

**Economic and Social Council**

Distr.: General
21 February 2018
Original: English

Economic Commission for Africa
Committee of Experts of the Conference of African
Ministers of Finance, Planning and Economic Development
Thirty-seventh meeting
Addis Ababa, 11 and 12 May 2018
Item 6 of the provisional agenda*
Statutory issues

**Report of the Executive Secretary on the work of the
Commission for the period April 2017–March 2018****Summary**

The present report sets out the progress made and results achieved in the implementation of the programme of work of the Economic Commission for Africa (ECA), with a focus on the deliverables and results achieved for each expected accomplishment.

The first part of the report, highlighting results achieved, is organized in four sections. The first reviews the results achieved in the domain of executive direction and management, which comprises the Office of the Executive Secretary, the Strategic Planning, Partnerships and Operational Quality Division, the Public Information and Knowledge Management Division and the business continuity mechanism. The second focuses on the nine subprogrammes of the Commission, which together constitute its programme of work. The third section highlights results achieved in the four thematic areas of the regular programme of technical cooperation, the New Partnership for Africa's Development (NEPAD), and in the development account projects. The fourth section reviews results achieved by the programmes support division. The last part of the report is a brief consideration of the challenges faced by the Commission in its work over this period and solutions devised in an endeavour to surmount those challenges.

* E/ECA/COE/37/1

Contents

I. Highlights of results achieved	1
A. Executive direction and management.....	1
B. Programme of work.....	4
1. Macroeconomic policy.....	4
2. Regional integration and trade.....	5
3. Innovations, technologies and the management of Africa's natural resources.....	6
4. Statistics.....	8
5. Capacity development.....	9
6. Gender and women in development.....	10
7. Subregional activities for development.....	10
(a) North Africa.....	10
(b) West Africa.....	11
(c) Central Africa.....	12
(d) East Africa.....	13
(e) Southern Africa.....	14
8. Development planning and administration.....	15
9. Social development policy.....	16
C. Technical cooperation.....	17
1. Regular programme of technical cooperation.....	17
2. NEPAD Planning and Coordination Agency.....	19
3. United Nations Development Account.....	20
D. Programme support.....	23
II. Challenges	24

I. Highlights of results achieved

A. Executive direction and management

Expected accomplishment 1: Enhanced coordination, planning and monitoring of the programme of work and resources thereto

Results achieved

1. The Office of the Executive Secretary successfully continued its policy engagement and advocacy in support of transformative and sustainable development in Africa, working across a number of regional and global platforms. The seventeenth quarterly briefing of ambassadors provided an opportunity for the ECA leadership to brief African ambassadors on the ongoing substantive activities of the Commission and the technical support being provided to member States.

2. ECA submitted and defended its proposed programme budget for the biennium 2018–2019, for programme 15, section 18; programme 9, section 11 and section 23. The three sections were endorsed by the General Assembly in December 2017. In addition, ECA rolled out its new programme and project management manual and capacity-building programme with the aims of, first, improving accountability and “delivery as one ECA”, through a programme approach that is integrated, coordinated, coherent and holistic; second, achieving and demonstrating strategic outcomes; and, third, enhancing staff programme management capacity. The new manual is now serving as a point of reference for standard operating procedures and programmatic requirements applicable to all programmes and projects implemented by ECA.

3. In the context of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) commended ECA for being a pioneer in the integration of resource-tracking mechanisms among entities of the United Nations system through the development and implementation of a gender marker in its budgetary systems. This achievement is in line with resolution 2017/9 of the Economic and Social Council on gender mainstreaming, which calls upon United Nations entities to adopt resource-tracking mechanisms.

Expected accomplishment 2: Broadened the extrabudgetary resource base through increased and predictable extrabudgetary funding

Results achieved

4. During the reporting period, 39 new partnership agreements were signed, comprising 4 donor agreements and 35 strategic and technical agreements, of which 16 were with member States, 2 with regional economic communities, 15 with non-State entities and 2 with agencies of the United Nations system. ECA was able to mobilize extrabudgetary resources, amounting to a total of \$9.98m. The reduction in this total is attributable to a shift in donor priorities to such areas as migration, the refugee crisis and the general rechanneling of development funding to respond to humanitarian needs.

Expected accomplishment 3: Reduced exposure of the Commission to risk, legal liabilities and claims

Results achieved

5. Progress has been made in reducing the Commission's exposure to risks, legal liabilities and claims, as evidenced by the number of agreements and legal instruments reviewed during the biennium. A total of 226 agreements and legal instruments were reviewed and 93 per cent of these were cleared and finalized in accordance with established risk reduction criteria and were deemed to contain the necessary risk reduction clauses. In addition, ECA resolved claims to the organization that totalled \$250,000, representing a 100 per cent reduction of the amount that had originally been claimed.

Expected accomplishment 4: Communications, publications, knowledge services and information and communications technology components of the Commission's subprogrammes are effectively delivered on a timely basis

Results achieved

6. ECA achieved its goal of effectively addressing demand for minimal information and communications technology (ICT) service downtime, longer service hours and shorter time for changes, and achieved all these at reduced cost and with higher quality. This included providing effective ICT services to ECA staff members and user communities from other United Nations entities. Over the past year, ECA focused on improving the quality of its support services through such measures as aligning the related processes and procedures with Information Technology Infrastructure Library (ITIL). ECA has deployed a system for the management of user and device access for improved security, which makes it possible to gain access to content and resources securely from anywhere.

Expected accomplishment 5: The organizational change strategies under the purview of the Public Information and Knowledge Management Division (communications, publications, knowledge management and information and communications technology) are introduced and implemented

Results achieved

7. ECA continued to enhance its outreach and media relations, culminating in extensive coverage of its work, themes, launches and key events. Its social media presence and engagement continued to expand and increasingly extensive coverage was provided on the website in English and in French, resulting in the tripling of the hits on the website over the course of 2016–2017 compared to the previous biennium.

8. The recommendations in the ECA Knowledge Management Strategy are being fully implemented. During the reporting period, knowledge management was integrated with the new programme and project management initiative being rolled out across the Commission as a means of significantly improving ECA programme and project performance. Where publications are concerned, ECA continued to project a consistent visual identity system for all its internal and external printed and digital communications, and in enhancing the recognizability of the Commission's products.

Expected accomplishment 6: Policymaking organs effectively supported with communications, documentation, knowledge and information and communications technology services

Results achieved

9. ECA continued to ensure the uninterrupted provision of services, such as Internet, email, file sharing, voice and video conferencing, video streaming, application development for automation, application hosting and security services for all its users and for major conferences and meetings.

Expected accomplishment 7: Enhanced reduction of carbon footprint for printing and publishing

Results achieved

10. The ECA Archives and Records Management Programme has made possible the digitization of workflows associated with the creation, management and dissemination of administrative records, thus helping to reduce duplication in physical records.

11. A print management application designed to measure printing usage was deployed, along with several automated systems aimed at helping the Commission to optimize its printing activities and to promote a paperless environment. After receiving the ISO-14001:2004 recertification in May 2016, ECA has since commenced a migration to ISO-14001:2015, the highest environmental management level, in its printing operations, with the aim of gaining full certification in September 2018.

Expected accomplishment 8: Enhanced quality of the Commission's knowledge products and services through improved quality assurance processes

Results achieved

12. ECA continued to produce its annual report on assuring quality, which takes into account ECA quality standards and assurance procedures as spelled out in the ECA quality assurance policy. ECA undertook quality reviews of selected ECA products and services, including the 2017 annual business plan, the ECA Annual Report 2016, the project proposals of the Advisory Committee on Administrative and Budgetary Matters, the eighth edition of the report on assessing regional integration in Africa; the performance management dashboard; the 2017 Conference of Ministers; African Development Week; and the 2017 African Regional Forum on Sustainable Development.

13. In addition, reviews were undertaken of 12 country profiles, for the following countries: Botswana, Burkina Faso, the Comoros, the Congo, Guinea-Bissau, Gabon, Lesotho, Namibia, Sao Tome and Principe, Sierra Leone, Togo and Zimbabwe, together with the structural transformation, employment, production and society (STEPS) profiles of five pilot countries, one from each subregion: Benin, Cameroon, Ethiopia, Morocco and Zambia. The credibility of the Commission's knowledge generation and delivery interventions was enhanced through increasingly rigorous quality reviews.

Expected accomplishment 9: Enhanced organizational learning and accountability through credible, reliable and useful evaluations of the Commission's programmes and projects

Results achieved

14. ECA concluded an independent evaluation of the Africa Trade Policy Centre. The evaluation concluded that the centre was adept and efficient in addressing its ambitious yet demand-driven interventions, that it was highly effective in leading the African Continental Free Trade Area process and in managing the implementation of the initiative to boost intra-African Trade, and that it was exemplary in carving out for itself a niche as a leading and recognized trade policy centre in Africa. The assessment found clear evidence of the centre's footprints in many of the common African positions, outcome documents, decisions and resolutions (some 35 in total) taken at the African ministerial level. The assessment also identified certain shortcomings, including that the second phase of the African Trade Policy Centre project had not been entirely successful in institutionalizing a sound monitoring and evaluation system that was vital to capturing the lessons learned and informing decision-making. Its partnerships with non-governmental constituents, however, should have been better harnessed to maximize its outcomes.

15. In the reporting period, the Evaluation Section coordinated two major audits conducted by the Office of Internal Oversight (OIOS) and all recommendations emulating from these audits are diligently tracked and reported upon.

B. Programme of work

1. Macroeconomic policy

Expected accomplishment 1: Improved capacity of member States to analyse and interpret development trends and to design and implement macroeconomic policies and development plans that promote inclusive growth and structural transformation

Results achieved

16. ECA contributed to revitalizing and influencing policy decisions on planning for the Sustainable Development Goals and Agenda 2063 and, through policy-simulation models and dialogue platforms, to facilitating alignment and coherent integration of the Goals and Agenda 2063 in national development plans, and also to the tracking of performance against both instruments.

17. Work by ECA on the nexus between urbanization and industrialization, as detailed in the 2017 edition of the Economic Report on Africa: *Urbanization and Industrialization for Africa's Transformation*, has supported the prioritization of urban issues in national development and sector planning processes in Cameroon, Chad, Morocco, Uganda and Zambia. The policy work also informed the reformulation by Uganda of its national urban policy and by Zambia of its seventh national development plan.

Expected accomplishment 2: Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for transformative growth and development

Results achieved

18. ECA studies on the global governance architecture for combating illicit financial flows and on base erosion and profit-shifting in Africa have formulated alternative measures and policy complements for African policymakers to consider. Mozambique and South Africa have taken decisions to freeze or review double

taxation agreements, while others have introduced new information technology tools to identify mispriced trade in goods.

19. ECA influenced policy on private sector development and the mobilization of domestic and external resources for development. The case studies of Botswana, Ghana and Nigeria, which formed part of the study on enhancing local entrepreneurship in Africa, encourage African policymakers to review and adopt new entrepreneurship priorities.

Expected accomplishment 3: Enhanced capacity of member States to adopt good economic governance practices and standards for improved public sector management and service delivery

Results achieved

20. Through the fifth edition of the African Governance Report, under the topic of natural resource governance and domestic resource mobilization for structural transformation, ECA advocated policy options to help African governments to achieve a better understanding of the challenges and opportunities for good governance and to adopt appropriate policies for managing natural resource wealth, and for transforming and more sustainably developing their economies and societies.

21. ECA advocated the leveraging of the African Peer Review Mechanism as a more effective tool to tackle the challenges of financing Africa's development, in particular by improving the landscape of domestic resource mobilization and public financial management.

2. Regional integration and trade

Expected accomplishment 1: Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes to accelerate industrialization, with a focus on regional infrastructure, energy, regional value chains, food security and agriculture

Results achieved

22. ECA built the knowledge base and skills of African member States and increased their capacity to develop and implement policies that encourage regional value chains and agribusiness. To that end, it produced research and cases studies on value chain analysis and trained government officials in this domain. ECA also participated in the design of a master's degree programme on industrial policies with the University of Johannesburg. This programme will be jointly delivered with the Institute of Development and Economic Planning (IDEP).

Expected accomplishment 2: Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African and international trade, and the creation of an environment conducive to attracting investments

Results achieved

23. ECA provided technical support and training to member States and the African Union Commission in the negotiations for the establishment of the African Continental Free Trade Area. ECA provided the draft text that was used as the basis for the negotiations. The support by ECA contributed to the successful conclusion by member States of the negotiations, resulting in the four main legal instruments underpinning the African Continental Free Trade Area: first, the Agreement Establishing the African Continental Free Trade Area; second, the Protocol on Trade in Goods; third, the Protocol on Trade in Services; and, fourth, the Protocol on Rules and Procedures on the Settlement of Disputes. At the extraordinary session of the Assembly of Heads of State and Government of the African Union that was held on

21 March in Kigali to open the Agreement for signature, 44 countries signed the Agreement pending ratification through their respective national constitutional processes. The Agreement will enter into force following the deposit of 22 instruments of ratification with the Chairperson of the African Union Commission.

24. On investment issues, ECA assisted member States in the continuing debate on the reform of international investment agreements, thereby ensuring that these are aligned with their development objectives and national strategies. In collaboration with the United Nations Conference on Trade and Development (UNCTAD), ECA worked with four countries (the Congo, Malawi, Nigeria and Zambia) in preparing investment guides (known as “iGuides”) on investment opportunities in these countries.

Expected accomplishment 3: Improved capacity of member States to design and implement land policies and programmes that ensure secure gender-equitable land rights and effective and efficient use and management of land for sustainable development

Results achieved

25. ECA continued to strengthen the capacity of member States in the design and implementation of land policies and programmes. Eight member States – Angola, Burundi, Côte d’Ivoire, Ethiopia, Kenya, Malawi, the Niger and Somalia – implemented land governance programmes designed in accordance with the framework and guidelines on land policy in Africa developed by ECA, the African Development Bank and the African Union Commission, and the voluntary guidelines on the responsible governance of tenure developed by the Food and Agriculture Organization of the United Nations (FAO). ECA supported the secretariat of the Intergovernmental Authority on Development (IGAD) in implementing a comprehensive land governance programme.

26. Working in collaboration with the African Union Commission, ECA implemented the 30 per cent campaign for women’s land rights, with a view to promoting gender equality and the empowerment of women. A ministerial dialogue session was held on key land governance issues in the context of implementing Agenda 2030 and identified specific measures designed to strengthen women’s land rights in Africa.

3. Innovations, technologies and the management of Africa’s natural resources

Expected accomplishment 1: Enhanced capacity of member States to nurture and harness new technologies and innovations for development

Results achieved

27. ECA continued to support African countries and the regional economic communities in their efforts to harness new and emerging technologies and innovations to meet their development aspirations. Technical and advisory services are being provided to Guinea-Bissau and South Sudan for the development of their ICT and science, technology and innovation policies; new tools for assessing and monitoring innovation performance in Africa were designed for NEPAD, and a harmonized framework was devised to provide free roaming services in the Economic Community of West African States (ECOWAS) region. A senior expert dialogue was held on the theme of higher education, science, technology and innovation in support of African integration and development and three expert group meetings were convened to assess the continent’s research infrastructure, the governance of science, technology and innovation, block-chain technologies and the impact of new developments in ICT. A review was undertaken of the World Summit on the Information Society to monitor and sustain the African consensus on the implementation of the Summit’s outcomes.

28. In addition, programmes on biomedical engineering for youth innovators, led by ECA, were held in Egypt and Kenya and introduced students from 17 universities to new technologies in this domain. Over the reporting period policy-relevant information was distilled from a number of knowledge products.

Expected accomplishment 2: Enhanced capacity of member States to formulate and implement policy reforms with a focus on the most innovative sectors to foster a green economy in the context of sustainable development and poverty eradication

Results achieved

29. Working in collaboration with the African Union Commission, the African Development Bank, the Department for Economic and Social Affairs, the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), FAO and UN-Women, ECA convened the third session of the Africa Regional Forum on Sustainable Development in Addis Ababa from 17 to 19 May 2017, in preparation for the 2017 meeting of the high-level political forum on sustainable development. Through the Africa Forum, ECA was able to campaign for and gain consensus among member States, regional economic communities and major groups on policy options to advance integrated implementation and follow-up of the 2030 Agenda and Agenda 2063 as a policy choice and decision.

30. ECA carried out four studies, on the political economy of a green economy transition in Africa, on fostering sustainable transformation of agriculture in Africa through an inclusive green economy, on macroeconomic frameworks for an inclusive green economy in Africa, and on realizing the Sustainable Development Goals in Africa through an inclusive green economy, organized ad hoc expert group meetings and prepared knowledge products in support of evidence-based decision-making processes.

Expected accomplishment 3: Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision

Results achieved

31. ECA provided advisory services and technical assistance to 21 member States and, following those measures, a number of countries have explored and taken measures to review their mining codes and to renegotiate contracts. Continental advocacy of and debate on the impact of illicit financial flows and domestic resource mobilization generated from studies by the African Minerals Development Centre continue to take place at different levels, such as the Special Declaration by African Heads of State and Government on the report of the high-level panel; the establishment of a consortium on curbing illicit financial flows to implement the panel's recommendations; the use by the Southern African Development Community of the Commission's work on mineral value chains to review its own mineral value chain policy and industrialization strategy; and the emergence of a regional mining-based industrialization process in the Southern Africa Development Community (SADC) region.

Expected accomplishment 4: Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience of impacts

Results achieved

32. In supporting member States in their efforts to meet the challenges of climate change, the deployment was completed of a cloud-based, high-resolution 1-km operational numerical weather prediction and early warning system, launched in 2017 and now fully operational in the Comoros, Mauritius and Seychelles. Forecasters from all three countries have been trained in its use and management. The systems provide a cost-effective and comprehensive approach to operational weather forecasting compared with most existing and costly licence-based systems. In addition, ECA continued to build the capacity of African countries in the use of climate information and the climate information service to support poverty reduction and promote social and economic development under the Weather and Climate Information Services for Africa (WISER) programme. The model for the analysis of the social and economic benefits and resulting value for money of climate information and the climate information service, which was launched in 2017, is now being customized through its application to disaster risk reduction, with a view to ensuring its enhanced uptake and encouraging investments.

4. Statistics

Expected accomplishment 1: Strengthened capacity of member States routinely to collect, compile, store, analyse, disseminate and use official statistics and indicators in the economic, social, demographic and environmental fields to produce high-quality data, including data disaggregated by sex, for policymakers and the public in general

Results achieved

33. The statistical development indicators methodology developed by ECA has been recognized by partners, including the International Monetary Fund (IMF) and the Partnership in Statistics for Development in the Twenty-first Century (PARIS21), for adoption at the global level. Many member States are adopting the methodology to enhance their statistics infrastructure.

34. The integration of statistical and geospatial information will certainly benefit member States in the provision of services that are of the greatest value to users, with a particular focus on the 2030 Agenda, Agenda 2063, the 2020 round of censuses and national regional priorities. The Commission's policy influence was also reflected in the implementation of the Africa Programme for Accelerated Improvement of Civil Registration and Vital Statistics and development of the African Programme on Gender Statistics. In particular, ECA facilitated comprehensive reviews of the Africa Programme in Benin, Chad, the Congo, Côte d'Ivoire, Madagascar, Mali and the Niger.

Expected accomplishment 2: Improved availability of quality and harmonized statistics for development in the Economic Commission for Africa databank

Results achieved

35. The ECA statistical database ECASStats has been further revamped as an online statistical database for socioeconomic data on African countries and serves as a one-stop shop for validated data and metadata, which can be accessed free from anywhere. Recent data sets have increased the number of data points for 32 African

countries. The datasets from the result of the validation meeting have been entered in the ECASStats portal and are now accessible by users.¹ The African Statistics Pocketbook includes harmonized data for all 54 African countries and is designed for use as a quick reference guide for social and economic issues. The publication has been disseminated to member States' representatives in various workshops and to development partners.

5. Capacity development

Expected accomplishment 1: Strengthened capacity of the African Union to implement, monitor and evaluate the priorities and programmes of its organs and institutions

Results achieved

36. ECA continued to play a constructive role in strengthening the African Union and its organs and institutions. This included the provision by ECA of functional support and technical input to high-level and statutory meetings, such as those of the African Peer Review Mechanism and NEPAD, intended to monitor and evaluate the Union's priorities and programmes. ECA also provided sustained support to the African Peer Review Mechanism and to the Subregional Coordination Mechanism as a key consultation framework for the joint planning and implementation of support to the various regional economic communities. This work takes place in the context of the framework for a renewed United Nations-African Union partnership on Africa's integration and development agenda (PAIDA) for 2017–2027, which was developed in a collaborative venture between the African Union and the United Nations system, as the successor framework to the Ten-Year Capacity Building Programme for the African Union (2006–2016).

Expected accomplishment 2: Strengthened capacity of member States' pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement sound policies and programmes for the advancement of the development agenda of Africa in the context of Agenda 2063 of the African Union and the international development agenda beyond 2015

Results achieved

37. Upon request and in synergy with the regular programme of technical cooperation, ECA delivered strategic support to a number of member States – Chad, Côte d'Ivoire, Egypt, Ethiopia, Liberia, Madagascar, Nigeria, Rwanda, the Sudan, Senegal, Togo and Uganda – and regional bodies – the African Union Commission, the secretariat of the African Peer Review Mechanism, IGAD, the NEPAD Planning and Coordination Agency and the Common Market for Eastern and Southern Africa (COMESA) – in the context of the 2030 Agenda and Agenda 2063. This took place through a combination of advisory services, technical assistance and policy dialogues in the thematic fields of development planning and statistics, regional integration, industrialization and trade, economic and social development, governance and conflicts, and natural resources management.

¹ African Statistical Year Book, available from <http://ecastats.uneca.org/asyb2017/Browsebydatatableindicators.aspx?id=28>. The ECA data portal can be accessed at: <http://ecastats.uneca.org/>.

6. Gender and women in development

Expected accomplishment 1: Enhanced capacity of member States and regional economic communities to implement and report on progress on gender equality and women's empowerment and in addressing emerging issues that have an impact on women and girls

Results achieved

38. In the current biennium, the African Gender and Development Index was rolled out in 20 countries. In its response to this initiative, the Cabinet of Ministers of Mauritius underscored that the index offered a critical mechanism for measuring the comparative status of women and men in the social, economic and political spheres. The findings of the index informed the discussions during the third session of the Africa Regional Forum on Sustainable Development and the second session of the Committee on Gender and Social Development. The index was also used to inform the African gender scorecard. Policy briefs and gender outlooks were produced and used to inform the work of member States on gender equality and women's empowerment.

Expected accomplishment 2: Strengthened capacity of member States and regional economic communities to mainstream gender and women's concerns into national policies and programmes

Results achieved

39. ECA strengthened the capacity of member States to mainstream gender into national policies through its knowledge products on women's rights to social protection in Africa, covering Chad, Kenya, Mauritania, Namibia and Senegal. The report on women's economic empowerment, "Boosting female entrepreneurship in Africa", likewise covered five countries, Cameroon, Egypt, Ethiopia, Mali and Swaziland. In addition, the African Centre for Gender provided technical support and advisory services to the government of Zanzibar in its endeavour to mainstream Sustainable Development Goal 5 into its development strategy, and gender mainstreaming support to the Government of Mauritania. In addition, it organized the training of more than 20 middle-level and senior officers from various ministries in the mainstreaming of gender into their respective national development plans.

7. Subregional activities for development

(a) North Africa

Expected accomplishment 1: Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels

Results achieved

40. ECA strengthened the capacity of national institutions in Egypt, Morocco and the Sudan through field missions focused on producing country profiles which involved the review of primary sources used and methods of data collection, and capacity development to improve the availability, quality and analysis of statistical data. The country profiles were validated by partner institutions and were disseminated widely.

41. In addition, ECA initiated a tripartite cooperation venture with the national statistics office of Mauritania and the High Commission for Planning in Morocco, with the aim of implementing the 2008 national account system in Mauritania by introducing a new base year and methods to ensure that gross domestic product (GDP) measurements were more comprehensive. Lastly, ECA contributed to a regional workshop which enabled the Central Agency for Public Mobilization and Statistics of

Egypt to use tablet-style computers to collect and disseminate data related to price index calculation.

Expected accomplishment 2: Enhanced capacity of member States in the North Africa subregion to address economic, social and environmental regional and subregional development issues in the region and subregion in collaboration with the Arab Maghreb Union and enhanced subregional cooperation and dialogue among member States

Results achieved

42. ECA organized the seventh North Africa Development Forum, on the theme of governance, structural transformation and sustainable inclusive development, followed by the international colloquium of Rabat. The fourth annual consultative meeting of the subregional coordination mechanism for North Africa, on the theme of promoting regional initiatives in support of the implementation and monitoring of the Sustainable Development Goals in North African countries in the context of the 2030 Agenda and Agenda 2063, was held during the first quarter of 2018. The meeting facilitated the sharing of information on current and future regional initiatives undertaken by partners in support of implementation of the Goals.

43. In addition, the first report on the implementation of the Sustainable Development Goals in the Maghreb countries (Algeria, Mauritania, Morocco and Tunisia) was completed in collaboration with the secretariat of the Arab Maghreb Union and presented during a regional workshop. The report takes stock of progress achieved, identifies the main challenges and provides guidance for the development of a regional road map to assist member countries in promoting regional solutions to achieve the Goals.

(b) West Africa

Expected accomplishment 1: Enhanced capacity of member States in the West Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels

Results achieved

44. ECA, in collaboration with the national statistical offices of certain member States of the subregion, namely, Burkina Faso, Cabo Verde, the Gambia, Ghana, Guinea Bissau, Nigeria, Sierra Leone and Togo, international non-governmental organizations and regional economic communities, produced eight country profiles for these member States. In addition, as part of its efforts to reinforce the capacity of national statistical systems of ECOWAS member States to compile and make available development information on their economic and social profiles, the Subregional Office for West Africa provided substantial support to Côte d'Ivoire, Guinea, Guinea-Bissau, the Niger and Senegal in the formulation of their respective long-term development plans, with a timeframe of 25–30 years and in the context of Agenda 2063 and the Sustainable Development Goals.

45. Lastly, ECA launched campaign initiatives to promote its think-tank knowledge products. High-level policy dialogues helped to trigger the debate on such issues as untapped energy sources in Nigeria, regional integration and social inclusion in Ghana, and issues of security and development in the Sahel region.

Expected accomplishment 2: Strengthened capacity of West African member States, regional economic communities and intergovernmental organizations to accelerate the implementation of subregional initiatives in support of their development efforts

Results achieved

46. In collaboration with the regional team of the United Nations Development Group and the United Nations Office for West Africa and the Sahel (UNOWAS), ECA is contributing to the preparation of a revised version of the United Nations integrated strategy for the Sahel through consultations with 10 of the countries participating in the initiative, namely, Burkina Faso, Chad, Cameroon, the Gambia, Guinea, Mali, Mauritania, the Niger, Nigeria and Senegal. Under the coordination of the Subregional Office and in collaboration with other entities, such as the Subregional Office for North Africa and ECOWAS, ECA conducted a study on the implications of the bid by Morocco to join ECOWAS, which guided the decisions of the Heads of States during the thirtieth ordinary session of the African Union Assembly of Heads of State and Government, in December 2017–January 2018. Lastly, the Subregional Office for West Africa participated actively in meetings of the United Nations Development Group and the subregional coordination mechanism, at which, among other contributions, it helped to coordinate the mapping of the subregion’s priorities.

(c) Central Africa

Expected accomplishment 1: Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels

Results achieved

47. ECA continued its efforts to assist member States in producing and disseminating high-quality and timely data for evidence-based planning and policymaking. The findings from country profiles triggered high-level policy dialogues in Cameroon, Chad, the Congo and Gabon. This demonstrated the ability of the Subregional Office for Central Africa meaningfully to engage member States, the regional economic communities and others stakeholders in the search for credible pathways and policy options to structurally transform the economies in the region. The development perspectives shared during the policy dialogues have been translated into policy instruments of the beneficiary countries. In its effort to build the capacities of national statistics offices, ECA helped Gabon, as a pilot country, to use mobile technologies for data collection in civil registration area with a view to setting up a system to centralize data on births and deaths collected in health facilities and registry offices, so as to produce useful statistics for decision-making.

48. To mainstream the 2030 Agenda and Agenda 2063 in national development plans, ECA assisted Cameroon and the Congo with training courses and workshops designed to identify challenges, raise awareness on the substance of the two agendas, to enhance understanding of links between the agendas and national priorities, and to provide countries with practical approaches and tools enabling them to integrate the agendas into their national development plans and strategies.

Expected accomplishment 2: Strengthened capacity of member States, the Central African Economic and Monetary Community and the Economic Community of Central African States to accelerate implementation of regional and subregional initiatives

Results achieved

49. Continuing its efforts in support of the regional economic communities of the Central Africa subregion, ECA provided support, for example, to the Central African Economic and Monetary Community (CEMAC) in the formulation and finalization of the economic and financial reform programme which was adopted by the community to address macroeconomic unbalances in the CEMAC area following to the 2014 oil price shock. Efforts by ECA to promote regional integration contributed to the adoption by the Central Africa Heads of States on 31 October 2017 of the free movement of people in the CEMAC area. Furthermore, through ECA support, CEMAC and the Economic Community of Central African States (ECCAS) have adopted a range of significant free-trade instruments, including the CEMAC-ECCAS certificate of origin, the list of documents required for applications for the CEMAC-ECCAS preferential tariff, the product origin verification form and the procedure for applying for the CEMAC-ECCAS preferential tariff, which will potentially facilitate the implementation of the African Continental Free Trade Area.

50. ECA also supported efforts to rationalize and strengthen the programmatic focus of the subregional coordination mechanism for United Nations system-wide support to the African Union and its NEPAD Programme, in line with the priorities and needs of the regional economic communities and member states in Central Africa. This endeavour resulted in the adoption, in November 2017, of 12 flagship programmes in four outcome areas, namely, structural transformation for inclusive and sustainable economic development; market access and insertion in value chains; the improvement of human and social conditions; and the promotion of governance, peace and security.

(d) East Africa

Expected accomplishment 1: Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels

Results achieved

51. ECA finalized and published four country profiles for countries of this subregion, namely, Kenya, Rwanda, Uganda and the United Republic of Tanzania. The country profiles were presented at the fiftieth session of the Conference of Ministers, in Dakar in March 2017. Country profiles for the Democratic Republic of the Congo, Seychelles and South Sudan have also been finalized and await presentation in the respective countries. A subregional profile was finalized and presented during the meetings of the intergovernmental committee of experts, in Moroni in November 2017, and of the subregional coordination mechanism, in Djibouti in October 2017. Furthermore, market access studies for Gabon and Nigeria were requested by the Government of Rwanda, following its decision to rejoin the ECCAS region and high-level engagement between it and the senior management of ECA.

Expected accomplishment 2: Strengthened capacity of East African member States and regional organizations to implement subregional initiatives in support of the development priorities of the subregion

Results achieved

52. ECA continued to support priority areas, including the blue economy, sustainable tourism and energy security, through such measures as the IGAD regional tourism meeting held in Djibouti from 21 to 23 August. The meeting provided an opportunity to link the sustainable tourism master plan to the emerging global and continental development agendas, in particular Agenda 2063 and the 2030 Agenda.

53. ECA organized a two-phase technical training course for experts and government officials from member States in the field of energy demand and supply planning and management and financial planning for energy supply expansion. It also supported Madagascar in its efforts to align its national mining strategy with the African Mining Vision and the development of a national strategic framework on the Blue Economy, based on the ECA publication *Blue Economy Policy Handbook for Africa*.

54. As the entities providing secretariat services for the subregional coordination mechanism for Eastern and Southern Africa, the Subregional Office for Southern Africa and the Subregional Office for East Africa, in collaboration with IGAD, convened the annual meeting of subregional coordination mechanism stakeholders in December 2017 in Djibouti. This meeting provided a forum for regional economic communities, intergovernmental organizations and entities of the United Nations system to engage in dialogue on refocusing the mechanism for the coordinated delivery of support to regional economic communities and awareness-raising about the 2030 Agenda and Agenda 2063 for policy mainstreaming purposes. Consensus emerged that the regional economic communities and intergovernmental organizations should designate focal persons to anchor the processes of the subregional coordination mechanism, and that a task force should be set up to take stock of recent and current reforms of the African Union and the United Nations and should consider their implications for the focus of the subregional coordination mechanism.

(e) Southern Africa

Expected accomplishment 1: Enhanced capacity of member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to produce and disseminate quality and timely statistics for evidence-based planning, policymaking and improved economic management at the national and sub regional levels

Results achieved

55. ECA produced and disseminated country profiles for all the 11 member States of the subregion under its jurisdiction. Country profiles for Angola, Malawi, Mauritius, Mozambique, South Africa and Swaziland were launched in 2017, while those for Botswana, Lesotho, Namibia, Zambia and Zimbabwe were ready for dissemination in 2018. Using the campaign approach, ECA organized public events to launch the profiles, thereby generating enthusiasm for the publication. As a result, the country profiles have continued to emerge as useful tools and credible sources of data for evidence-based policy engagement and dialogue on key development issues, including economic transformation.

Expected accomplishment 2: Strengthened capacity of the Southern African member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate implementation of subregional initiatives in support of their development efforts

Results achieved

56. The Subregional Office for Southern Africa supported several initiatives that contributed to strengthening the capacity of member States and regional economic communities for policy formulation and implementation, including the policy seminar held in Johannesburg in April 2017; a lively policy debate on the role of China in fostering regional integration vis-à-vis the SADC industrialization strategy; support for a joint subregional initiative by the African Union Commission, SADC and COMESA to agree on a coordination framework on the ratification, incorporation and implementation of legal instruments; assistance for the establishment of the SADC information and communication technologies observatory, a central platform for information and communication technologies indicators which enhances the role that such technologies play in catalysing regional integration; and support for the trade facilitation forum of the Port Management Association of Eastern and Southern Africa (PMAESA), held in June 2017 in Lusaka, which motivated the Zambian Government to undertake a comprehensive cross-sector assessment aimed at ensuring policy alignment for enhanced trade facilitation.

8. Development planning and administration

Expected accomplishment 1: Enhanced capacity of member States for results-oriented development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning and decentralized planning

Results achieved

57. Working through the African Institute for Economic Development and Planning (IDEP), ECA organized 11 skills workshops for 410 African public officials, 108 – or 26 per cent – of whom were women, from 50 countries in the formulation, analysis, implementation, and monitoring and evaluation of sustainable and inclusive development planning. A recent impact tracer study has demonstrated that participants from 39 countries have made use of the skills, knowledge, and tools gained from the workshops to spearhead improvements in development planning in their respective countries in line with the training objectives. The workshops covered such issues as data analysis and macroeconomic modelling for development planners, social policy, agricultural policy, domestic resource mobilization, transport and infrastructure, energy planning, governance and development, and gender-related matters.

Expected accomplishment 2: Strengthened capacity of member States to develop and deploy better approaches to economic policy formulation, management, monitoring and evaluation

Results achieved

58. IDEP provided 10 skills workshops for 234 African public officials, 81 of whom – or 35 per cent – were women, from 47 countries in the formulation, analysis, implementation, monitoring and evaluation, and negotiation of a number of economic policy-related issues. A recent impact tracer study has demonstrated that participants from 39 countries have made use of the skills, knowledge, and tools gained from the workshops to spearhead improvements in economic policy management in their respective countries in line with the training objectives. The workshops covered such issues as trade policy and negotiations, industrial policy, drafting minerals contracts and negotiations, minerals governance, the green economy, and gender-responsive economic policy management. In addition, 10 students completed the two-year

master's degree in industrial policy offered by the University of Johannesburg and IDEP.

9. Social development policy

Expected accomplishment 1: Increased capacity of member States to mainstream social development concerns into policies and strategies, with particular emphasis on the demographic dividend and related components, including employment, social protection, population, youth and ageing issues, including their gender dimensions

Results achieved

59. ECA collected national and subnational data and computed the African Social Development Index in 12 member States, namely, Benin, Burkina Faso, Cabo Verde, Chad, Cameroon, Gabon, the Gambia, Ghana, Sao Tome and Principe, Senegal, Sierra Leone and Togo. This has in turn generated demand for additional technical assistance in Cabo Verde and Gabon, among other countries. ECA also documented best practices on youth policies and programmes, using data and case studies from Botswana, Ethiopia, Kenya, Mozambique, Nigeria and Sierra Leone, and these will benefit countries that would like to reference or replicate similar initiatives. In addition, ECA facilitated the successful launch and inaugural meetings of the High-level Panel on Migration in June 2017 and January 2018, respectively. The subprogramme successfully facilitated consultations on the Global Compact on Migration, with a view to providing African inputs to the compact.

Expected accomplishment 2: Strengthened capacity of member States to improve or reform urban policies and programmes that support inclusive development, with a particular focus on increased employment, economic opportunities and enhanced livelihoods, including the integration of urban policies in national development programmes

Results achieved

60. Work by ECA in Cameroon, Chad, Morocco, Uganda and Zambia created knowledge and fostered commitment to the strategic integration of urbanization in national development and sector planning. ECA informed the formulation of the seventh national development plan of Zambia and the national urban policy recently launched by Uganda. In addition, through the Economic Report on Africa 2017, a large number of countries resolved to integrate urbanization in national development and requested further technical assistance with their efforts to interconnect urbanization, industrialization and structural transformation policies. An e-learning course was successfully delivered to 156 policymakers and decision makers on urbanization and industrialization. In addition, the compilation and application of urban data in policies were supported through a methodological guide informed by more than 30 countries, which provided a foundation for the follow-up and review of Sustainable Development Goal 11 and the New Urban Agenda in Africa.

C. Technical cooperation

1. Regular programme of technical cooperation

(a) Macroeconomic policy

Expected accomplishment 1: Strengthened capacity of national policymakers to design and implement appropriate macroeconomic policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development

Expected accomplishment 2: Increased awareness and knowledge of policy options and their implications

Results achieved

61. In order to further their awareness and knowledge on appropriate macroeconomic options and their implications, requesting Governments and regional economic communities used ECA advisory services for policymakers to improve the design and implementation of sustainable and equitable growth-oriented policies and strategies in the context of the Sustainable Development Goals. These included Djibouti, Ethiopia, the Gambia, Ghana, Kenya, Somalia, South Sudan, the Sudan, Zimbabwe and the IGAD secretariat.

62. ECA also made use of its knowledge generation to support mandated strategic initiatives in the areas of curbing illicit financial flows and promoting domestic resource mobilization, while formulating recommendations on tackling the scourge of youth unemployment in coordination with the High-level Panel on Migration. Furthermore, the Regional Coordination Mechanism for Africa was also used as a joint platform with the African Union, its Member States and the regional economic communities to address the issue of population growth and its linkages to economic growth and poverty reduction.

(b) Regional integration and industrialization

Expected accomplishment 3: Improved capacities to formulate, implement and manage industrial policies and agreements and their linkages to export development strategies with a view to achieving more effective participation in the global economy and economic transformation

Expected accomplishment 4: Strengthened capacity of policymakers to assess the impact of industrial policy on other areas of development, particularly on economic growth and development as well as regional integration

Results achieved

63. ECA supported strategic initiatives such as the mid-term reviews on the Programme for Infrastructure Development in Africa, the Continental Free Trade Area and the African Growth and Opportunity Act through advocacy and the development of policy options to respond to external industrial factors impinging on the formulation, implementation and management of industrial policies and agreements. To that end, ECA also helped to strengthen the capacity of policymakers in the area of negotiations on trade agreements, with the aim of ensuring improved terms of engagement with the rest of the world.

64. Working in collaboration with the Economic and Social Commission for Western Asia (ESCWA), ECA prepared a study on the new tariff reform in Tunisia, with a view to showcasing the impacts and compatibility of the reform process with current initiatives such as those to boost intra-Africa trade, the African Continental Free Trade Area, the Greater Arab Free Trade Area and the Arab Customs Union.

65. ECA provided support to SADC in the formulation, and then implementation, of its 2015 industrialization strategy and road map. The road map was considered by the SADC ministerial task force, which also reviewed the status of implementation of the Tripartite Free Trade Area Agreement and preparatory work on the commencement of the African Continental Free Trade Area negotiations; both initiatives received technical support from ECA.

(c) **Development planning**

Expected accomplishment 5: Strengthened capacity of member States for better development planning and the formulation of policies and approaches

Expected accomplishment 6: Enhanced capacity of member States of the Economic Commission for Africa for better economic policy formulation, analysis and management

Results achieved

66. ECA has supported various African countries in the incorporation into their national law of the Sustainable Development Goals and responded to requests for assistance in the mainstreaming of the Goals and updating of planning and policy modelling tools, and also in strengthening national statistics systems, from Cabo Verde, Egypt and Gabon. It also responded to requests for support with accountability frameworks in national planning from Benin, Burkina Faso, Cameroon, the Congo, Egypt, Kenya, Liberia, Nigeria, the Sudan, Togo, Uganda and Zambia. Ethiopia is also a recipient of technical support from ECA for the country's Sustainable Development Goals rollout plan, delivered in line with the "Delivering as one" initiative through intervention within the United Nations country team.

67. In addition, ECA helped various countries with the formulation of strategic policies, such as the Benin national development plan; the Guinea Vision 2040; and the East African Community (EAC) Vision 2050. ECA also provided comparable support to the Governments of Liberia, the Niger and Zambia.

(d) **Natural resources and sustainable development**

Expected accomplishment 7: Enhanced capacities of member States and regional organizations to formulate, implement and monitor sustainable development policies and strategies, with particular emphasis on supporting natural resources development and management

Expected accomplishment 8: Enhanced capacity of member States to formulate and implement policy reforms and negotiate natural resources exploitation contracts to enable member States to realize fuller benefits from the mineral sector

Results achieved

68. With a view to enhancing the capacities of member States and regional organizations to formulate, implement and monitor policies in natural resources development and management, ECA provided support to Chad, Djibouti, Madagascar, Rwanda, Togo, Uganda, Zimbabwe and EAC in the field of the blue economy, encompassing, among other activities, mining, energy resources, fisheries and marine life, tourism and maritime transportation and trade, along with a number of other development sectors. Among the notable accomplishments in this area was the support furnished to Chad in the drafting and then adoption of the country's mining and policy codes aligned with to the principles of the African Mining Vision and the development objectives of Chad, in order for the country to benefit more fully from its mineral sector.

69. In pursuing its strategy to use its knowledge products to push for coherence and evidence-based policies that could enhance member States' capacities to formulate, implement and monitor strategies and policy reforms, ECA produced and

disseminated a number of studies on subregional conflicts in the context of natural resources exploitation. These studies also helped to drive home the importance of conflict prevention and sustainable development as mutually reinforcing concepts.

70. In furtherance of its contribution to Africa's transformative agenda in the context of the 2030 Agenda and Agenda 2063, ECA commenced implementation of its new fellowship framework in 2017. This is a cross-cutting programme which covers all four thematic areas of the regular programme of technical cooperation, with a view to building a critical mass of experts in Africa that can serve as a resource for formulating, implementing and monitoring development activities within the continent. The aim is to ensure that at least one fellowship is awarded per year for each of the Commission's 54 member States. The pioneer cohort of 30 fellows² finished their first six-month contract on 31 March 2018. They provided substantive support to the work of ECA divisions and policy centres³ and, in the process, produced 30 research papers, most of which are still in the draft stage. Upon its conclusion, this programme will have strengthened the capacities of member States to design and implement appropriate policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development.

2. NEPAD Planning and Coordination Agency

Expected accomplishment 1: Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the African Union and its New Partnership for Africa's Development programme at the regional and subregional levels

Results achieved

71. ECA continued to foster the cooperation, coordination and coherence of agencies and organizations of the United Nations system at the regional and subregional levels in support of the African Union and its NEPAD programme. As the lead entity of the secretariat of the Regional Coordination Mechanism for Africa, ECA convened the eighteenth session of the Mechanism, which helped to build consensus on the Mechanism's work programme in support of the African Union's implementation of the 2030 Agenda and Agenda 2063, in particular through an implementing mechanism for the 2017–2027 PAIDA framework. In addition, and in the spirit of the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system, for the first time the session was partially held together with that of the regional team of the United Nations Development Group.

Expected accomplishment 2: Enhanced capacity of regional and subregional organizations, in particular the African Union, the Planning and Coordination Agency of the New Partnership for Africa's Development and the regional economic communities to design, implement and monitor their programmes

Results achieved

72. Following the practice of the Regional Coordination Mechanism for Africa, at its annual sessions the subregional coordination mechanism identified opportunities

² Citizens of Algeria, Benin, Botswana, Burkina Faso, Cameroon, Chad, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Egypt, Ethiopia, Kenya, Malawi, Mali, the Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, the Sudan, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe.

³ African Centre for Statistics; African Climate Policy Centre; African Institute for Economic Development and Planning; African Minerals Development Centre; African Trade Policy Centre; Capacity Development Division; Division of Administration; Land Policy Initiative; Macroeconomic Policy Division; Regional Integration and Trade Division; Social Development Policy Division; Special Initiatives Division; and the subregional offices for Central Africa, East Africa, North Africa, Southern Africa and West Africa.

for the joint planning, implementation and monitoring of development programmes at the subregional levels together with the regional economic communities, intergovernmental organizations and agencies of the United Nations system, with a view to working together in a coordinated manner so as to generate economies of scale and to maximize impact. In synergy with the regular programme of technical cooperation, ECA delivered support to regional and subregional bodies, such as the African Union Commission, ECOWAS, IGAD, COMESA, the NEPAD Agency and the consortium of stakeholders, to stem illicit financial flows, through the provision of advisory services and technical assistance and the conduct of policy dialogues in the thematic fields of regional integration, infrastructure development and trade, and economic and social development, and also those of conflicts and natural resources management.

3. United Nations Development Account

(a) Projects under tranche 9: Supporting Member States in designing and implementing strategies and policies towards sustainable, equitable and inclusive development

Project title: Strengthening the capacities of African Governments to negotiate transparent, equitable and sustainable contracts in extractive industries for broad-based sustainable growth and socioeconomic development

73. Working through the African Minerals Development Centre, ECA provided hands-on training to hundreds of officials and artisanal and small-scale mining operators, enabling them to reap the benefits of the minerals sector for sustainable development. As a result, seven member States – Burkina Faso, Chad, the Congo, the Democratic Republic of the Congo, Equatorial Guinea, Malawi and the Niger – established new structures and mechanisms for contract negotiations, including the review of their mineral codes. At the same time, country-level dialogue on contract negotiations was stepped up among multi-stakeholders. In addition, three major knowledge products were developed, namely: a study on assessing skills in the mining sector in SADC; a brief on strategic views on contract negotiations, presented at the negotiation support forum held under the Group of Seven initiative on strengthening assistance for complex contract negotiations (G-7 CONNEX Initiative); and a collaborative framework with UNDP on developmental minerals (namely, minerals and materials that are mined, processed, manufactured and used domestically in industries such as construction, manufacturing, and agriculture,⁴ with the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) and with the Minerals and Energy for Development Alliance on transfer pricing.

Project title: Strengthening Member States' capacities in designing and implementing strategies and policies for inclusive and sustainable cities in Africa

74. The results and outcomes of the ninth tranche of the Development Account, on improved design and implementation of equality-based public policies, were informed by the country studies of Côte d'Ivoire and the United Republic of Tanzania, demonstrating the policy relevance of non-monetary inequalities. This resulted in the production of a toolkit that builds on the country results and other findings and helps to build the capacities of member States and other stakeholders to formulate improved equality-based public policies. The project also contributes substantially to building the capacity of African countries to tackle inequality in line with the 2030 Agenda.

⁴ As defined by the Development Minerals Programme of the African, Caribbean and Pacific countries and the European Union, available from <http://developmentminerals.org/index.php/en/>.

Project title: Promoting equality: strengthening the capacity of select developing countries to design and implement equality-oriented public policies and programmes

75. The persistence of high inequality in Africa has generated a debate on the monetary aspect (expressed as the Gini coefficient) of the distribution of income. This tranche of the Development Account focused both on monetary inequality and also on the inequality of opportunity in public policies and the driving forces behind those inequalities. The two countries selected in Africa were Côte d'Ivoire and the United Republic of Tanzania, with the aim of reflecting the continent's linguistic diversity and variations in inequality measures. The two studies have been successfully concluded and a toolkit on the improved design of mainstreaming equity in public policies is a significant outcome of this tranche of the Development Account. The project has also made an equally important contribution by building the capacity of African countries to tackle inequality in line with the 2030 Agenda.

Project title: Strengthening the capacity of Governments in the Economic and Social Commission for Asia and the Pacific, Economic Commission for Africa and Economic and Social Commission for Western Asia regions to respond to the needs of youth in formulating inclusive and sustainable development policies

76. The online Youth Policy Toolbox was developed, showcasing 30 best-practice projects on school-to-work transition that were being implemented in Angola, Botswana, the Gambia, Kenya, Liberia, Madagascar, Mali, Mozambique, Nigeria, Rwanda, Sierra Leone, Togo, Zambia and Zimbabwe. The toolbox is a repository of knowledge, experience and good practice, designed to provide policymakers with a comprehensive resource facility for developing inclusive and responsive youth policies. It strives to engage the participation of a range of stakeholders and thereby increase the store and diversity of knowledge and views.

Project title: Strengthening capacity for policy analysis, forecasting and development planning in selected African countries

77. The implementation of an ECA-wide forecasting model for Africa was launched and the model is expected to be rolled out in the coming years to the rest of the continent. The model has been formulated and further refined during the period under review and it aims to enhance policy development and planning among African countries. ECA initiated the process of implementing and popularizing the model in Burundi, Djibouti, Egypt and Ethiopia and expects to finalize it and transfer it to other countries soon.

Project title: Strengthening the capacity of African leaders to use mobile technologies to collect data for effective policy and decision-making

78. ECA has implemented pilot projects in 11 countries on the use of mobile devices for statistical data collection from the Development Account project. In the first phase of the project, Cameroon, Ethiopia, the Gambia, Kenya, Tunisia and Zimbabwe conducted surveys using tablets. In the second phase, the project assisted a further five countries – Egypt, Gabon, Lesotho, Mali and Uganda – to use mobile devices for statistical data collection to encourage people to complete survey questionnaires themselves, following the self-enumeration approach. These 11 countries now have locally developed guidelines and software applications for the use of mobile technology for data collection. Local partnerships have been established at the national level, under which national statistical offices in all project countries are working with local training and research institutions.

Project title: Strengthening the capacity of the African Peer Review Mechanism countries to conduct effective self-assessment and implement their national plans of action

79. Under the African Peer Review Mechanism Development Account, external reviews were prepared for Liberia and Uganda, tailor-made training courses were administered to hundreds of African Peer Review Mechanism stakeholders, from such countries and regions as Algeria, Chad, Côte d'Ivoire, Equatorial Guinea, the Gambia, Namibia, Senegal, Somalia, Somaliland, the Sudan and the United Republic of Tanzania. These courses enabled them effectively to launch the Mechanism's self-assessment exercise, encouraged their accession, ensured an inclusive and competent process through consultations between the executive and citizens and helped to harmonize their national programme of action for the African Peer Review Mechanism with their national development strategies. As a result, the Sudan and Uganda were peer-reviewed in January 2018 by the Assembly of Heads of State and Government of the African Union, the Gambia acceded to the process, Côte d'Ivoire completed its self-assessment, Egypt launched its national process, and Zanzibar validated its first progress report, which was integrated into the federal progress report of the United Republic of Tanzania. In addition, Liberia finalized its external country review report. Lastly, ECA produced the Mechanism's continent-wide monitoring and evaluation system, which is aligned with the monitoring and evaluation frameworks of the 2030 Agenda and Agenda 2063, and an e-learning manual on the harmonization of national plans for the Mechanism with national development strategies.

(b) Projects under Development Account tranche 10: Supporting member States in implementing the post-2015 development agenda: strengthening statistics and data, evidence-based policies and accountability

Project title: Strengthening of the capacities of African Governments to integrate accountability in development planning

80. Scoping missions to the five pilot countries – Benin, Cameroon, Egypt, Kenya and Zambia – were successfully planned and carried out. The scoping missions concluded a series of high-level meetings with relevant stakeholders, such as ministries of development planning and statistics, at the national and regional levels, members of civil society organizations and other stakeholders. The mission also identified and established focal points to provide liaison between pilot countries and the Development Account project team. The project also produced nine inception reports and six case studies, which lay the foundation for the development of national strategies for the five pilot countries. Benin and Zambia are currently in the process of developing national strategies based on recommendations from the case studies.

Project title: Aligning the 2030 Agenda for Sustainable Development with planning frameworks in Africa

81. ECA has engaged policymakers in aligning their national development plans with the 2030 Agenda and Agenda 2063 with the use of the Commission's integrated planning and reporting toolkit. Technical interventions were mounted in four of the original pilot countries (Cameroon, Morocco, Rwanda and Zambia) and two additional countries (the Congo and Uganda) that had requested support from ECA. Capacity-building workshops on the application of the toolkit were held in the Congo and Uganda in 2017 and in Cameroon in 2018. The national development plans and results frameworks for Ethiopia, the Gambia and Sierra Leone were also reviewed for alignment with the two agendas. The results frameworks of the national development plans are integrated into the toolkit to facilitate alignment with the Sustainable Development Goals and Agenda 2063 and to support progress monitoring. Policy modelling formed part of the training measures undertaken in Cameroon and Uganda, which helped to foster a better understanding of the requirements for effective

adaptation of the two agendas in national development plans and to prioritize public investments.

Project title: Collecting and compiling natural capital accounts as a metric for sustainable development

82. ECA conducted an e-training course on the construction and production of supply-use tables and environmentally extended supply-use tables, which helped to raise the awareness and strengthen the technical capacity of some 30 member States in the methodologies, techniques and applications of natural capital accounts. From these countries, five will be selected to undergo further technical training in data collection, compilation, analysis and dissemination. In turn, this will contribute to a set of critical statistics and indicators for measuring, monitoring and reporting on the Sustainable Development Goals, including Goal 6, on clean water and sanitation; Goal 7, on affordable and clean energy; Goal 9, on industry, innovation and infrastructure; Goal 12, on responsible, consumption and production; Goal 13, on climate action; and Goal 14, on life below water. Through the implementation of the project, ECA is working with the countries involved to support the adoption and application of one of the most important international statistical standards, namely, the System of Environmental-Economic Accounting-2012 (SEEA 2012).

Project title: Better monitoring of social protection in Africa

83. Under the region-wide project on the better monitoring of social investments, Kenya and Nigeria have delivered the first part of their country studies. These studies have led to the production of knowledge products and policy engagement with member States through a policy brief entitled: “Monitoring of social investments: Are spending targets useful?” The relevance of the policy brief has been acknowledged by 82 per cent of experts and 80 per cent have recognized the usefulness of the key results for policy. The Kenya country report will be disseminated in partnership with the Kenyan Institute for Public Policy Research and Analysis (KIPPRA), which is keen to collaborate with ECA to extend this work. The project has also helped in the preparation of a chapter on the financing of social assistance in the report on state of social protection in Africa, jointly prepared with UNDP. Collaboration with UNDP and other partners has enhanced outreach by ECA with research institutes and its contribution has been acclaimed by international experts.

D. Programme support

Expected accomplishment 1: Efficient and effective administrative and financial support to the Commission and its subregional offices through human resource, financial management, central support services and Umoja

Results achieved

84. During the reporting period, ECA further streamlined its administrative and finance operations, by maximizing the benefits of the Umoja system, which include increased operational effectiveness and timeliness, improved accountability, enhanced transparency, better internal controls and reduced manual effort. Staff training and development programmes contributed to enhancing staff skills and competencies for effective implementation of the Organization’s mandate and helped staff members to develop their careers.

85. In addition, ECA received an unqualified audit report for its compliance with the International Public Sector Accounting Standards (IPSAS), the key initiative in its business transformation process. Where use of the Conference Centre at ECA is concerned, the Commission increased its average occupancy rate from 84 per cent in

the previous biennium to 89 per cent in 2017. It also completed the design phase of the main renovation work and conservation of art works for the African Hall project.

II. Challenges

86. The region faced major political, social and economic challenges, in addition to environmental risks, that have in some cases sparked instability. The member States required immediate and practical solutions for a development approach that improves governance, drives structural changes, reduces social pressure and promotes environmental sustainability.

87. Member States continued to be challenged in their ability to respond to emerging policy issues at the continental and global levels. This was compounded by data gaps due to weaknesses in national statistical systems and the limited prioritization of the collection of the statistics needed to inform policy options and ensure adequate progress in reporting against national development plans and other international and regional development frameworks.

88. The insufficient and unreliable flow of extrabudgetary financial resources to ECA, combined with the increased demands for policy support and capacity development services from member States and subregional and regional institutions, constituted another major challenge. This was compounded by weak capacity in regional and national implementing institutions. Where IDEP is concerned, even though some member States have been settling their arrears in full, ensuring payment by all member States of their contributions remains a major challenge.

89. ECA continued to tackle the above challenges through the following measures: first, leveraging partnerships with other institutions, such as universities, to build the capacity of member States in policy analysis and implementation; second, active involvement in the evaluation of public policies and in facilitating the availability of reliable, regular and disaggregated data and statistics; and, third, implementation of a rigorous resource mobilization strategy and roll-out plan.
