

The Economic Commission for Africa, Southern Africa Office (ECA-SA) is one of the five ECA subregional offices (SROs) serving as vital links between policy-oriented analytical work generated at headquarters and policy making at the subregional level.

The office monitors the evolution of regional integration in support of the African Union Commission's regional integration agenda with a special focus on activities vital to the regional integration process. It seeks to strengthen capacity and provide technical assistance to institutions driving the regional integration agenda most importantly SADC and COMESA. The Office undertakes subregional preparation on programmes addressing Africa's special needs and emerging global challenges such as the MDGs, and spearheads subregional follow-up of global conferences. The Office also serves as a sub regional hub for the dissemination of ECA's policy analytical work-employing extensive public information and outreach activities including workshops, training and publication of the quarterly newsletter.

## About the ECA-SA Office

*"Our mission is to facilitate increased contact and collaboration among member States to deepen the process of concerted and collective response for harnessing regional resources to meet Southern Africa's development priorities by conducting research and analysis, and providing policy advice and technical assistance to COMESA/SADC and their memberships."*

## Macroeconomic Policy and Institutional Convergence: Critical for Regional Integration in SADC

*By Mr. Alfred Latigo, Senior Economic Affairs Officer*

Macroeconomic convergence (MEC) as the growing cross-country similarity of policies over time has become one of the top priorities in regional integration in Africa and indeed in southern Africa. Successful policy convergence would enable the region to assume a leading role in establishing financial, macroeconomic and price stability, therefore job creation, which are preconditions for sustained economic growth and development. They also provide enabling environment for trade as well as domestic and foreign investments.



The importance of macroeconomic policy convergence as a critical ingredient for deeper integration is given due cognizance in all the Regional Economic Communities (RECs) including the Southern African Development Community (SADC). These RECs are implementing macro-economic policy convergence programs, drawing from the experience of the European Union. At the core of this framework is a set of macroeconomic policy convergence targets that member States must fulfil. These targets include low budget deficit ratio, low inflation rate, high economic growth rates and others. The convergence policies also provide for monetary cooperation and unification, and financial and capital market development, which together can yield large payoffs for African economies.

For the expected benefits of regional integration to outweigh the expected costs, careful prioritization and design of institutions as well as assessment of the level and rate of convergence of the macroeconomic and financial components in African RECs are essential for regional integration.

UNECA continues to provide technical assistance to its member states in regional integration in Africa. The Commission in addition

to its services at sub-regional level, prepares flagship publications such as 'Assessing Regional Integration in Africa (ARIA)'. ARIA was conceived by ECA as a tool to regularly evaluate and appraise progress being made on the process of integration in Africa.

In 2007, ECA-SA as part of its multi-year programme with SADC, assisted in reviewing national reports on MEC in the SADC region. The Commission prepared a comprehensive report identifying topical issues relating to MEC. This report was later presented to an expert group meeting in September 2007 that ECA-SA jointly organised with SADC. MEC analysis is being handled by a section/program of Regional Integration and Macroeconomic Policy Analysis within the ECA-SA Office in Lusaka, Zambia.

Overall, the SADC member states have made some progress in attaining the MEC criteria over the past 5 years, particularly with respect to all the four primary indicators. However, success in MEC should be based on extended period and not on short-term.

### **Key Issues arising from macroeconomic convergence in SADC**

In the implementation of the SADC MEC programme, ECA-SA identified several interrelated issues, namely: theoretical and conceptual issues; methodological and statistical issues; regional integration issues; institutional issues; political issues and reporting issues.

On theoretical and conceptual issues, to date there is limited understanding of the causes and conditions of macroeconomic convergence, posing important restrictions on the comparability of the empirical findings gained in different convergence studies.

Relating to methodological issues, statistical issues are emerging as probably the most critical to monitoring progress made in convergence relating to lack of availability of comprehensive, timely and accurate statistical information. The availability of such information is crucial for effective national development policy-making, decision taking as well as for establishing and monitoring economic convergence processes.

Institutional issues include lack of mechanisms and resources for effective planning, coordination, implementation, monitoring and pragmatic adjustment of programmes on the ground have been another constraint to MEC. The need for SADC to have a central authority to oversee convergence and integration is one of the institutional issues raised. Such an institution should be independent of all national authorities' influences. It should have a mandate that is well anchored on the agreed key objectives, such as ensuring price stability, with sufficient authority to enforce (and possibly supervise) compliance by all members for the attainment of the shared objectives.

On regional integration, there is inadequate cost-benefit analysis of policy convergence, which has led to some extent slow ratification of protocols and reluctant implementation of agreed plans.

Arising from the issues above, the expert group meeting made the following key recommendations. Member states need to support research on regional integration, which should be fully coordinated to avoid duplication, particularly in the following areas:

- Theoretical and conceptual issues of macroeconomic convergence
- Relevance of the four macroeconomic indicators.
- The inclusion of secondary macroeconomic indicators.
- Review of the MEC programme after 2008.
- Cost-benefit analysis of monetary union.
- Drivers of macroeconomic performance in different countries in the region
- How member states in the region can generate enough revenues to finance their budgets rather than depending on grants
- The implications of borrowing from China and India on debt sustainability.

With respect to indicators and data reporting:

- Member states should focus on building capacity to enable better and timely reporting of MEC data through the existing reporting structures.
- Member states should energize efforts to produce timely and updated MEC reports to ensure their usefulness and relevance as a policy instrument, e.g. mid-year and annual reviews. There is no need to change the indicators at this stage, but strengthen the reporting structures that already exist.

To encourage MEC compliance especially in the run-up to Monetary Union (MU), SADC should initiate work on developing detailed and effective eligibility criteria for entry into the MU.

The ECA should assist in strengthening statistical working groups (SWG) under SADC through training on national accounts, trade statistics, economic classification, prices and harmonization of statistics; as well as the customisation of the UN Manual to the SADC context. The working groups should include representatives from statistics offices, ministries of finance and planning, and central banks.

Data compilation and dissemination on MEC should be improved by involving national statistical agencies and strengthening the SADC Statistical Unit; as well as ensuring that reporting process should be continuous regardless of methodology used. And Member states should aspire to consistent and uniform statistical reporting, for instance in aiming for calendar year reporting, common methodologies and definitions.

## Recent Events

### ■ Experts Assess Macroeconomic Policy and Institutional Convergence in SADC

A two-day AEGM took place in Johannesburg, South Africa from 4-5 September 2007 to discuss perspectives on the *“Assessment of Macroeconomic Policy and Institutional Convergence in member States of the Southern Africa Development Community (SADC)”*.

Participants included high-level experts selected from ministries of Finance, Central Banks, African Union (AU), International Monetary Fund (IMF), and SADC.



*Mr. Robert Okello, Director, NEPAD and Regional Integration Division, ECA opened the meeting.*

The overall objective of the meeting was to review the national MEC reports and provide information on recent progress in the 14 SADC member states with respect to the macroeconomic convergence (MEC) criteria and target specified in the MOU on MEC Initiative of 2002 and in the RISDP. The AEGM made recommendations on the way forward for the MEC programme in SADC, its development process and application in member states to assist the sub-region achieve its integration milestones and development goals.

The synthesised outcome document critically reviewed progress on Macroeconomic Policy and Institutional Convergence in SADC member states, identified issues and made recommendations to address them. The main issues identified were theoretical and conceptual, methodological and statistical, regional integration, institutional, political, indicator-specific, and reporting issues. Among the recommendations made were the need by member states to support research on regional integration and ensure MEC integration into macroeconomic policy making processes. Others included a focus on capacity building in data compilation and dissemination for better and timely reporting of MEC data. The meeting made a call for appropriate policy responses by member States to deterioration in MEC indicators and urged SADC to encourage MEC compliance by before member states prior to entry into the Monetary Union (MU), through rigorous eligibility criteria. ECA was also called upon to provide training support to strengthen statistical working groups (SWG) under SADC.

Mr. Sean Nolan of the International Monetary Fund, African Department expressed the conviction that “MEC will contribute to faster growth of output, investment, and employment in SADC”

Ms. Yvonne Ruf of GTZ indicated that GTZ would continue to support the strengthening of SADC institutions and avoid duplication of efforts through donor coordination.

Mr. Belle of the SADC Committee of Central Bank Governors (CCBG) stressed the need for more coordination and cooperation at national level by stakeholders, involvement of Statistics Agencies with the process of Regional Integration and reviving of SADC statistics office to oversee and initiate workshops to deal with statistics challenges.

Mr. Sadwick Mtonakutha of SADC Secretariat noted that SADC was among regional economic groupings performing well in many macroeconomic indicators but there was need to accelerate growth, continue efforts to ensure a stable GDP, diversify agricultural production, closer coordination of macroeconomic policies, raise productivity and strengthen the supply side by promoting private sector activity and liberalizing trade regimes.

Mr. Andriantsehn of ECA, African Centre for Statistics underscored the need to address the institutional issues through increasing the capability of national statistical offices and the regional statistical programme by drafting an adequate statistical act for SADC, including, mission, vision, responsibility, divisions of tasks across institutions with adequate financial resources.



*Participants to the Assessment of Macroeconomic Policy and Institutional Convergence Meeting*

## Recent Publications.....

*An Overview of Corporate Governance and Accountability in Southern Africa:* The publication seeks to create an environment that is conducive to private sector growth, through encouraging Member States to adopt, implement and enforce sound corporate codes and standards many of which already exist. The publication's broad definition of corporate governance includes the corporation's activities on the wider society, including its corporate social responsibilities on education, health, and taking care of the environment.

The publication gives special attention to state-owned enterprises, corporations in the extractive industries, businesses in the financial sector and stock exchanges. It argues that the key impediment to sound corporate governance environment is not the lack of good codes and standards. Indeed, with NEPAD codes and standard on corporate governance, King Reports and OECD codes, among others, there are plenty of internationally sound guides and standards that countries can adopt. Rather, the nub of the problem is the lack of enforcement mechanism underpinned by lack of political will and courage.

Accordingly, the publication recommends political will that will lead to the strengthening of relevant legislation to improve compliance. Moreover, multilateral organizations are urged not to reduce standards of corporate governance when operating in Africa, but observe the same practices they do back home. The publication urges heightened vigilance by non-state actors such as the civil society and the media to publish lapses in corporate behavior including their activities as they affect the environment and human rights of local people.

*The Status of Governance in Southern Africa:* The publication provides an overview of the political, economic and corporate governance patterns in the Southern African sub-region. The publication also recommends some measures where policy makers should focus their actions in order to implement and practise good governance based on international and regional sound codes and standards.

Among notable achievements, the publication highlights the setting up of democratic institutions, the holding of multi-party elections, the increase of popular participation in governance, improved dialogue between governments and the

stakeholders, and better economic management. Yet, there are grave challenges ahead. These include weak government institutions due to lack of, and mismanagement of available, resources; capacity constraints among state and non-state actors to ensure deepened democracy and accelerated development through participation and oversight of government activities.

On the basis of these challenges, the publication offers a number of recommendations covering the area of political, economic and corporate as well as institutional checks and balances. Authorities are urged to promote the culture of constitutionalism through popular participation and ring-fencing the rule of law. They are further encouraged to reduce the cost of doing business in the sub-region by simplifying business registration procedures, among others. On corporate governance, authorities must ensure adherence to the existing good corporate governance codes and standards and ensure that enforcement mechanisms are in place. Lastly, States are advised to ensure the separation between the executive, legislature and the judiciary. The last two should be adequately empowered for efficiency and effectiveness as well as guarantee their operational autonomy.

In sum, the publication serves to challenge Member States to reinvigorate their efforts to improve governance in all its facets to set the sub-region on a path of prosperity and the achievement of the MDGs.

## Upcoming Publications and Events

*Trade Development and Transport in Southern Africa:* The outcomes of a detailed study on *Trade Development and Transport in Southern Africa* focusing on the challenges and opportunities of coordinating trade development and transport in the sub region will be published in December 2007. Specifically, the Technical Publication will provide an analysis of the challenges and opportunities in the implementation of the SADC protocols and COMESA Treaty on trade and transport and free movement of persons as part of the regional integration process and outline the progress achieved and the challenges faced in the ongoing harmonization of the SADC/COMESA Programmes in light of the forthcoming COMESA CU and SADC FTA in 2008. The review of both facilitation and developmental issues in trade and transport in the publication will also include an assessment of the extent to which the

transport infrastructure meets the requirements for trade in the sub region. To address the challenges of low levels of investment in infrastructure development, the publication will propose innovative ways for both financing and managing transport infrastructure and services in the sub region. The Technical publication will contain recommendations and strategies to overcome the current challenges and propose an implementation framework in order to accelerate the pace of regional integration.

*The Impact of Food Aid and Agricultural Subsidies on Long-Term Food Security Sustainability in Southern Africa:* Concern over the impact of food aid and developed countries' agricultural export subsidies and domestic support on food security sustainability in the sub region has been raised in different fora in Southern Africa. Against the background on increasing food aid to the subregion and concern within the Southern African Development Community (SADC) about its possible impacts, ECA-SA commissioned this study to assess the effect of food aid and agricultural subsidies on food production, exports, employment and income. The publication will present the findings from the study assessing the impact of food aid and subsidies from developed countries on the long-term sustainability of food security in Southern Africa.

### ■ Expert Group and Consultative Meetings, and Workshops

In the quarter covering October to December 2007, the following activities will be organized:

*Workshop on Harnessing Traditional Governance in Southern Africa:* The UN Economic Commission for Africa-Southern Africa Office (UNECA-SA) is convening a Workshop on "Harnessing Traditional Governance in Southern Africa". The meeting will take place in Johannesburg, South Africa, from 18 to 19 October 2007. The meeting will be attended by representatives from traditional governance structures, the civil society organizations that work closely with traditional authorities, local government departments under whose authority the traditional governance structures fall, and private sector.

Participants will review the draft publication aimed at advocating for more involvement of traditional authorities on public service delivery. They are expected to provide concrete recommendations on how to incorporate traditional governance structures into modern public service delivery mechanisms, in areas such as the judiciary; education; health, including HIV/AIDS programmes; and agricultural extension services. Finally, participants will offer recommendations on how to enhance the capacity (including, through resources and skills) of traditional leaders to ensure their effectiveness as partners in development.

*Workshop on Electoral Systems in Southern Africa:* UNECA-SA, in partnership with the International Institute for Democracy and Electoral Assistance (IDEA), Electoral Institute of Southern Africa (EISA) and the Governance and Public Administration Division (GPAD), is planning a workshop on "Electoral Systems in Southern Africa" from 28 to 29 November 2007 in Lusaka, Zambia. Invitees will be stakeholders from the sub-region, including representatives from electoral commissions, governments and civil society. The objective is to deepen democracy through building credible electoral systems.

This Workshop will seek to take stock of whether countries in Southern Africa are implementing the many good electoral codes of conduct currently in place; and whether the electoral commissions are empowered and independent to conduct elections that are free and fair. Therefore, what will come out of the Workshop will be a set of recommendations for improvements where there are slippages. These recommendations will be contained in an accessible publication that will be distributed widely to policymakers and stakeholders.

*Ad-hoc Expert Group Meeting on Measurement of Informal Sector in Selected Countries in Southern Africa:* The informal sector represents a fundamental component of the economic structure of many African countries both in terms of production, employment and income. Yet this sector is poorly covered by official statistics and integrated into national accounts. This often results in distorted estimates of the real economy; leads to limited public understanding of many social and economic issues and weakens the formulation, implementation and evaluation of development policies and programmes.

ECA-SA, in collaboration with the African Centre for Statistics, at ECA Headquarters and the ILO will organize in November 2007 an ad-hoc Expert Group Meeting to discuss the findings of a study on the Measurement of the Informal Sector. The study will review practical concepts, definitions and protocols on the informal sector in Africa and assess the various data collection methodologies to capture the sector in Africa. The study will attempt to estimate the contribution of the sector to GDP as well as present a collection of African country experiences and best practices on the sector. The meeting will bring together actors from national and international statistical bodies, research institutions and other actors working on issues related to the informal sector in Africa.

*Consultative Meeting on Strengthening Cooperation and Partnership in the implementation of the SADC-ECA Multiyear Programme:* Building on ECA's long history of support to SADC, in harmonizing policy and programmes of action, providing policy advisory services, and facilitating and serving as convener for policy dialogue and the Cooperation Agreement between SADC and ECA, ECA-SA has developed a multi-year programme as part of the cooperation framework. The framework is expected to explore modalities for enhancing collaboration between ECA, SADC and other partners and also identify strategies for leveraging on the existing technical capacities to address knowledge building and sharing at all levels as well as in meeting the SADC's capacity building challenges in the implementation of RISDP and SIPO. A number of collaborative activities have been identified as part of this framework and compiled a multi-year programme. These activities, expected to strengthen collaboration and partnership among institutions, are based on the RISDP and SIPO priorities, and the ECA Business Plan supported by the Windhoek Declaration.

A Consultative Meeting, to be jointly hosted by ECA-SA and the SADC Secretariat aimed at discussing issues related to the on-going process of elaborating this collaboration framework and exploring other modalities for further enhancement will be convened in December 2007. The meeting is expected to; among other issues, review progress achieved in existing collaborative programmes, identify areas for further collaboration, define a formalized institutional framework for translating existing cooperation programmes into actionable activities for better alignment of ECA-SADC priorities and identify opportunities for other partners to further strengthen the collaboration in both the programming and implementation of activities. Representatives of development partners will be invited to attend the consultative meeting.

*Southern African Development Forum: The Implementation of Protocols in Southern Africa:* The major milestones of the SADC regional integration agenda include the creation of a SADC Free Trade Area (FTA) by 2008, a Customs Union (CU) by 2010 and a Common Market by 2015. The achievement of these aspirations will create a wider economic space where goods and services can move without both tariff and non-tariff barriers. An evaluation of the implementation of programmes developed from the key intervention areas specified in Protocols can assist in tracking progress

towards regional integration. For the creation of an FTA and a CU, progress in key intervention areas in the SADC Protocols on Trade, Transport and Movement of Persons will provide an indication of how much the sub region has achieved and what remains to be done.

As part of its mandate to provide advisory services and technical assistance to Regional Economic Communities (RECs), ECA-SA will convene a Multi-Stakeholder Forum in December 2007 to review the implementation of protocols and track progress towards the creation of a FTA and a Customs Union in the sub region. Such a platform will help identify constraints faced at both national and sub regional levels and develop mechanisms to enhance the expeditious execution of programmes and projects to ensure that sub region is on course to attaining regional milestones. An issues paper on Progress and Prospects in the Implementation of Protocols in Southern Africa teasing out key constraints and challenges in the implementation of Protocols will form the basis for discussions at the Forum.

*Trade Development and Transport in Southern Africa:* As part of the process of assessing the sub region's progress towards both the SADC FTA and the COMESA Customs Union in 2008, ECA-SA commissioned a study on the challenges and opportunities in coordinating trade development and transport in Southern Africa. The overall objective of the study is to analyse the challenges and opportunities in coordinating trade development and transport in Southern Africa in light of the sub regional milestones towards regional integration. The study will identify the challenges and opportunities in the implementation of the SADC protocols and COMESA Treaty on trade and transport and free movement of persons in the sub region. Through an inter-country assessment of trade in the sub region, the study will review the policy and institutional environment for trade development and transport and the extent to which the transport infrastructure meets the requirements for trade taking into consideration the requirements for harmonizing standards and their implications on trade. The findings and recommendations from the study will be presented an Ad hoc Expert Group Meeting in December 2007.

*Workshop on Sub-regional framework for coordinating the support measures of the UN to NEPAD and the attainment of the MDGs:* The last decade has been a period of intense reform within the United Nations. A key aspect of this reform has been a review, of the role of the UN system in development cooperation, particularly in developing countries. In the Secretary's report to the fifty ninth General Assembly, he called for the UN system to take a number of actions to enhance the effectiveness of its development cooperation through the strengthening of coherence and use of unified nationally owned frameworks

that exploit the capacities available within the system, to translate the internationally agreed development goals, including the millennium development goals (MDGs) into national actions.

The ECA-SA, in collaboration with other UN agencies, will organise a workshop in November 2007 on a *sub-regional framework for coordinating the support measures of the UN to NEPAD and the attainment of the MDGs*. The workshop will review the current UN system-wide mechanisms for coordination and harmonisation at the regional and national levels, assesses their merits and draw out useful lessons to form the basis of a sub regional level coordination framework. More specifically, the workshop will make recommendations aimed at developing a framework for coordinating UN system wide activities at the sub regional level to enable SADC implement the NEPAD framework and attain the MDGs.

#### ■ ECA-SA participation in other meetings/ events

*COMESA-DFID-USAID-INICA meeting on "trading for peace"*: The ECA-SA actively participated in the meeting held by COMESA, DFID, USAID and ECA INICA project from the 19 to 21 September 2007. The theme of the meeting was *"Trading for peace: achieving security and poverty reduction through trade in natural resources in the Great Lakes Area"*. The meeting revisited the security and political economy of the natural resources cross-border trade in the DR Congo, its impact on livelihood and poverty and identified opportunities for policies and partnerships towards a more sustainable development path for the DRC and its neighbouring countries. The meeting made a number of recommendations including: measures to sustain peace and security within the DRC for regional trade development; enhancing statistical capacities within customs and border actors; strengthening transparency in the natural resources economy within the region; protecting the vulnerable actors (small miners, women, children, indigenous population, local traders...) within the value chain; enhancing the product value adding process and economic diversification. The meeting called upon a cross boarder dialogue at all level to promote trade policy harmonization in the region. The participants agreed to follow up the INICA cross border trade project and identified quick win activities that can be launched within a few months.

*AfDB-AUC-ECA-SADC Regional Consultative workshop on land policy*: ECA-SA participate at a regional consultative workshop on land policy in Southern Africa organised by the African Development Bank (AfDB), the African Union Com-

mission (AUC) and ECA in collaboration with SADC from 29 to 31 August, 2007 in Windhoek, Namibia.. The purpose of the workshop was to review and validate a draft report on the assessment of land policies and land reform in Southern Africa as part of the process of developing a framework and guidelines for land policy in Africa. The workshop was a first in an Africa-wide consultative process towards developing an African Land Policy framework. The framework is expected to support national efforts on land policy formulation and implementation within the framework of NEPAD and will be supported by benchmarks and indicators for assessing performance of land policy formulation and implementation at national, regional and continental levels.

*81st Zambia Agricultural and Commercial Show*: On 2nd August 2007, ECA-SA participated in the *81st Zambia Agricultural and Commercial Show* whose theme was *Economic Empowerment*. The Office participated under the umbrella of the UN Food Security team that attracted UNDP, UNICEF, FAO, UNHCR and WFP. The agencies showcased their work in the area of food security and displayed various publications and materials.

*4th Zambia Annual MDGs Race*: The ECA-SA also took part in the *4th Annual MDGs Race* that was jointly organized by the Government of Zambia and the UNCT under the theme *"No excuse.... 2015!"* on 29th September 2007 in Lusaka. The Office was grouped with FAO, ILO and WFP in the MDG 1 category (eradicate extreme poverty and hunger). The group scopped the second prize of *"the most informative tent"*.

## Staff Issues

### ■ ECA-SA bids farewell to two of its staff, intern

#### **Kampion Banda on Retirement**

Mr. Kampion Banda, Economic Affairs Officer (EAO), retired from the ECA in July 2007 after serving the organisation for 25 years. His first appointment saw him serve at ECA Headquarters as a Demographer in the then Population Division and later in the Food Security and Sustainable Development Division. He then moved to the ECA East Africa Office in Kigali, Rwanda where he worked as EAO from 1998 to 2005. His final stop was in Lusaka where he served until his retirement.



*Mr. Kampion Banda (standing) showing off his present at the farewell party held in his honour. On his left are Ms. Kargbo, Director ECA-SA and Mr. Latigo, and Mr Mfunwa on his right*

#### **Eduardo Frias on transfer to ECA HQ**

Mr. Eduardo Frias, Associate Information Systems Officer, has moved on a lateral level to ECA HQ in Addis Ababa, Ethiopia after two years service in ECA-SA. Although he is within the organisation, the Office will certainly miss his IT support to the Office.



*Mr. Eduardo Frias (seated on the right in front row) poses with colleagues at the farewell function*

#### **Anthony Mpolokoso completes ECA-SA Internship, joins Parliament of Zambia**

Mr. Anthony Mpolokoso completed his internship at ECA-SA in July 2007. The assignments he worked on included the *ECA-EA Initiative for Central Africa (INICA)* project on the *Zambia-DRC Cross Border Trade*, and the *ECA-SA 2006 Report on the Economic and Social Conditions in Southern Africa*. Concerning his stay at ECA-SA Mr. Mpolokoso had this to say: *"I have learnt a lot during the last six months here.... and I was happy to belong to this family"*. He left to take up a position of Senior International Public Relations Officer at the National Assembly of Zambia.

The Economic Commission for Africa, Southern Africa Office (ECA-SA), launches this quarterly newsletter to connect ideas and information to our constituencies. We sincerely hope you will find the information useful and enjoyable.

We encourage you to please contact us for any further information regarding ECA-SA.

Sincerely,  
Jennifer Kargbo  
Director, ECA-SA

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