> <p>(c) Increased dissemination of reports of important meetings and</p>

		subregional development agenda, including member States, RECs civil-society organizations and other subregional entities	conferences, including intergovernmental committees of experts and the annual Conference of African Ministers of Finance, Planning and Economic Development
Subprog 8: Development planning and administration	To enhance national and regional capacities for the formulation and implementation of development policies and economic management strategies.	(a) Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in member States	(a) Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in member States
Sp 9: Statistics	To improve the production, dissemination and use of key demographic, social, economic and environmental statistics, including the MDG indicators, in accordance with internationally agreed standards and good practices, as well as to promote the implementation of the new Reference Regional Strategic Framework for Statistical Capacity-building in Africa	(a) Enhanced statistical capacities of member States to improve economic management and tracking progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and international agreements since 1992 (b) Enhanced capacity for the collection of sex-disaggregated and gender-responsive statistics in socio-economic groups	(a) (i) Increased number of statistical agencies compiling the minimum required data set and complying with the 1993 System of National Accounts (ii) Increased number of countries that have adopted and implemented a national strategy for the development of statistics (b) Increased percentage of participants and stakeholders in workshops and seminars organized by ECA who indicate their increased knowledge in the collection and use of sex-disaggregated and gender-responsive statistics
Subprog.: 10 Social development	To strengthen capacity in member States' institutions to formulate policies and programmes for poverty reduction and for delivering equitable social services and integrating social dimensions in the development process, in line with internationally agreed development goals, including the MDGs.	(a) Improved capacity of member States to design, implement and monitor poverty reduction strategies consistent with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the priorities of NEPAD (b) Increased national capacity to integrate social dimensions in all development sectors, including addressing relevant MDGs and population concerns and the needs of socially vulnerable groups	(a) Increased number of countries that base their national development policies and programmes, including poverty reduction strategies, on the targets of the Millennium Declaration (b) Increased number of governments that have developed plans and policy options addressing population concerns and relevant MDGs