ECA strategic business priority is to transform itself into a Think Tank of reference on matters pertaining to Africa’s development with the aim of:

1. Strengthening its policy influence in support of Africa’s transformation agenda.
2. Earning greater trust and credibility through the production of high-quality, evidence-based and “good fit” policy research and knowledge delivery services.
3. Enhancing its accountability mechanisms and deepening learning culture across all streams of its work.
4. Strengthening its operational effectiveness to ensure better support for the timely delivery of its knowledge-production and capacity-building services.

The year 2014 was one during which ECA worked to consolidate its position on the journey upon which it had embarked in 2013, with the aim of strengthening its policy influence; trust and credibility; accountability and learning; and enhancing its operational effectiveness.

Overall, in 2014, ECA achieved significant results in support of Africa’s commitment to sustainable, inclusive and transformative development. The Commission adopted a more forthright approach to its interactions with key stakeholders in Africa on development policy priorities. Its interactions and the broad spectrum of its work projected the Commission’s key message of “Putting Africa first!”
In 2014, ECA continued to inform and shape policy choices and decisions of member States and continent-wide institutions for Africa’s Transformation.


“I commend ECA for the efforts it continues to make to promote the human and economic development of our continent.”
Royal message from His Royal Highness King Mohammed VI delivered by Mr. Abdellah Benkirane, Head of Government at the 9th African Development Forum (Oct. 2014).

ECA engagement with leading pan-African institutions, notably the African Union Commission, resulted in the adoption by African leaders of key transformative frameworks for the continent’s economic and social development, in particular the African Union’s Agenda 2063 and the “Common African Position (CAP) on the post 2015 development agenda.

“[ECA] has indeed been a dependable partner during this historic and unprecedented African endeavor that is meant to enable Africa to speak with one voice and effectively influence global negotiations on Post-2015 development agenda”

Dr. Anthony Mokhozie Mafoumou, Commissioner for Economic Affairs, African Union Commission
Appreciation letter sent to the Executive Secretary

“Cameroon will make good use of the recommendations of the Economic Report on Africa 2014. Appreciate the depth of the analysis of the document, which would help African states to bolster their development, while underscoring the resolve of the Government of Cameroon to prioritize industrial transformation as a backbone of the country’s emergence.”

Mr. Younou Abdoulaye, Minister Delegate, Ministry of Economy, Planning and Regional Development
Statement made at the launch of 2014 ERA in Yaoundé

“On behalf of the Rwandan delegation, I would like to thank you for the opportunity offered to us to discuss with you and Senior Officials of ECA during Rwanda-ECA policy dialogue. The meetings were very well organized and enriching. Discussions focused on Rwanda’s economic transformation in the context regional integration opportunities taking into account not only the East African Community but also the Economic Community of Central African States.”

Dr. Uziel Ndaggiojma, Minister of State in charge of Economic Planning at the Ministry of Finance and Economic Planning of Rwanda in a note of appreciation sent in February 2015.

*The report covers the period from 1 January 2014 to 30 April 2015.
*Data accessed in July 2015.
In line with its new business model, ECA increasingly works in genuine collaboration, synergy and complementary with partners at global, continental and country levels in order to conduct policy research and statistics that are strategically relevant and of “good fit”.

ECA delivered 176 key note speaker presentations on African development policy matters at national, regional, pan-African and global events.

In a third of ECA Divisions, 100% of staff have contributed to research papers addressing development issues.

The Commission’s new data-management protocol and its data-bank, to be launched soon, along with its new strategies on communications, knowledge management, and information technology, are helping to build its capacity to produce higher quality research to meet the needs of African States.

74% of respondents feel that ECA policy outreach is pertinent, well targeted, and of “good fit”.

85% of survey respondents indicate that ECA’s knowledge products are effective in promoting discussion on Africa’s transformation agenda.

64% of respondents perceive ECA as a transformative and dynamic partner organization, providing policy leadership and high-quality and cutting-edge expertise and knowledge, in view of building capacities and accelerating Africa’s development.

70% of respondents feel that ECA is effectively developing partnerships around substantive initiatives in research and knowledge delivery.

70% of respondents who perceive ECA knowledge outputs as being of high-quality and effective in promoting discussion on Africa’s transformative agenda.

85% of respondents who indicates that ECA knowledge delivery is highly sensitive to context, relevant, and tailored.

ECA possesses high-level competencies. Work carried out and issues addressed are always topical and of high-quality.

ECA is the only one institution bringing together private sector and policymakers to address regional economic issues that prevent greater economic integration.

More than 70% of ECA partners perceive ECA as a reliable and constructive partner that nurtures trustful and vibrant relationships where dialogue is possible.

“ECA has been proactive in engaging CSOs in regional consultations on the Post-2015 Development Agenda. This is commendable and a marked improvement compared to previous years.”

“ECA is a trusted partner”

Over 77% of the ECA Partners’ Survey respondents perceived ECA as a reliable partner and a source of expertise and knowledge on African development policy matters.

ECA continued to enhance its accountability mechanisms and deepen learning culture across all streams of its work.

**Executive Performance Management Dashboard**

ECA aligns corporate incentives through an effective and credible accountability, quality and results management system.

- **All programmes/projects** with a budget of more than US $1 million to be systematically evaluated.
- **Three (3%) of all programmes/projects** budget to be earmarked for project evaluation.
- **All major ECA knowledge products** to be quality reviewed.
- **100%** - Percentage of critical and important audit recommendations implemented by the set deadline.

In 2014, ECA broke new ground and constructed its own cutting-edge performance management dashboard, designed to measure progress toward the corporate objectives of policy influence, trust and credibility, accountability and learning, and operational effectiveness. This unique dashboard – along with new annual partner and staff surveys – has become an important tool for measuring corporate performance.

**The PMD is a management tool to:**

- Identify and correct negative trends on time
- Generate detailed reports showing trends
- Make more informed decisions based on collected business intelligence
- Save time compared to running multiple reports to assess management performance
- Gain total visibility of all core business performances instantly
- Timely measure efficiencies/inefficiencies and effectiveness

**ECA strengthened organizational learning in the areas of organization and servicing of its flagship events by administering interactive surveys through the use of Poken Technology for the first time at the 9th African Development Forum on the theme of “Innovative Financing for Africa’s Transformation” held in Rabat from 12-16 October 2014. The interactive survey helped elicit feedback from conference attendees which is widely disseminated internally and is used to improve future events.**

**Digital networking facilitated through 36,500 Poken interactions**

- 1,212 digital files collected (equivalent of number of paper documents saved)
- 508 Registered users

**Continuous learning**

ECA promotes continuous learning for all. In 2014, approximately **463 staff members** participated in various face-to-face training programmes designed to impart knowledge and skills in the understanding, appreciation and demonstration of UN values and competencies; the acquisition and/or renewal of substantive knowledge and skills in areas of cross-cutting relevance e.g. research and analytical skills, communication, procurement, etc.

* The figure represents the total number of staff who took part in training courses and does not exclude staff who took more than one course.
ECA’s performance sensibly depends on operational effectiveness. In 2014, ECA continued to enhance its operational effectiveness through implementation of reforms that support timely knowledge generation and delivery.

Operational Effectiveness

Increased usage of standard document management systems

Capacity building for use of ICT tools that facilitate mobile workforce

Streamlined workflows and approval processes.

In 2015, ECA plans to track the following indicators to further improve its operational effectiveness in the area of IT.

**UWOJA** is a complete re-working of the way the UN Secretariat manages its administration, in both business processes and Information Technology solutions. The implementation of leading edge Enterprise Resource Planning (ERP) software will provide a harmonized and streamlined approach to the Commission’s management of finance, human resources, procurement and assets.

In 2014, ECA continued to prepare itself for the full deployment of UMOJA. Staff members of the Commission have long started to familiarize themselves with the new system, and gain necessary skills relevant for their new UMOJA roles. The deployment should be effective on 1st November 2015.

**Representation of women at ECA**

Internally, ECA has improved the gender balance in its own staffing and is promoting gender mainstreaming more broadly through all its programme work.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
<th>Current</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior positions (P5-D2)</td>
<td>26%</td>
<td>24%</td>
<td>Target achieved</td>
</tr>
<tr>
<td>Women in non-senior positions (P1-P4)</td>
<td>36%</td>
<td>35%</td>
<td>Target achieved</td>
</tr>
<tr>
<td>Women in General Service and related positions</td>
<td>41%</td>
<td>40%</td>
<td>Target achieved</td>
</tr>
</tbody>
</table>


* ECA was among the first UN Departments to be awarded ISO 14001:2004 certification. This is an environmental management system that provides a structure on which to establish good environmental practices in line with UN “Going Green” initiatives.
The current outbreak of the Ebola virus disease in West Africa is the most devastating Ebola epidemic that the world has seen since the disease was identified in 1976. Beyond the considerable death toll, the disease has had a noticeable socioeconomic impact, not only in the countries directly affected by the outbreak but also further afield.

The present study assesses the socioeconomic impact of the disease on the affected countries and Africa as a whole, both in terms of real costs and in terms of growth and development prospects. Based on primary data and information collected during missions of the Economic Commission for Africa to the affected countries, the study puts forward policy options that could accompany mitigation efforts.

The study highlights the fact that alarming downward revisions of economic growth rates for affected countries and the West African subregion were carried out using scattered data and amid uncertainty about the future epidemiological path of the disease. In addition, such revisions did not take proper account of the magnitude of the international response. While the affected countries are feeling economic and social impacts, there is a stimulus effect as a result of the ongoing international response to the outbreak. This, coupled with the weight of the affected economies, has meant that the effect of Ebola on West Africa and the continent as a whole has been minimal.

Despite encouraging trends in the epidemiological situation in some of the affected countries, there is still a long way to go before the crisis can be declared over. Some of the most-affected countries were just emerging from years of conflict and already had structural vulnerabilities. Thanks to socioeconomic reforms, in recent years these countries had managed to achieve sustained economic growth, but the Ebola outbreak reversed the positive trend and pushed the countries to the limit by widening their fiscal deficits.

It is against this backdrop that the Economic Commission for Africa calls for, among other things, external debt cancellation for the most-affected countries. This would give the countries the breathing space they need to better address the short-term socioeconomic challenges posed by the Ebola outbreak and to plan for their long-term recovery on a solid footing. While the cancellation of debts does not automatically lead to the availability of funds, the financial resources earmarked for debt repayments could instead be invested into the countries’ health-care systems, including training health professionals, equipping health centres and ensuring the fair distribution of health personnel between rural and urban areas. These funds could also be used to benefit other strategic sectors of the economy that have been hit hard by Ebola, including education, agriculture and food security, and services.