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Statutory issues of the Economic Commission for Africa

Proposed programme budget for the biennium 2018-2019

Part V

Regional cooperation for development

Section 18

Economic and social development in Africa

(Programme 15 of the biennial programme plan for the period 2018-2019)

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* E/ECA/COE/36/1-AU/STC/FMEPI/EXP/1(III)

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Overview

Table 18A.1

Financial resources (Thousands of United States dollars)

Starting position for 2016-2017	151,269.7
Total resource change	(2,264.7)
Proposal of the Secretary-General for 2018-2019	149,005.0

Overall orientation

- 18A.1 The overall purpose of the biennial programme plan is to promote inclusive and sustainable economic and social development in support of accelerating the structural transformation of Africa. This is in line with the priorities and vision articulated in the Agenda 2063: The Africa We Want; the New Partnership for Africa’s Development (NEPAD) programme of the African Union; and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (General Assembly resolution 69/313, annex) and the outcomes of other major United Nations conferences and international agreements concluded since 1992.
- 18A.2 At the twenty-fourth ordinary session of the Assembly of the African Union, held in January 2015, the Heads of State and Government of the African Union adopted Agenda 2063: The Africa We Want, which is the development trajectory for Africa for the next 50 years. It is a forward-looking continental framework founded on the vision of the African Union of an integrated, prosperous and peaceful continent, driven by its own citizens and representing a dynamic force in the global arena.
- 18A.3 Agenda 2063 serves as the region’s guiding framework for the implementation of the 2030 Agenda for Sustainable Development. In addition, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development is an integral part of and

- contributes to the means of implementation articulated in the 2030 Agenda. These three initiatives are, therefore, mutually reinforcing.
- 18A.4 The prime mandate for the programme is derived from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development, held in 2012.
- 18A.5 The resolutions adopted at the forty-eighth session of ECA, held in Addis Ababa in March 2015, also help form the basis for the present biennial programme plan. They include the Commission's resolution 928 (XLVIII), entitled "Implementing Agenda 2063: planning, mobilizing and financing for development"; resolution 929 (XLVIII), on the Third International Conference on Financing for Development; resolution 930 (XLVIII), on the African Regional Forum on Sustainable Development; resolution 931 (XLVIII), on a data revolution and statistical development; resolution 934 (XLVIII), on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and resolution 935 (XLVIII), on least developed countries in Africa.
- 18A.6 Many African economies have grown steadily over the first 15 years of the millennium, with remarkable progress made in advancing economic and social development, including progress towards meeting some of the targets of the Millennium Development Goals by 2015. Average gross domestic product growth accelerated from 3.7 per cent in 2013 to 3.9 per cent in 2014, which is relatively good in global terms, albeit still far below the double-digit growth needed for structural transformation.
- 18A.7 Economic growth in Africa has been largely underpinned by private consumption and gross capital formation, supported by improved governance and macroeconomic management; continued urbanization; a rising middle class that is driving aggregate demand; increasing trade and investment ties with emerging economies; and recent positive developments in the area of regional integration and trade partnerships in the region.
- 18A.8 Although the medium-term economic outlook for Africa remains favourable, there are risks that could adversely affect the continent's growth prospects, such as the fall in the price of oil and other commodities, the slow economic recovery in developed countries, tighter global monetary policies, weather-related shocks, and political instability in some African countries.
- 18A.9 The current pattern and quality of growth in the region leave large segments of the population trapped in poverty and vulnerable, particularly people living in rural areas and on the outskirts of growing cities. The deep, persistent and enduring inequalities across the continent also have economic, social and political consequences. Over the long run, those consequences could undermine economic growth, productivity and the development of markets. They potentially could weaken confidence in Governments and institutions and create conditions for open conflict and social unrest, as the recent experiences of some African countries has shown. Ultimately, the objective is to ensure that public policies reach out to those remaining behind to enable them to reap the expected benefits of the region's demographic dividend and advance gender equality and the economic empowerment of women.
- 18A.10 Structural transformation in the economies of Africa remains the highest priority, with industrialization being the top strategy for

achieving it in practice. To implement Agenda 2063 and achieve the Sustainable Development Goals, a major redesign of growth strategies across the continent must be undertaken.

- 18A.11 The time has never been better for African countries to follow the right path towards achieving sustainable development. In 2015, three landmark global agreements were reached that align well with the continent's need to industrialize by generating greener and more inclusive growth. The Sustainable Development Goals place equality, sustainability and universal basic needs at the heart of the common global economic strategy. The Addis Ababa Action Agenda offers a comprehensive framework for financing the industrialization and structural transformation of Africa, with an emphasis on domestic resource mobilization, and the Paris Agreement, adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, leads to a shift to low emissions and puts the global economy on course for transforming its energy systems.
- 18A.12 For Africa to grow and transform, structural transformation and diversification of its economies through industrialization are imperative. The continent's current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. Increasingly, there is consensus regarding the urgent need to ensure that growth is sustainable and inclusive and that the sources of growth are diversified in order to reduce the vulnerability of the economies of Africa to internal and external shocks, such as unexpected changes in global consumption, financial, economic and debt crises and the impact of climate change. In this regard, appropriate policies that promote inclusive growth, productivity enhancement and structural transformation through industrialization, value addition, export diversification and regional integration remain paramount. Also for the economies of Africa to grow and transform, improvements must be made in the following areas: managing the public sector; mobilizing domestic resources; combating illicit financial flows; and reforming tax policies.
- 18A.13 To effectively implement the 2030 Agenda for Sustainable Development and Agenda 2063, the following are required: awareness-raising about the agendas; strengthening the capacities of planning agencies to integrate the initiatives into national planning frameworks; and identification of innovative financing and means of implementation, including the mobilization of domestic resources and the leveraging of external financing. Finally, resources and strengthened capacities for data collection, storage and analysis grounded in robust statistical systems are required for the data revolution, which will constitute the lifeblood of the follow-up and review process.
- 18A.14 On the basis of the foregoing analysis, and with due consideration for the development context shaping the region and the Commission's key mandates, ECA is positioning its programmatic orientation in terms of the continuity of the work that it carried out in the biennium 2014-2015, with enhancements to effectively support the implementation and follow-up of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and Agenda 2063.
- 18A.15 The programmatic enhancement will focus on the following seven interrelated areas in support of Agenda 2063 and its first 10-year implementation plan (2014-2023): (a) strengthening the capacities of member States, regional economic communities and the African Union Commission to ensure coherence, consistency and

coordination across the African development goals; (b) integrating Agenda 2063 and the African development goals into national planning and fiscal frameworks; (c) strengthening capacities for the follow-up and review of Agenda 2063 and the African development goals; (d) strengthening the statistical systems of member States; (e) identifying and mobilizing domestic and external sources for financing the implementation of Agenda 2063, including addressing illicit financial flows; (f) leveraging science, technology and innovation; and (g) leveraging South-South and regional partnerships.

- 18A.16 The Commission's overall strategy for achieving the objectives of the programme will continue to be centred on nine interdependent and complementary subprogrammes: Macroeconomic policy; Regional integration and trade; Innovations, technologies and management of Africa's natural resources; Statistics; Capacity development; Gender and women in development; Subregional activities for development; Development planning and administration; and Social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the present biennial programme plan.
- 18A.17 The Commission's strategic objectives are the following: to achieve a higher level of policy influence in the transformation agenda of Africa; to earn greater credibility and trust through the production of high-quality, evidence-based and "good-fit" policy research and knowledge delivery services; to enhance the accountability mechanisms and deepen the learning culture across all streams of work at the Commission; and to strengthen the operational effectiveness in order to better support the timely delivery of its knowledge production and capacity development services.
- 18A.18 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa in meeting global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogues to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure that the outputs are of a high quality and have an impact by strengthening the quality assurance processes in accordance with the established quality assurance policy.
- 18A.19 Strategic partnerships will continue to be central to the implementation of the programme. In line with its partnership strategy, ECA is leveraging its comparative strengths to engage a wide range of partners from within and outside the United Nations system to maximize the impact of its work. To that end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities and for enhancing collaboration with United Nations Development Group entities. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional and subregional coordination mechanisms of the agencies convened by ECA in support of the African Union and its NEPAD

programme at the regional and subregional levels, and the United Nations-African Union partnership on the integration and development agenda for 2017-2027 of Africa. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the agencies, funds and programmes.

- 18A.20 The Economic Commission for Africa will continue to build on its existing partnerships with the African Union, the African Development Bank and other regional and subregional organizations, as well as with universities, think tanks, other research institutions, civil society and private sector organizations. In addition, the Commission will continue to work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development.
- 18A.21 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, which includes an executive performance management dashboard and an evaluation policy. Both have been designed to review progress and achievements in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the strategic orientation of the Commission.

Overview of resources

- 18A.22 The overall resources proposed for the biennium 2018-2019 for this section amount to \$149,005,000 before recosting, reflecting a net decrease of \$2,264,700 compared with the biennium 2016-2017 starting position of \$151,269,700. The lower amount is mainly because of efficiency gains associated with the deployment of Umoja.
- 18A.23 The distribution of resources is reflected in tables 18A.3 to 18A.5 below.

Table 18A.2

Financial resources by component (Thousands of United States dollars)

(1) Regular budget

<i>Component</i>	<i>2014-2015 expenditure</i>	<i>2016-2017 starting position</i>	<i>2018-2019 estimate</i>
A. Policymaking organs	871.3	956.6	956.6
B. Executive direction and management	13,733.3	17,503.3	17,440.6
C. Programme of work	73,207.9	74,511.6	73,957.8
D. Programme support	52,542.2	57,298.2	56,650.0
Subtotal (1)	140,354.7	151,269.7	149,005.0

(2) Extrabudgetary

<i>Component</i>	<i>2014-2015 expenditure</i>	<i>2016-2017 starting position</i>	<i>2018-2019 estimate</i>
A. Policymaking organs	-	-	-
B. Executive direction and management	2,675.6	1,591.7	1,239.7
C. Programme of work	40,628.4	39,375.1	39,910.7
D. Programmes support	336.3	368.3	-
Subtotal (2)	43,640.3	41,335.1	41,150.0

Table 18A.3
Post resources

<i>Category</i>	<i>Established</i>		<i>Temporary Posts</i>								
	<i>Regular Budget Posts</i>		<i>Regular Budget</i>		<i>Other Assessed</i>		<i>Extra-budgetary</i>		<i>2016-2017</i>	<i>2018-2019</i>	
	<i>2016-2017</i>	<i>2018-2019</i>	<i>2016-2017</i>	<i>2018-2019</i>	<i>2016-2017</i>	<i>2018-2019</i>	<i>2016-2017</i>	<i>2018-2019</i>			
Professional category and above											
USG	1	1	-	-	-	-	-	-	-	1	1
ASG	-	-	-	-	-	-	-	-	-	-	-
D-2	2	2	-	-	-	-	-	-	-	2	2
D-1	15	15	-	-	-	-	4	3	19	18	
P-5	41	43	-	-	-	-	14	10	55	53	
P-4/3	147	145	-	-	-	-	51	33	198	178	
P-2/1	29	29	-	-	-	-	6	5	35	34	
Subtotal	235	235	-	-	-	-	75	51	310	286	
Other level											
Local level	297	296	-	-	-	-	23	25	320	321	
Subtotal	297	296	-	-	-	-	23	25	320	321	
General service and related											
Field service	-	-	-	-	-	-	-	-	-	-	
National professional officer	14	15	-	-	-	-	1	4	15	19	
Subtotal	14	15	-	-	-	-	1	4	15	19	
Total	546	546	-	-	-	-	99	80	645	626	

Other information

- 18A.24 The Economic Commission for Africa has taken steps to promote accountability by advancing personal accountability among managers and staff, reviewing and revising processes to improve efficiency in programme management and delivery, and recognizing the important role of oversight bodies and the efficient implementation of accepted recommendations. To strengthen personal accountability at all levels, the Commission has worked to make certain that the performance appraisal system is functioning effectively by training the relevant focal points, ensuring a smooth transition to Inspira-based performance management, setting milestones and closely monitoring the timely completion of the cycle by all staff. The Commission is also offering more training courses in the areas of ethics, integrity and professional development. These courses cover “Working together: professional ethics and integrity”, the Leadership Development Programme, the Management Development Programme and “Competency-based selection and interviewing skills”. To improve accountability and efficiency in programme management and delivery, the Commission has produced a revised programme and project manual and is ensuring that all staff, from senior management to office assistants involved in programme management, are trained using best practices aligned with international best practices and standards, such as Prince2.
- 18A.25 In addition, the Commission has continued to promote its Programme Accountability Framework to provide regular feedback on programme performance, facilitate the decision-making process and manage results. The main components of the accountability framework (the Performance Management Dashboard, the Quality Assurance Policy and the Evaluation Policy) are helping to inculcate credible operational practices to reinforce confidence and trust in the role and contribution of ECA to the region’s socioeconomic transformation agenda. The framework applies an integrated approach to results and resources management; promotes accountability measures with incentives; brings together streams of work in evidenced-based policy research and knowledge delivery to advance policy impact; and acknowledges the centrality of knowledge management, strategic partnerships and the role of risk management in a results-based environment. The accountability framework provides the basis for effective communication of development results to internal and external audiences.
- 18A.26 During the 2016-2017 biennium, ECA carried out a series of evaluation exercises. These exercises indicated that the secretariat was effective in providing high-quality advisory support, knowledge products and tools as a think tank and policy influencer in the region in all areas of work; the business plan of ECA addressed the transformative agenda of the continent; the projects were well designed and achieved their objectives; and the capacity-building components of the projects resulted in more effective and efficient institutions that would contribute towards making the intervention sustainable beyond the project’s life span. Two main recommendations were that ECA improve the coherence of its results framework to link subprogramme objectives to organization-wide goals and that gender responsiveness be strengthened in project design and implementation.
- 18A.27 Resources for business continuity activities, totalling \$1,800,533, will continue to be used for implementing and financing various activities, such as maintaining dedicated personnel for pandemic preparedness, who will coordinate preventive activities and

responses to outbreaks through proactive cooperation with the World Health Organization (WHO) and relevant host country health-care institutions and facilities; first aid, trauma and emergency crisis response training at ECA headquarters, subregional offices and the African Institute for Economic Development and Planning (IDEP); conducting an independent business continuity plan assessment and a business continuity preparedness assessment at ECA headquarters, the ECA subregional offices and IDEP, including inter-agency activities; providing support, facilities and equipment to the critical staff; hosting critical application servers to enable cloud-based software; and maintaining relevant level of supplies necessary in response to crisis/emergency situations.

18A.28 The Commission continues to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities and enhancing collaboration with United Nations Development Group entities. The Commission strives to strengthen inter-agency coordination and collaboration among United Nations agencies working in Africa through the regional coordination mechanism of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. ECA also works closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, ECA works closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes.

18A.29 The issue of publications has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued, as summarized in table 18A.4 below and as distributed in the output information for each subprogramme.

Table 18A.4
Summary of publications

	2014-2015 actual			2016-2017 estimate			2018-2019 estimate		
	Print	Electronic	Print and electronic	Print	Electronic	Print and electronic	Print	Electronic	Print and electronic
Recurrent	-	-	49	-	-	56	-	-	67
Non-recurrent	-	-	68	-	-	88	-	-	94
Total	-	-	117	-	-	144	-	-	161

A. Executive direction and management

18A.30 The executive direction and management 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 Programme.

Table 18A.5

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To ensure effective implementation of legislative mandates and compliance with the United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2018-19	2016-17	2014-15	2012-13
(a) Enhanced coordination, planning and monitoring of the programme of work and resources thereto	(i) Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100%	98%	95%	--
		Estimate		98%	95%	--
		Actual			95%	93%
	(ii) Effective and timely delivery of component outputs and services	Target	100%	100%	100%	100%
		Estimate		98%	98%	98%
		Actual			99%	100%
(b) Enhanced new and existing strategic and technical partnerships	Increased number and types of new strategic and technical partnerships in support of the knowledge production, dissemination and policy advocacy work of ECA	Target	180	280	--	--
		Estimate		160	233	--
		Actual			158	158
(c) Enhanced organizational learning & accountability through credible, reliable and useful evaluations of the ECA programmes and projects	Strategic, thematic, sub programme and projects evaluations conducted and managed as per UNEG norms and standards	Target	100%	--	--	--
		Estimate		80%	--	--
		Actual			--	--
(d) Enhanced quality of the ECA knowledge products and services through improved quality assurance processes	Effective quality reviews of the strategic relevance of key ECA products and services, including flagship publications	Target	100%	--	--	--
		Estimate		100%	--	--
		Actual			100%	--
(e) Broadened extra budgetary resource base through increased and predictable extrabudgetary funding	Increased extrabudgetary resource level (Millions of United States dollars)	Target	\$46.2	\$51.7	\$73	\$44.5
		Estimate		\$39.8	\$72	\$52.4
		Actual			\$49.6	\$58.2
(f) Reduced exposure of ECA to risk, legal liabilities and claims	Percentage of agreements and legal instruments which expose ECA to necessary risk and liabilities	Target	6	7	--	--
		Estimate		6	10	--
		Actual			8	--
(g) Communications, publications, knowledge services and ICT components of the ECA subprogrammes are effectively delivered on a timely basis	Timely delivery of component outputs	Target	100	100	--	--
		Estimate		100	80	--
		Actual			80	--
(h) The organizational change	Timely implementation of	Target	100	100	--	--

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2018-19	2016-17	2014-15	2012-13
strategies under Public Information and Knowledge Management Division's purview (communications, publications, knowledge management and ICT) are introduced and implemented	PIKMD's business plan of the Division (Number of recommendations in the strategy documents)	Estimate		100	80	--
		Actual			90	--
(i) Policy making organs are effectively supported with communications, documentation, knowledge and ICT services	Participant feedback on communication, documentation, knowledge and ICT services is favourable	Target	Very satisfactory	Very satisfactory	--	--
		Estimate		Very satisfactory	Satisfactory	--
		Actual			Satisfactory	--
(j) ECA effectively builds up its media reputation (through, for example, press reports, media coverage, social media and website)	Increase in positive references to ECA policy research, recommendations and statistics in the media during a policy influence campaign	Target	10%	10%	--	--
		Estimate		10%	--	--
		Actual			--	--
(k) Enhanced reduction of carbon footprint for printing and publishing	Maintain emissions to ISO 14001-2004 certification standards	Target	Achieved	Achieved	--	--
		Estimate		Achieved	Achieved	--
		Actual			Achieved	--

Note: '--' in the above table means that information is not available as the indicator is new or was revised in biennium 2014-2015, 2016-2017 or 2018-2019.

External factors

18A.31 The component is expected to achieve its objectives and expected accomplishments on the assumption that member States and development partners: (a) continue to prioritize and invest in inclusive and sustainable economic and social development in support of accelerating the structural transformation of Africa; (b) effectively support ECA with the necessary core and extrabudgetary resources and supportive institutional and policy frameworks; (c) continue to request technical assistance from ECA in the implementation of their policies, programmes and projects; and (d) implement activities that contribute to the results of this work programme.

Outputs

18A.32 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.6

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Substantive servicing of meetings:	
1. ECA - Conference of African Ministers of Finance, Planning and Economic Development: fifty-first and fifty-second sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts and its subsidiary bodies	8

Parliamentary documentation	
2. Report of the Executive Secretary on the activities of ECA (annual report of ECA)	2
3. ECA programme performance report for the biennium 2018-2019	1
4. ECA proposed strategic framework for the biennium 2020-2021	1
5. ECA proposed programme budget for the biennium 2020-2021	1
6. Issue papers	2
7. ECA annual and biennial programme reports (the 2017 report in 2018 and the 2018 report in 2019)	2
Recurrent publications	
8. Annual evaluation reports	2
9. Reports on quality assurance	2
10. ECA business plan for 2018 and 2019	2
Other substantive activities	
Special Events:	
11. Eleventh African Development Forum (ADF XI)	1
12. Planning and substantive servicing of meetings to brief ambassadors	1
13. Partner round table meetings (2 in 2018, 2 in 2019)	4
14. United Nations Pledging Conference	2
International cooperation and inter-agency coordination and liaison	
15. Contribution to joint outputs: support to the operations of the tripartite Joint Secretariat Support Office established by ECA, the African Union and the African Development Bank and to the activities of the Coalition for Dialogue in Africa	2
16. Contribution to joint outputs: substantive and administrative support to the Consortium to Stem Illicit Financial Flows (IFFs) and special initiatives of the Executive Office, such as the High Level Panel on Migration	2
Technical material	
17. Production and publishing of four policy research journals – three co-published and one self-published	1
Electronic, audio and video issuances, including films, videotapes, radio broadcasts, tapes of news, documentary and feature programmes	
18. ECA Conference of Ministers, fifty-first and fifty-second sessions – media coverage, daily newsletter, thematic exhibition of ECA at 60, launch of <i>Economic Report on Africa</i>	2
19. Seventh Conference on Climate Change and Development in Africa: media coverage, daily newsletter, documentary on the effects of climate change	
20. Eleventh African Development Forum: media coverage, daily newsletter, media training and documentary on a related topic	
21. Committee on Statistics activities: media coverage, media round table, media training and documentary on a related topic	1
Field project	
22. A thematic coffee table book depicting images from around Africa by a travel photographer to complement the Economic Report on Africa 2018 on ECA at 60	1
Fellowship	
23. Visiting scholars, fellows, and interns to support the strengthening of the planning culture within the Commission	2
24. Fellows/visiting scholars/interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture	1
25. Visiting scholars, fellows and interns to enhance capacity in quality assurance at ECA	2
26. Visiting scholars, fellows and interns to enhance the programme management function at ECA	2
Administrative support services	
overall management	
27. Provision of legal advice, including review and clearance of agreements, and training	1

Internal oversight services (regular budget/extrabudgetary)	
28. Review and update of quality assurance procedures	1
29. Reviews of major ECA products and services	12
30. Review and update of the programme management manual and tools to harmonize with Umoja (UE2 and programme management module)	1
31. Periodic programme and budget performance and management review meetings, programme and budget performance reports at the subprogramme level	4
32. Joint programme performance review meetings	4
33. Joint financial arrangement project review forums	4
Strategic, thematic and subprogramme evaluation (related to projects/programmes)	
34. Final evaluation of Development Account projects	3
35. Final evaluation of the Joint Financing Arrangement (JFA)	1
36. Thematic evaluation (To decide upon themes)	2
37. Review of evaluation and quality assurance policies	2

B. Programme of work

Subprogramme 1 Macroeconomic policy

18A.33 Substantive responsibility for this subprogramme is vested in the Macroeconomic Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). The main strategic focus of the subprogramme is to assist African countries in efforts to accelerate their transformation from low- to middle-income countries. An important element of this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities, foster gender equality and women's empowerment and accelerate the process of economic development within a framework of good economic governance. The subprogramme will spearhead the production of the Commission's Sustainable Development Goals progress report with contributions from the other subprogrammes.

Table 18A.7

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To accelerate economic transformation and inclusive development in Africa

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2018-2019	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States in forecasting and macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote	(a) (i) Increased number of member States that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic	<i>Target</i>	18	12	10	--
		<i>Estimate</i>		12	6	--
		<i>Actual</i>			10	--

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures					
		Biennium	2018-2019	2016-17	2014-15	2012-13	
inclusive growth, sustainable development and structural transformation	policies and plans for inclusive growth and structural transformation						
		(ii) Increased number of member States that ECA assists in integrating and implementing the internationally agreed development agendas in their development planning and policy frameworks	<i>Target</i>	6	--	--	--
			<i>Estimate</i>		6	--	--
(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for structural transformation, inclusive growth and sustainable development	(b) Increased number of member States that rate ECA support for the development of policies on domestic and external resource mobilization and private sector development as “useful” or “very useful”		<i>Actual</i>		--	--	
			<i>Target</i>	18	12	10	--
			<i>Estimate</i>		12	10	--
(c) Enhanced capacity of member States to improve economic governance, public sector management and service delivery	(c) Increased number of member States that rate ECA support for the development of policies for improved economic governance and public sector management as “useful” or “very useful”		<i>Actual</i>		10	--	
			<i>Target</i>	30	--	--	--
			<i>Estimate</i>		25	--	--
		<i>Actual</i>		--	--	--	

External factors

18A.34 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that; (a) member States and national policymakers are supportive of the Commission’s efforts and are fully on board in incorporating macroeconomic policies in their national development plans; (b) the changing macroeconomic and political environment does not lead to cuts in resources for implementing the programme; (c) national Governments are willing to pursue institutional and policy reforms and establish an enabling environment for other stakeholders to contribute effectively to continental, regional and country development and governance processes; and (d) data needed to carry out policy analysis and forecasts for policy advice are available timely and are accurate.

Outputs

18A.35 During the biennium 2018-2019, the following outputs will be delivered.

Table 18A.8

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Parliamentary documentation:	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent economic and social developments during African Development Week	2
Other services:	
Ad hoc expert groups:	

<i>Outputs</i>	<i>Quantity</i>
2. Sustainable Development Goals progress report	2
3. Review the draft economic report on Africa	2
4. Enhancing the efficiency of the ECA macromodel	1
5. Theme and methodology of the African Governance Report (AGR) VI	1
6. Review the draft African Governance Report (AGR) VI	1
7. Emerging economic governance issues	1
8. Financialization and structural transformation in Africa	1
9. Emerging issues in private sector development	1
Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications:	
10. Sustainable Development Goals progress report	2
11. Economic Report on Africa	2
Non-recurrent publications:	
12. Emerging issues in development planning: climate information for effective planning	1
13. Sixth edition of African Governance Report (AGR VI)	1
14. Emerging issues in inclusive economic structural transformation of African countries	1
15. Emerging macroeconomic issues in Africa	1
16. Emerging economic governance issues	1
17. Financialization and structural transformation in Africa	1
18. Emerging issues in private sector development	1
Booklets, pamphlets, fact sheet, wall charts and information kits:	
19. Roll-out of the ECA macromodel for African member States	1
Special events:	
20. Regional and international launch of the Economic Report on Africa	10
21. Launch of the Sustainable Development Goals Report	2
22. Launch of the African Governance Report (AGR) VI	1
23. African Economic Conference	2
Technical material:	
24. Policy briefs on emerging economic issues and challenges of relevance to growth and development in Africa	7
International cooperation and inter-agency coordination and liaison (regular budget)	
Contribution to joint outputs:	
25. World Economic Situation and Prospects (WESP/LINK), jointly with the United Nations Department of Economic and Social Affairs	2
26. The Secretary-General report on progress of least developed countries in Africa in implementing the Istanbul Programme of Action (IPoA), jointly with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS)	2
Technical cooperation (extrabudgetary)	
Fellowships:	
27. Visiting scholars, fellows and interns to enhance capacity related to development issues and policy analysis	4
Field projects (country, regional, interregional):	
28. Implementation and follow-up of activities related to efforts in Africa aimed at achieving the Sustainable Development Goals	1
29. Development planning in member States through macromodelling	1
30. Supporting the Consortium to Stem Illicit Financial Flows (IFFs) from Africa	1

Subprogramme 2 Regional integration and trade

18A.36 Substantive responsibility for this subprogramme is vested in the Regional Integration and Trade Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). The subprogramme will focus on: (a) enhancing the capacity of member States and regional economic communities to develop, implement and monitor policies and programmes aimed at accelerating industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture; (b) enhanced capacity of member States and regional economic communities to develop, implement and monitor policies related to intra-African and international trade and to create an environment conducive for attracting investments; and (c) improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender-equitable land rights and effective and efficient use and management of land for sustainable development. The subprogramme will work closely with the other subprogrammes, especially subprogrammes 5 and 7, in delivering its outputs.

Table 18A.9
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve effective regional cooperation and integration among member States to tackle the challenges related to structural transformation in Africa.

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes as part of efforts to accelerate industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture	(a) (i) Increased number of member States and regional economic communities using ECA-proposed policies to design, implement and monitor programmes related to infrastructure, regional value chains, food security and agriculture, while giving due consideration to gender dimensions	Target	20	20	--	--
		Estimate		20	15	--
		Actual			15	--
	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks	Target	45	15	--	--
		Estimate		15	6	--
		Actual			6	--
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes related to intra-African and international trade and to create an environment conducive for attracting investments	(b) (i) Increased number of member States and regional economic communities implementing and monitoring policies aimed at boosting intra-African trade or attracting foreign direct investment and African cross-border investment	Target	54	41	--	--
		Estimate		45	29	--
		Actual			29	--
	(ii) Increased number of member States participating in regional free trade areas, including the free trade areas of regional economic communities, and customs and	Target	20	20	--	--
		Estimate				
		Actual				

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
	monetary unions, that have harmonized their trade policies in line with the requirements for the establishment of the continental free trade area (CFTA)	<i>Estimate</i>		20	15	--
		<i>Actual</i>			15	--
(c) Improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender equitable land rights and effective and efficient use and management of land for sustainable development	(c) Increased number of member States and regional economic communities implementing and monitoring land policies and programmes aligned with guidelines on land policy and other policy recommendations	<i>Target</i>	20	22	--	--
		<i>Estimate</i>		22	17	--
		<i>Actual</i>			17	--

External factors

18A.37 The subprogramme is expected to achieve the objectives and expected accomplishments on the assumption that: (a) member States and development partners remain committed to the core principle and priorities of the outcomes of major summits and conferences on economic transformation and sustainable development; (b) regional economic communities and member States commit to mainstream recommendations from its policy research work in national and regional action plans and implement them assiduously; and (c) African Union member States conclude the CFTA negotiations and establish the free trade area in 2017.

Outputs

18A.38 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.10

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Substantive servicing of meetings:	
1. Eleventh session of the Committee on Regional Cooperation and Integration (CRCI)	1
Parliamentary documentation:	
2. Regional cooperation and integration	1
3. How member States are levelling the playing field for intra-African investments with a view to sharing best practices	1
4. Status of food security in Africa	1
5. Updates on the status of international and intra-African trade	1
6. Revisiting policy, legislation and institutions for industrial development in Africa	1
7. Progress on land policy formulation and implementation in Africa	1
Other services:	
Ad hoc expert groups:	
8. Policy options towards levelling the playing field for intra-African investments through the establishment of a common investment area in the continental free trade area	1
9. Assessing Regional Integration in Africa (ARIA IX)	1
10. Transforming African agriculture through resilience building and managed risks	1

<i>Outputs</i>	<i>Quantity</i>
11. Revising policy legislation and institutions for industrial development in Africa	1
12. Harmonization of land policies to promote regional integration in Africa	1
Other substantive activities (regular budget)	
Non-recurrent publications:	
13. Towards a common investment area in the continental free trade area policy options towards levelling the playing field for intra-African investment	1
14. Transforming African agriculture through resilience building and managed risks	1
15. Ninth review of Assessing Regional Integration in Africa (ARIA IX)	1
16. Revisiting policy, legislation and institutions for industrial development in Africa	1
17. Harmonization of land policies to promote regional integration in Africa	1
Booklets, pamphlets, fact sheets, wall charts and information kits:	
18. Policy briefs on the state of agribusiness, agro-industries and industrial growth clusters	2
19. Development of electronic guides on investments	2
20. Policy briefs, guidelines and toolkits on infrastructure, energy and industrialization in Africa	1
21. Studies and policy briefs on topical international and intraregional trade issues	2
22. Information kits on the activities of the African Trade Policy Centre	2
23. Policy briefs on land policy and governance	2
24. Journal on land policy and governance in Africa	1
Special Events:	
25. African Trade Forum	1
26. Conference on Land Policy in Africa	1
Technical cooperation (regular budget/extrabudgetary)	
Group training (seminars, workshops, symposiums):	
27. Training programme in collaboration with IDEP on trade economics, regional integration and capacity-building for CFTA, trade policy and structural transformation, aid for trade, basic/intermediate trade modelling and advanced trade modelling	2
28. Africa High Level Trade Policy Dialogue	1
29. Training stakeholders on land policy and governance	2
Fellowships:	
30. Visiting scholars, fellows and interns to enhance capacity in dealing with trade policy issues and conducting analysis	1
31. Visiting scholars, fellows and interns to enhance capacity on inclusive land policies in Africa	1
32. Visiting scholars, fellows and interns to enhance capacity in formulating and implementing policies and programmes relating to industrialization, infrastructure, energy, investments, agriculture or food security in Africa	3
33. Grants to various institutions that specialize in land and trade and to universities and to member States and other stakeholders	2
Field projects (country, regional, interregional):	
34. Analytical support to the African Union Programme for Infrastructure Development in Africa (PIDA)	1
35. Analytical support to the implementation of the Vienna Programme of Action (VPoA)	2
36. Multi-agency African Transport Policy Programme (SSATP)	1
37. Sustainable Development Goals and on Energy (The Global Tracking Framework)	2
38. Implementation of the 'Industrialize Africa' Initiative	1
39. Maintenance of the Observatory on Regional Integration in Africa	2
40. African Union agenda on land to strengthen the capacity of member States and regional and subregional organizations in formulating and implementing land policy in Africa through the African Land Policy Centre	2
41. African Union agenda on boosting intra-African trade and capacity of member States and regional economic communities with the objective to increase the continent's share of international trade through the Africa Trade Policy Centre	2

Subprogramme 3

Innovations, technologies and management of Africa's natural resources

18A.39 Substantive responsibility for this subprogramme is vested in the Special Initiatives Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). The strategic direction of the subprogramme will be guided mainly by Agenda 2063, the 2030 Agenda for Sustainable Development, the Paris Agreement, the SIDS Accelerated Modalities of Actions (SAMOA) Pathway and the follow-up to the World Summit on the Information Society. The subprogramme will focus, in particular, on agreements relating to harnessing technology and innovation; harnessing the mining sector for sustainable development; building climate-resilient and low-carbon development pathways; and empowering women, as part of the incorporation of gender perspectives into the work of the subprogramme; poverty reduction; and the global partnership for development, and will work closely with the other subprogrammes, especially subprogramme 5, in the delivery of its outputs.

Table 18A.11

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: to adopt and implement new initiatives related to advancing sustainable and equitable development in Africa

Expected accomplishments of the secretariat	Indicators of achievement	Biennium	Performance measures			
			2017-18	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations related to development	(a) (i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development	Target	5	10	20	--
		Estimate	--	5	20	15
		Actual	--		5	15
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for harnessing new technologies and innovation based on ECA research and advocacy work	Target	4	5	5	--
		Estimate		4	5	--
		Actual			4	--
	(iii) Increased number of national, regional and continental initiatives implementing the outcomes of the World Summit on the Information Society and its follow-up	Target	4	--	--	--
		Estimate		4	--	--
		Actual			--	--
	(iv) Increased number of policy recommendations on science, technology and innovation of major United Nations conferences implemented as a result of ECA technical and advisory support	Target	4	--	--	--
		Estimate		4	--	--
		Actual			--	--

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Biennium</i>	<i>Performance measures</i>			
			<i>2017-18</i>	<i>2016-17</i>	<i>2014-15</i>	<i>2012-13</i>
(b) Enhanced capacity of member States to formulate and implement policy reforms aimed at fostering a green economy in the context of sustainable development	(b) Increased number of member States that have formulated or implemented gender-responsive policy reforms in line with ECA recommendations aimed at fostering a green economy in the context of sustainable development	<i>Target</i>	5	5	2	--
		<i>Estimate</i>		5	2	--
		<i>Actual</i>			2	--
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks related to the management of mineral resources in line with the Africa Mining Vision	(c) Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives related to the management of mineral and other natural resources in line with the Africa Mining Vision	<i>Target</i>	15	10	5	--
		<i>Estimate</i>		10	5	--
		<i>Actual</i>			5	--
(d) Improved capacity of member States and other stakeholders in implementing and integrating climate change adaptation approaches into key sectoral and national development policies, strategies and programmes aimed at reducing vulnerability and strengthening resilience to impacts	(d) (i) Increased number of member States that have formulated, reviewed or implemented a gender-sensitive policy framework or reform related to climate change and development as a result of ECA support	<i>Target</i>	15	12	10	--
		<i>Estimate</i>		10	10	--
		<i>Actual</i>			5	--
	(d) (ii) Increased number of climate change research results or initiatives aimed at implementing multilateral environment agreements on climate change, building capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support	<i>Target</i>	15	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>			--	--

External factors

18A.40 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumptions that: (a) Governments' development policies continue to include new technologies and innovation and gender responsive policy reforms as a priority; (b) Governments prioritize budget allocations for identified activities in new technologies and innovation and to foster green economy for sustainable development; (c) partners continue to support effort to promote new technologies and innovation, to foster green economy for sustainable development; (d) member States, subregional institutions and regional economic communities and partners embrace the concepts, research findings and recommendations and are willing to cooperate and collaborate with the Commission in the implementation of activities at national and regional levels; (e) member States and regional policymakers are supportive of and extend full cooperation to efforts aimed at mainstreaming climate change effects and mineral development and related value chains into development plans and practices and continue to allocate both human and financial resources.

Outputs

18A.41 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.12

Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies: (regular budget)	
Substantive servicing of meetings:	
1. Africa Regional Meeting/High-level Political Forum on Sustainable Development	8
Parliamentary documentation:	
2. Report on the Africa Regional Meeting/High-level Political Forum on Sustainable Development	2
3. Report to the Africa Regional Meeting on new technologies and innovation for the transformation of Africa and Conference of Ministers responsible for new technologies and innovation	1
4. Report to the High-level Political Forum on Sustainable Development on an inclusive green economy in the context of structural transformation in Africa	1
Other services:	
Ad hoc expert groups:	
5. New technologies and innovation trends in Africa	2
6. Annual report on African science, technology and innovation	2
7. Inclusive green economy in the context of structural transformation in Africa	6
8. Review of issues related to the Country Mining Vision and options at the national level	4
9. Review of mineral codes, documents and initiatives of regional economic communities	2
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications:	
10. New technologies and innovation trends in Africa	2
11. Annual report on African science, technology and innovation	2
12. Climate change and development in Africa publication	2
13. Inclusive green economy in the context of structural transformation	6
14. Climate change and development in Africa	4
15. Research paper on climate change and development in Africa	5
Special events:	
16. Senior Experts Dialogue on Science, Technology and Innovation	2
17. High-level policy event on inclusive green economy and structural transformation in Africa	1
18. Conference on Climate Change and Development in Africa	1
19. Africa Climate Talks	2
20. Africa Pavilion at the Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC)	2
Technical material:	
21. Policy briefs on emerging issues and trends in new technologies innovation in Africa	4
22. Policy briefs and research papers on inclusive green economy in the context of structural transformation	6
23. Peer reviewed journal papers on climate adaptation and resilient development	6
24. Methodological guidelines for assessments guiding climate investments in ecosystems	2
25. Special book projects on: (a) climate change and food sufficiency in Africa; (b) the economics of climate mitigation and low-carbon transition in Africa; and (c) historical analyses of the key pillars of the United Nations Framework Convention on Climate Change negotiations and development interests of Africa	3
26. Policy briefs and research papers on inclusive green economy in the context of structural transformation	6
27. Policy brief and research papers on climate change and development in Africa	8

<i>Outputs</i>	<i>Quantity</i>
International and inter-agency coordination and liaison [regular budget]	
Organization of the Chief Executives Board for Coordination and/or inter-agency meetings and activities:	
28. Contribution to the African Union/New Partnership for Africa's Development (NEPAD) meetings on new technologies and innovation	2
Technical Cooperation [extrabudgetary]	
Group training (seminars, workshops, symposiums):	
29. Training of experts and policymakers on inclusive green economy and structural transformation	2
30. Training of decision-makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	8
31. Young African Lawyers Programme	8
32. Climate for Development in Africa (ClimDev-Africa) Youth Platform	4
33. Training of African scholars and researchers for enhanced participation in intergovernmental processes, such as the Intergovernmental Panel on Climate Change and the Intergovernmental Platform on Biodiversity and Ecosystems Services	10
34. Workshops to support African academics, researchers and students in developing scientific journal articles	5
Fellowships:	
35. Fellowships on climate change and development in Africa	10
36. Visiting scholars, fellows and interns to enhance capacity on developing an inclusive green economy in Africa	4
37. Fellowships on ECA work on climate change and development in Africa	20
38. Provide climate research grants to various institutions, universities, member States, and other stakeholders that specialize in climate change	20
Field projects (country, regional, interregional):	
39. Promotion of science, innovation and technology in Africa	1
40. Development and implementation of inclusive green economy policies in the context of structural transformation in African countries	1
41. Implementation of climate research for development platform in Africa	1
42. Promotion of widely available climate information, packaging and dissemination initiatives	5
43. Quality analysis of climate information for development policy, decision support and management practice programmes	15
44. Gender mainstreaming in climate change responses	10
45. Climate Research for Development (CR4D)	8
46. Infrastructure and capacity for climate information services projects	10
47. Frameworks for mainstreaming climate information services into development planning	6
48. Strengthening climate governance and policy implementation	8
49. Africa Climate Resource Platform and Information Service	1
50. Communication, outreach and advocacy for climate products and initiatives	20

Subprogramme 4 Statistics

18A.42 Substantive responsibility for this subprogramme is vested in the African Centre for Statistics. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). The work of the African Centre for Statistics will focus extensively on developing sustainable capacity in countries to embrace the data revolution by applying innovative tools for data collection and using new data sources, including fostering open data initiatives, with the objective to produce quality and timely statistics to be used in implementing

Agenda 2063 and the 2030 for Sustainable Development. Given the interdisciplinary nature of statistics, the Centre will work in close collaboration with other ECA divisions and offices, including the African Centre for Gender and ECA subregional offices. Partnerships with the African Union Commission, the African Development Bank, United Nations entities and other development organizations are crucial for the success of the programme.

Table 18A.13

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To improve the production, dissemination and use of quality data and statistics in Africa

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
(a) Strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(a) (i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan	Target	25	--	--	--
		Estimate		10	--	--
		Actual			--	--
	(ii) Increased number of member States that are producing and reporting statistics in at least three emerging statistical areas for monitoring the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development with suitable disaggregation, including geography and gender	Target	10	--	--	--
		Estimate		--	--	--
		Actual		--	--	--
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system	Target	20	15	7	--
		Estimate		15	7	--
		Actual			7	--
	(iv) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts	Target	15	10	5	--
		Estimate		10	5	--
		Actual			5	--
	(v) Increased number of member States that have used mobile devices to collect data in major statistical activities	Target	30	20	--	--
		Estimate		20	--	--
		Actual			12	--
(b) Improved availability of harmonized statistics in ECA databases	(b) (i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for Agenda 2063 and the 2030 Agenda for Sustainable Development that exist in the ECA	Target	20	30	10	--
		Estimate		10	10	--
		Actual			10	--

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
	databases					
	(ii) Increased percentage of users that express satisfaction with the quality, coverage and timeliness of data available in the ECA databases	<i>Target</i>	50	30	--	--
		<i>Estimate</i>		20	--	--
		<i>Actual</i>			--	--
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	(c) (i) Increased number of member States that have developed policies and strategies for the integration of statistical and geospatial information	<i>Target</i>	10	5	--	--
		<i>Estimate</i>		5	--	--
		<i>Actual</i>			--	--
	(ii) Increased number of member States using geospatial information technologies in statistical data collection, processing, analysis and dissemination	<i>Target</i>	10	--	--	--
		<i>Estimate</i>		5	--	--
		<i>Actual</i>			--	--
	(iii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data	<i>Target</i>	15	--	--	--
		<i>Estimate</i>		10	--	--
		<i>Actual</i>			5	--

External factors

18A.43 The subprogramme is expected to fully achieve its objectives and expected accomplishments on the assumption that: (a) member States continue to scale up resources for conducting regular statistical operations, such as censuses, surveys and compiling administrative data; (b) regional economic communities, and regional and international partners join efforts aimed at harmonizing statistics; (c) the members of the African Statistical Coordination Committee, namely, the African Development Bank, the African Union Commission, and the African Capacity Building Foundation, continue to play their respective roles in improving statistical coordination in the region within the Regional Reference Strategic Framework for Statistical Capacity Building in Africa (RRSF), the Strategy for the Harmonization of Statistics in Africa (SHaSA) and the African Charter on Statistics; and (d) United Nations agencies working in Africa on improving data also participate in the regional efforts.

Outputs

18A.44 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.14
Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Sixth meeting of the Statistical Commission for Africa	4
2. Fifth Conference of African Ministers Responsible for Civil Registration	4
Parliamentary documentation:	
3. Statistical Capacity Development in Africa	1
4. Implementation of the 2008 System of National Accounts in Africa	1
5. Regional report on Sustainable Development Goals indicators	1
6. Progress report on the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics	1
7. Progress report on the population and housing census	1
Other services:	
Ad hoc expert groups:	
8. Statistical capacity development in Africa	1
9. Monitoring of sustainable development indicators	1
10. Data dissemination and exchange in Africa	1
11. Data validation for the Africa Statistical Yearbook	1
12. Making official statistics open by default for data collection	1
13. Development and management of civil registration and vital statistics (CRVS) strategic plans	1
14. Production of gender statistics	1
15. Population and housing census	1
16. Strengthening and harmonization of economic statistics in Africa	1
17. Implementing the 2008 System of National Accounts in Africa	1
18. Legal and Regulatory Framework on Geospatial Information Utilization in Africa	1
19. Integration of Statistical and Geospatial Information in Africa	1
Other substantive activities (regular budget)	
Recurrent publications:	
20. Africa Data Revolution Report	1
21. African Statistical Yearbook	2
Non-recurrent publications:	
22. Use of mobile devices for data collection in Africa	1
23. Data dissemination and exchange	1
24. Guidelines for the development and implementation of civil registration and vital statistics (CRVS) strategic plans and use of vital statistical data	1
25. Best practices on the production and use of gender statistics	1
26. Legal and regulatory framework on geospatial information utilization in Africa	1
27. Status of the integration between statistical and geospatial information in Africa	1
Booklets, pamphlets, fact sheets, wall charts and information kits:	
28. Africa statistics flash	2
29. African statistics pocketbook	2
30. Executive statistics monitor	2
31. Africa and major world economies: facts and figures	2
32. Advocacy material on African Statistics Day	2
33. Atlas of spatial statistics	2
Special Events:	
34. Eighth Forum on Statistical Development in Africa (FASDEV-8)	1

<i>Outputs</i>	<i>Quantity</i>
Technical material:	
35. ECA corporate database	2
36. Development of geospatial database, online services and geo-portals	2
37. African statistical knowledgebase	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Organization of Chief Executives Board for Coordination and inter-agency meetings and activities:	
38. Annual meeting of the Committee of Directors-General of National Statistics Offices of the Africa Union	2
39. Annual meeting of the African Statistical Coordination Committee	2
40. Annual meeting of the United Nations Statistical Commission	2
41. Inter-agency meeting on CRVS	2
42. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
43. Inter-agency meeting on Sustainable Development Goals indicators	2
44. Regional committee meeting on global geospatial information management	2
45. Meetings of the United Nations Committee of Experts on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
46. Meeting of the regional committee of the United Nations Committee of Expert of Global Geospatial Information Management for Africa	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory Services at the request of the governments:	
47. Implementation of the Data Document Initiative (DDI) and Statistical Data and Meta Data Exchange (SDMX) standards	1
48. Use of mobile devices for data collection	2
49. Making official statistics open by default for data collection	2
50. Assistance extended to member States and regional economic communities in formulating statistical strategies, providing training on statistics and monitoring and evaluating the implementation of the of 2030 Agenda for Sustainable Development and Agenda 2063	2
51. Member States conduct CRVS systems population and housing censuses, and develop gender statistics	2
52. Provision of technical assistance to member States on strengthening and harmonizing economic statistics, including the System of National Accounts (SNA)	2
53. Advisory services to member States on the development of their national spatial data infrastructure, implementation of the African Geodetic Reference Frame and Second Administrative Level Boundaries, the integration of statistical and geospatial information and other programmes related to using and managing geospatial information	2
Group training (seminars, workshops, symposiums):	
Workshops:	
54. Implementation of data exchange initiatives	1
55. Modernizing statistical production	1
56. Population and housing censuses	1
57. Regional training workshops on gender statistics	1
58. Training workshops on CRVS	1
59. Measuring and monitoring of Sustainable Development Goals indicators related to demographic and social statistics	1
60. Economic statistics and national accounts	1
61. Geospatial datasets for monitoring Sustainable Development Goals	1
62. Strategy for the integration of statistical and geospatial information	1
Fellowships:	
63. Visiting scholars, fellows and interns support the work of ECA on data analytics, infographics, big data and new data frontiers, in statistical strategies and statistical training	5
Field projects (country, regional, interregional):	
64. Improving data exchange in Africa	1
65. Improving harmonization of statistics through a common metadata framework	1
66. Phase II on strengthening the capacity of African countries in area of agricultural and rural statistics	1

<i>Outputs</i>	<i>Quantity</i>
67. Support to African countries on the implementation of 2030 Agenda for Sustainable Development and Agenda 2063	1
68. The 2020 Africa Programme on Population and Housing Census Decade (2015-2024) and the work plan for 2016-2020	1
69. African programme on gender statistics	1
70. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems (APAI-CRVS)	1
71. Strengthening the capacities of member States for the implementation of the System of National Accounts 2008	1
72. Strengthening the capacities of member States on the implementation of the African Geodetic Reference Frame	1
73. Strengthening the capacities of member States in the integration of statistical and geospatial information	1

Subprogramme 5 Capacity development

- 18A.45 The responsibility for implementing the subprogramme is vested in the Capacity Development Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). It will provide policy advisory services to national, subregional and regional institutions and assist them in formulating strategies, programmes and projects, and will be geared towards strengthening the capacity of the African Union and its organs, including the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism (APRM) and regional economic communities, in deepening and advancing the agenda of the African Union related to continental integration within the context of Agenda 2063. The subprogramme will also provide direct technical support to the NEPAD priority areas, the APRM process and its secretariat and participating countries in order to foster African ownership and leadership of the African development agenda. In addition, the subprogramme will scale up its assistance to member States in the implementation of APRM, particularly in building and maintaining a credible database on relevant information, and supporting the governance architecture of the African Union.
- 18A.46 Inter-agency coordination and collaboration among United Nations agencies working in Africa will be carried out through the regional coordination mechanism of United Nations agencies in support of the framework for the renewed Partnership on Africa's Integration and Development Agenda and the strategic plans and priorities of the African Union, including those contained in Agenda 2063. In addition, the subprogramme will work with other subprogrammes of ECA to provide technical assistance and other capacity development support in response to specific requests from member States, regional economic communities and other intergovernmental organizations to enhance technical, human and institutional capacity at the country, subregional and regional levels in such areas as macroeconomic analysis, industrialization, development planning, natural resources management, rural economy and agriculture, social development, gender equality and women's empowerment, science and technology, statistics, energy, infrastructure, governance and trade.

Table 18A.15

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve sustainable and inclusive economic growth in Africa and to accelerate the structural transformation of the continent in the context of the priorities of the African Union, including Agenda 2063, priorities of the NEPAD programme, and the 2030 Agenda for Sustainable Development

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2018-19	2016-17	2014-15	2012-13
(a) Strengthened capacity of the African Union to formulate, implement, monitor and evaluate the priorities and programmes of its organs and institutions and ensure that gender issues are mainstreamed	(a) (i) Increased number of capacity-development projects executed with the support of ECA in the context of the formulation, implementation, monitoring and reporting of the priorities and programmes of African Union organs and institutions, taking into account the gender dimensions	Target	25	20	--	--
		Estimate		20	15	--
		Actual			15	--
	(a) (ii) Increased number of African Union organs and pan-African institutions expressing satisfaction with ECA capacity development services	Target	15	10	--	--
		Estimate		10	5	--
		Actual				--
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of the structural transformation of Africa	(b) Increased number of member States and pan-African institutions that have received ECA capacity development services related to formulating, implementing, monitoring and reporting policies and programmes in support of the development priorities and agenda for Africa	Target	25	20	--	--
		Estimate		20	15	--
		Actual			15	--

External factors

18A.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national and regional policymakers continue to support the adoption and implementation of key initiatives by 2019; (b) financial and economic crises in countries do not affect the resources available to the ECA programme budget; (c) political will at all levels contribute to the resolution of the challenges of multiple and overlapping memberships and expedite the regional and continental integration processes.

Outputs

18A.48 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.16

Categories of outputs and final outputs

Outputs	Quantity
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Servicing of intergovernmental and expert bodies: (regular budget)

Substantive servicing of meetings:

1. Functional support to formal meetings involving intergovernmental organizations and regional bodies

16

<i>Outputs</i>	<i>Quantity</i>
Other services:	
<i>Other ad hoc expert groups established by a legislative mandate:</i>	
2. Topical issues in support of the APRM process	2
3. Topical issues pertaining to the African Union integration agenda	2
Other substantive activities	
<i>Non-Recurrent Publications:</i>	
4. Reports on topical issues in support of APRM	2
5. Topical issues on the African Union integration agenda	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory services at the request of Governments:	
6. Advisory services in response to the needs expressed by member States and regional and subregional cooperation groups with regard to NEPAD and the Framework for a Partnership on Africa's Integration and Development Agenda in the context of the Agenda 2063 and, the 2030 Agenda for Sustainable Development	6
7. Technical support to the APRM secretariat in conducting country self-assessments and integrating their outcomes into national development plans and related processes	6

Subprogramme 6

Gender and women in development

- 18A.49 Substantive responsibility for this subprogramme is vested in the African Centre for Gender situated within the Social Development Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). The subprogramme will continue to support the African Union Commission and regional economic communities in adopting and implementing gender-responsive policies, programmes and strategies aimed at achieving gender equality and empowering women and girls. Given the cross-cutting nature of the gender dimension, emphasis will be placed on the adoption and strengthening of sound policies and enforceable legislation and initiatives with gender perspectives and special indicators for women. A special focus will be on Sustainable Development Goal 5 of the 2030 Agenda for Sustainable Development and aspiration 6 of Agenda 2063. Technical support will be extended to member States, especially national gender machineries, so that the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development are in harmony with the outcome document of the 20-year review of the implementation of the Beijing Declaration and Platform for Action. The work of the subprogramme will also be informed by the outcomes of the first and second sessions the Committee on Gender and Social Development. The first session was held in 2015 and the second session will be held in 2017.
- 18A.50 The subprogramme will further strengthen evidence-based research to influence policy in the areas of women's economic empowerment, women's rights and social protection in line with the Commission's strategic focus, the continent-wide initiative on gender equality and women's empowerment endorsed in March 2014 by the ECA-AU Joint Annual Meetings of the Conference of African Ministers of Finance, Planning and Economic Development. It will increase the use of existing tools, such as the African Gender and Development Index and the women's empowerment scorecard. In collaboration with the Commission's African Centre for Statistics, the subprogramme will also develop new tools to support and strengthen the collection and analysis of sex-disaggregated, gender-responsive

data and statistics and the monitoring of commitments relating to gender equality and the empowerment of women and girls. Partnerships will be strengthened with the African Development Bank, research institutions and academia.

Table 18A.17

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve gender equality and women's empowerment in Africa

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2018-19	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment and address emerging issues that affect women and girls	(a) Increased number of member States and regional economic communities that are meeting international and regional commitments on gender equality and the empowerment of women and girls	Target	33	20	--	--
		Estimate		20	15	--
		Actual			15	--
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	(b) Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes	Target	35	20	--	--
		Estimate		20	20	--
		Actual			15	15

External Factors

18A.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers extend full cooperation to gender mainstreaming and the implementation of gender equality policies and strategies by allocating human and financial resources; (b) member States, through their national institutions, provide well-documented and accurate data to support the subprogramme's efforts; (c) adequate capacity exists to implement and monitor the subprogramme's efforts at the national and subregional levels; and (d) development partners honour commitments made and continue to be supportive.

Outputs

18A.52 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.18

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Substantive servicing of meetings:	
Committee on Gender and Social Development	
1. Biennial session	1
Parliamentary documentation:	
2. Work of the subprogramme during the biennium 2018-2019 and the planned activities for the biennium 2020-2021 to promote gender equality and the empowerment of women	1
Other services:	
Ad hoc expert groups:	
3. African Women's Report	1

<i>Outputs</i>	<i>Quantity</i>
4. African Gender and Development Index regional report	1
5. Women's entrepreneurship	1
Other substantive activities (regular budget)	
Recurrent publications:	
6. African Women's Report based on the continent-wide initiative for gender equality and women's empowerment	1
Non-recurrent publications:	
7. Women's entrepreneurship	1
8. African Gender and Development Index regional report (2019)	1
Technical material:	
9. Maintenance and expansion of the knowledge platform for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options	1
Technical Cooperation (regular/extrabudgetary)	
Group training (seminars, workshops, symposiums):	
10. Regional capacity development workshops on integrating gender into socioeconomic policies and programmes targeting inclusive, equitable and sustainable development in Africa	2
11. Workshops to review the methodology for data collection for the recurrent and non-recurrent publications	3
12. National-level workshops to review results and define national strategies for implementing the results of research findings	5
Fellowships:	
13. Scholar to strengthen the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
14. Scholars to work on empowerment activities developed by the subprogramme, specifically with regard to women entrepreneurship and measuring and valuing the economic contribution of women	3
15. Fellowships to work on gender awareness macroeconomic modelling and policy issues related to gender and development as defined in the Continent-Wide Initiative for Gender Equality and Women's Empowerment	4
16. Interns as needed to support the work of the subprogramme	
Field projects (country, regional, interregional):	
17. Monitoring the implementation of regional and global instruments	1
18. Policy research on gender and climate change in Africa	1
19. Policy research on gender and the extractive industry in Africa	1
20. Project on mainstreaming a gender perspective in the work of ECA to ensure that the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa	1

Subprogramme 7 Subregional activities for development

- 18A.53 Substantive responsibility for this subprogramme is vested within the five subregional offices of ECA. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).
- 18A.54 The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa. The subprogramme will focus on producing country profiles and risk analyses on a regular basis. The profiles will include research, analysis, forecasts, indicators and trends on a variety of statistics, including those pertaining to output,

trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce policy advice in support of the development agendas of the member States. To develop credible and authoritative documents, the subprogramme will work closely with the other subprogrammes of ECA and external partners in the areas of data collection and exchange, harmonization and data validation, and contribute thematic expertise and policy discussions.

Component 1
Subregional activities in North Africa

18A.55 Component 1 of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia. The strategy applied under the subprogramme will focus on internationally and regionally agreed development goals, including those specified in the 2030 Agenda for Sustainable Development and the Agenda 2063. In addition, the subprogramme will focus on boosting intra-African cooperation and trade.

Table 18A.19
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in North Africa

Expected accomplishments of the secretariat	Indicators of achievement	Biennium	Performance measures			
			2018-19	2016-17	2014-15	2012-13
(a) 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, with due consideration to gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	8	8	--	--
		Estimate		6	8	--
		Actual			6	--
	(a) (ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	8	--	--	--
		Estimate		6	--	--
		Actual			3	--
(b) Strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration to gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	6	4	--	--
		Estimate		4	3	--
		Actual			3	--
	(b) (ii) Number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration to gender perspectives	Target	2	--	--	--
		Estimate		--	--	--
		Actual			--	--

External factors

18A.56 This component is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and regional economic communities continue to support the subregional office for North Africa of ECA; (b) member States experience political stability; (c) member States and regional economic communities accelerate the implementation of the regional integration agenda through the allocation of more resources and promotion of the functioning of the decision organs related to the concerned regional economic communities; and (d) development partners allocate more extrabudgetary resources to meet the increasing demand for capacity-building and technical support from member States that have already undergone a political and social transformation and regional economic communities.

Outputs

18A.57 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.20

Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for North Africa	
Substantive servicing of meetings:	
1. Session of the Intergovernmental Committee of Experts of the subregional office for Northern Africa	8
Parliamentary documentation:	
2. Subregional profile on socioeconomic developments in North Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Annual report on the work of ECA in North Africa	2
Ad hoc expert groups:	
5. Data revolution in North Africa: putting data in support of structural transformation	1
6. Institutional quality and structural transformation	1
7. Deepening regional integration in North Africa through electronic exchange of customs information	1
8. Climate risk management: status and best practices in North Africa	1
Other substantive activities (regular budget)	
Recurrent publications:	
9. Country profiles	7
Non-recurrent publications:	
10. Data revolution in North Africa: putting data in support of structural transformation	1
11. Institutional quality and structural transformation	1
12. Deepening regional integration in North Africa through electronic exchange of customs information	1
13. Climate risk management: status and best practices in North Africa	1
14. Implementation of the Sustainable Development Goals in North Africa	1
Special Event:	
15. North African Development Forum	1
Technical materials:	
16. Knowledge management platform for subregional office (website) and database module	1
International cooperation and interagency coordination and liaison (regular budget)	
Organization of Chief Executives Board for Coordination and inter-agency meetings and activities:	
17. Consultative meetings with the Maghreb Arab Union to support the activities of the regional coordination mechanism	2
Technical cooperation (extrabudgetary)	

Advisory services at the request of Governments:

18. Advisory services: missions at the request of member States, the Maghreb Arab Union and other subregional intergovernmental organizations to give guidance on institutional and thematic issues related to the economic and social transformation of North African member States 10

Fellowships:

19. Fellowships and grants: visiting scholars, fellows and interns to enhance capacity in development issues and policy analysis 1

Field projects (country, regional, interregional):

20. Support to the implementation of the Maghreb Action Plan to boost intra-African trade 1

Component 2 Subregional activities in West Africa

18A.58 Component 2 of subprogramme 7 will be implemented by the subregional office for West Africa, which covers the following 15 countries: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The component will work in close coordination with other ECA divisions and offices, the Economic and Statistical Observatory for Sub-Saharan Africa and the African Regional Technical Assistance Centre in West Africa. The implementation strategy will focus on the provision of relevant support to member States, regional economic communities and intergovernmental organizations in their quest to report and achieve the goals and targets contained in Agenda 2063 and the 2030 Agenda for Sustainable Development, including the West African integration agenda (the ECOWAS Community Development Programme and the regional economic programme of the West African Economic and Monetary Union), and the Paris Agreement.

Table 18A.21

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the secretariat	Indicators of achievement		Performance measures				
			Biennium	2017-18	2016-17	2014-15	2012-13
(a) 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, with due consideration to gender perspectives, at national and subregional levels	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	Target	4	--	--	--	--
		Estimate		--	--	--	
		Actual		--	--	--	
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	Target	3	--	--	--	--
			Estimate		2	--	--
			Actual			--	--

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration to gender perspectives	(b) (i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	2	--	--	--
		Estimate		1	--	--
		Actual			--	--
	(ii) Increased number of policy dialogues and platforms in support of the structural transformation of Western Africa, with due consideration to gender perspectives	Target	8	--	--	--
		Estimate		5	--	--
		Actual			--	--

External factors

18A.59 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) significant external shocks or major disruptions in the socioeconomic, institutional and security environment do not occur in the subregion; (b) member States and national policymakers support the efforts of the subprogramme and remain committed to the regional integration agenda; (c) partnerships and collaboration with ECOWAS, the West African Economic and Monetary Union, the Mano River Union and other intergovernmental organizations, the private sector, academia and the United Nations system increase; (d) more financial and human resources are directed towards the repositioning of the subregional office. To this end, the subregional office will seek support in delivering the activities of the subprogramme as one within the United Nations family and strengthen awareness of the benefits of doing this. In this regard, it will particularly focus on the United Nations Integrated Strategy for the Sahel and collaborating with other United Nations agencies in addressing threatening issues, such as terrorisms, Boko Haram, diseases, such as the Ebola virus and the Zika virus, and related impacts.

Outputs

18A.60 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.22
Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
1. Intergovernmental Committee of Experts of the Subregional Office for West Africa	6
Substantive servicing of meetings:	
2. Annual session of the Intergovernmental Committee of Experts for West Africa	2
Parliamentary documentation:	
3. Progress report on the implementation of regional and internationally agreed upon development agendas	2
4. Annual report on the work of ECA in West Africa	2
Other services to be provided:	
Ad hoc expert groups established by a legislative mandate:	
5. Meeting of experts to review a study on the “emerging West African countries through structural transformation	1
6. Meeting of experts to review a study on the challenges in monitoring the Sustainable Development Goals, as recommended by regional economic communities and member States	1
7. Meeting on deepening regional integration in West Africa	1
8. Meeting on the “data revolution in support of member States’ development efforts”	1
9. Meeting on emerging issues affecting social and economic development in West Africa	1
Assistance to intergovernmental bodies or United Nations representatives and rapporteurs under their established mandates	
10. Annual meeting of the subregional coordination mechanism for West Africa for United Nations system-wide support to the African Union and its NEPAD programme with a view to avoid duplication of efforts and create synergies among development stakeholders	2
11. Functional support to the work of the United Nations country teams and other United Nations inter-agency activities in West Africa	2
Special events:	
12. Meeting of think tanks on issues pertaining to the development of West Africa	1
Other substantive activities (regular budget)	
Recurrent publications:	
13. Country profiles	10
Non-recurrent publications:	
14. A study on emerging West African countries through structural transformation	1
15. A study on the challenges in monitoring the Sustainable Development Goals	1
16. A study on deepening regional integration in West Africa	1
17. A study on the data revolution in support of member States’ development efforts	1
18. A study on emerging issues affecting social and economic development in West Africa	1
Technical material for outside users:	
19. Policy briefs on sustainable economic and social transformation in West Africa	2
20. Reporting on the activities aimed at feeding the ECA database with data from West African countries, including updates of countries profiles in support to ECA member States and regional economic communities in West Africa	1
21. Maintenance of thematic workspaces for communities of practices, including the Observatory on Regional Integration in Africa	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Organization of the Chief Executives Board for Coordination and inter-agency meetings and activities:	
22. Subregional coordination mechanism	2
23. Thematic clusters of the regional coordination mechanism	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory services at the request of Governments	
24. Provide advisory services upon request, to member States, as well as to ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations on institutional and sectoral issues pertaining to the consolidation of achievements with regards to statistics, regional integration and sustainable development in West Africa	10

Outputs	Quantity
Field projects:	
25. A field project aimed at strengthening the institutional capacity of regional economic communities, intergovernmental organizations and countries in statistics and development	1

Component 3
Subregional activities in Central Africa

18A.61 Responsibility for the implementation of the component is vested in the subregional office for Central Africa, which covers the following seven countries: Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. The office will implement its programme of work in close cooperation with the Economic and Statistical Observatory of Sub-Saharan Africa and various divisions of ECA. The implementation strategy will focus on providing advisory services to member States and carrying out joint activities with a view to improving the statistical systems of member States and increasing the availability and quality of data. In this regard, the component will work in close collaboration with national statistical agencies to collect a wide range of statistics, including data on the monitoring of internationally agreed development goals, censuses, surveys and economic classification and development indicators. In coordination with the African Centre for Statistics, the component will use modern technologies and its technical skills to assist member States in collecting, processing and using quality, comparable and harmonized statistics. In addition, it will focus on extending support to member States and regional economic communities in mainstreaming regional and international initiatives, such as the 2030 Agenda for Sustainable Development and the first 10-year implementation plan of Agenda 2063, into their development strategies with a gender perspective.

Table 18A.23
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in Central Africa

Expected accomplishments of the secretariat	Indicators of achievement		Performance measures			
			Biennium	2017-18	2016-17	2014-15
(a) 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, with due consideration to gender perspectives, at national and subregional levels	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>		--	--	--
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	<i>Target</i>	3	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>			--	--
(b) Strengthened capacity of member States in the Central Africa subregion,	(b) (i) Increased number of subregional initiatives (i)	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		3	--	--

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in Central Africa

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Performance measures</i>				
		<i>Biennium</i>	<i>2017-18</i>	<i>2016-17</i>	<i>2014-15</i>	<i>2012-13</i>
The Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities, with due consideration to gender perspectives	(i) Designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives				--	--
	(ii) Increased number of policy and dialogue platforms in support of the structural transformation in Central Africa, with due consideration to gender perspectives	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		2	--	--
		<i>Actual</i>			--	--

External factors

18A.62 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) national statistical agencies cooperate with the subregional office and provide quality statistics in a timely manner; (b) United Nations agencies, the African Development Bank and other stakeholders are supportive of the subregional coordination mechanism and are willing to strengthen their cooperation with ECA in support of subregional initiatives; (c) regional economic communities, member States and other beneficiaries fulfil their commitments on time and effectively to joint activities with the subregional office for Central Africa; and (d) there is political stability in the subregion, especially in post-conflict countries.

Outputs

18A.63 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.24

Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the Subregional Office for Central Africa	
Substantive servicing of meetings:	
1. Annual session of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa	8
Parliamentary documentation:	
2. Annual report on the work of ECA in Central Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Report on the implementation of subregional initiatives in Central Africa	2
Other services:	
Ad hoc expert groups:	

<i>Outputs</i>	<i>Quantity</i>
5. Infrastructure development in Central Africa: beyond the missing links	1
6. Continental free trade area and Central Africa: scaling-up harmonization within the Economic Community of Central African States and the Economic and Monetary Community of Central Africa	1
7. A push for resource-based industrialization: making industrial policy work	1
8. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
9. Tourism and structural transformation in Central Africa: a case for economic diversification	1
10. Prototyping blue economy development: selected case studies	1
Other substantive activities (regular budget)	
Recurrent publications:	
11. Country profiles	14
12. Subregional profiles	2
Non-recurrent publications:	
13. Infrastructure development in Central Africa: beyond the missing links	1
14. Continental free trade area and Central Africa: scaling-up harmonization within the Economic Community of Central African States and the economic and monetary community of Central Africa	1
15. A Push for Resource-based industrialization: making industrial policy work	1
16. Enabling the realization of the SDGs through development planning: evidence from Central Africa	1
17. Tourism and structural transformation in Central Africa: a case for economic diversification	1
18. Prototyping blue economy development: selected case studies	1
Booklets, pamphlets, fact sheets, wall charts and information kits:	
19. Policy briefs on emerging issues in Central Africa	6
Special events:	
20. The State of Structural Transformation in Central Africa: Challenges and Opportunities	1
Technical materials:	
21. Electronic briefs on major activities of the subregional office for Central Africa (regional updates)	4
22. Establishment and maintenance of peer-learning groups and thematic workspaces for communities of practice	6
International cooperation and interagency coordination and liaison (Regular Budget)	
Organization of the Chief Executives Board for Coordination and inter-agency meetings and activities:	
23. Subregional coordination mechanism	2
24. Thematic clusters of the regional coordination mechanism	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory services:	
25. Advisory services extended to the Economic Community of Central African States, the Economic and Monetary Community of Central Africa, other subregional and intergovernmental organizations and non-governmental organizations on institutional and sectoral issues to strengthen regional integration and support inclusive growth and the economic and social transformation in Central Africa	10

Component 4

Subregional activities in East Africa

18A.64 The responsibility for implementing the component is vested with the subregional office for East Africa, which covers the following 14 countries: Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and United Republic of Tanzania. The subregional office also covers the East African Community, the Intergovernmental Authority for Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

Table 18A.25
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in East Africa.

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Biennium</i>	<i>Performance measures</i>			
			<i>2018-19</i>	<i>2016-17</i>	<i>2014-15</i>	<i>2012-13</i>
(a) 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, with due consideration to gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>			--	--
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	<i>Target</i>	2	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>	--	--	--	--
(b) Strengthened capacity of member States of the East Africa subregion, the East African Community, the Intergovernmental Authority on Development and the Economic Community of the Great Lakes Countries, to implement subregional development priorities, with due consideration to gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	<i>Target</i>	6	6	--	--
		<i>Estimate</i>		6	4	--
		<i>Actual</i>			4	--
	(ii) Number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration to gender perspectives	<i>Target</i>	8	--	--	--
		<i>Estimate</i>		8	--	--
		<i>Actual</i>			--	--

External factors

18A.65 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States effectively implement common policy measures and institutional mechanisms agreed upon in the framework of Agenda 2063 and the 2030 Agenda for Sustainable Developments; (b) partnerships and collaboration with National Statistics Systems on the country profiles are further strengthened; (c) United Nations-system wide

coherence and synergy are strengthened in the framework of the subregional coordination mechanism for Eastern and Southern Africa with the aim to deliver better support to regional economic communities and intergovernmental organizations; and (d) the Commission's new business model of becoming a think tank of reference on African development issues is implemented in close collaboration with think tanks, universities and other stakeholders in knowledge generation and delivery with a view to maximizing the influence and impact of the work of ECA at the national and subregional levels.

Outputs

18A.66 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.26

Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for Eastern Africa	
Substantive servicing of meetings:	
1. Servicing of the annual session of the Intergovernmental Committee of Experts for Eastern Africa	2
Parliamentary documentation:	
2. Progress report on the implementation of regional and international agendas	2
3. Annual report on the work of ECA in Eastern Africa, including the status of implementation of the subregional coordination mechanism for Eastern and Southern Africa	2
Other services:	
Ad hoc expert groups:	
4. Sustainable financing of tourism development in Eastern Africa	1
5. Energy and industrialization in Eastern Africa	1
6. Addressing balance of payment constraints in Eastern Africa	1
7. Trade facilitation and manufacturing in Eastern Africa	1
8. Employment and inclusive growth: its contribution towards SDGs	1
9. Social cohesion in the context of open regionalism	1
Other substantive activities (regular budget)	
Recurrent publications:	
10. Country profiles	9
11. Subregional profiles	2
Non-recurrent publications:	
12. Sustainable financing of tourism development in Eastern Africa	1
13. Energy and industrialization in Eastern Africa	1
14. Addressing balance of payments constraints in Eastern Africa	1
15. Trade facilitation and manufacturing in Eastern Africa	1
16. Employment and inclusive growth: its contribution towards SDGs	1
17. Social cohesion in the context of open Regionalism	1
Special events:	
18. Launch of country and subregional profiles	1
Technical materials:	
19. Policy briefs or research papers on priority socioeconomic development issues in Eastern Africa	4
20. Electronic briefs on major activities of the subregional office for Eastern Africa (regional updates)	8
21. Management of thematic workspaces for communities of practice	1
International cooperation and interagency coordination and liaison (regular budget)	
Organization of the Chief Executives Board for Coordination and inter-agency meetings and activities	

<i>Outputs</i>	<i>Quantity</i>
22. Subregional coordination mechanism	2
10. Thematic clusters of the regional coordination mechanism	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory services at the request of Governments:	
23. Provision of advisory services to member States, regional economic communities, intergovernmental organizations and civil society organizations on institutional and sectoral issues to support inclusive growth, economic and social transformation in Eastern Africa	6
Fellowships:	
24. Fellowships and interns to enhance the capacity in of delivering country profiles and implementing subregional initiatives	2
Field projects (country, regional, interregional):	
25. Measuring the indirect impact of tourism on national income in Eastern Africa	1

Component 5 Subregional activities in Southern Africa

18A.67 The Subregional Office for Southern Africa, based in Lusaka, is responsible for the implementation of the component. The office covers the following 11 member States: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. With the aim to enhance the capacity of member States and regional economic communities in producing and disseminating quality, timely and gender-disaggregated statistics, the office will work closely with the African Centre for Statistics in providing technical support to national statistical offices in implementing modern methodologies and tools to improve their statistical operations and facilitate data capture. To this end, the office will provide technical support, particularly to the national statistical offices in the subregion to improve their statistical operations and thus enhance the availability of quality statistical data for the production of country profiles. Furthermore, the office will undertake policy research, provide a platform for policy dialogue, and extend support to regional economic communities, namely COMESA, SADC, and other intergovernmental organizations in enhancing their capacity to implement high impact subregional initiatives in support of the structural transformation for inclusive and sustainable development in the subregion. The subregional office will also forge partnerships and collaborations with universities, think tanks, civil society organisations and the private sector to leverage the impact of its work.

Table 18A.27
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in Southern Africa

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Biennium</i>	<i>Performance measures</i>			
			<i>2018-19</i>	<i>2016-17</i>	<i>2014-15</i>	<i>2012-13</i>
(a) Enhanced capacity of member States in the Southern Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		--	--	--
		<i>Actual</i>			--	--
	(ii) Number of ECA policies and	<i>Target</i>	4	--	--	--

Objective of the organization: To achieve structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the secretariat	Indicators of achievement	Biennium	Performance measures			
			2018-19	2016-17	2014-15	2012-13
subregional levels	programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation	<i>Estimate</i>	--	2	--	--
		<i>Actual</i>			--	--
(b) Strengthened capacity of member States in the Southern Africa subregion, COMESA and SADC to implement subregional development priorities with due consideration to gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, while taking into account gender perspectives	<i>Target</i>	13	10	--	--
		<i>Estimate</i>		10	7	--
		<i>Actual</i>			7	--
	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration to gender perspectives	<i>Target</i>	4	--	--	--
		<i>Estimate</i>		2	--	--
		<i>Actual</i>			--	--

External factors

18A.68 The component of the subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) key partners cooperate and work in close collaboration with the Commission, and its subregional office for South Africa; (b) member States adequately commit to translating the guiding principles of Agenda 2063 and the Sustainable Development Goals into national development programmes; (c) member States, regional economic communities and intergovernmental organizations in the subregion effectively implement the agreed common policy measures and institutional mechanisms.

Outputs

18A.69 During the biennium 2016-2017, the following outputs will be delivered:

Table 18A.28

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
1. General Assembly	
Substantive servicing of meetings:	
1. Session of the Intergovernmental Committee of Experts of the subregional office for Southern Africa	8
Parliamentary documentation:	
2. Report on the work of ECA in Southern Africa	2
3. Progress report on regional and international agendas and other special initiatives, including progress on gender empowerment in the subregion	2

<i>Outputs</i>	<i>Quantity</i>
4. Report on key economic and social developments and prospects for regional integration in Southern Africa	2
Other services:	
Ad hoc expert groups:	
5. Land and economic development in Southern Africa	1
6. Promoting regional integration in Southern Africa	1
7. Public-private partnerships in economic development in Southern Africa	1
8. Small and medium enterprises and economic development in Southern Africa	1
Other substantive activities (regular budget)	
Mandated recurrent publications:	
9. Country profiles	11
Mandated non-recurrent publications:	
10. Land and economic development in Southern Africa	1
11. Promoting regional integration in Southern Africa	1
12. Public-private partnerships in economic development in Southern Africa	1
13. Small and medium enterprises and economic development in Southern Africa	1
Special events:	
14. Forum on emerging economic transformation in Southern Africa	1
15. Subregion-wide launch of ECA flagship publications, including the Economic Report on Africa, Report on assessing regional integration in Africa, the African Governance Report, the Africa Gender Index Report	2
Technical material for outside users:	
16. Policy brief and research papers on priority development issues in Africa	2
International cooperation and interagency coordination and liaison (Regular budget)	
Organization of the Chief Executives Board for Coordination and inter-agency meetings and activities:	
17. Subregional coordination mechanism	2
10. Thematic clusters of the regional coordination mechanism	2
18. Web-based information site on subregional office for Southern Africa	1
19. Maintenance of a statistical database on economic and social conditions on countries in Southern Africa	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services at the request of Governments:	
20. Advisory services extended to member States, and SADC, COMESA and other intergovernmental organizations, and civil society organizations on the implementation of activities on key thematic areas of collaboration with regional economic communities and on priority development issues to strengthen regional integration in Southern Africa in the context of the United Nations Ten Year Capacity Building Framework for the African Union, APRM, NEPAD and internationally agreed development goals, including the Sustainable Development Goals, and ensure formulation and implementation of harmonized macroeconomic and sectoral policies and programmes in Southern Africa	6
Fellowships and grants:	
21. Fellowships and interns to enhance capacity in delivering country profiles and implementing subregional initiatives	4

Subprogramme 8 Development planning and administration

18A.70 Responsibility for the implementation of the subprogramme is vested in the African Institute for Economic Development and Planning (IDEP), a subsidiary and the training arm of ECA, which is based in Dakar. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 15 of the biennial programme plan for the period 2016-2017 (A/71/6/Rev.1). In the context of structural transformation agenda for Africa, anchored by key development frameworks, including, among them, Agenda 2063, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International

Conference on Financing for Development, which member States are integrating into their development plans, the Institute's role in strengthening institutional and human capacities in African countries towards an accelerated continental transformation retains its importance and relevance and sets the tone for its direction.. Strategically, IDEP seeks to contribute to the expansion of the capacity of African countries to autonomously deploy development planning tools to achieve the core goal of the structural transformation of their economies and societies. Consequently, it will work in close coordination with other ECA divisions and subregional offices and centres, considering the importance of capacity development in its various dimensions in the region as a guiding principle. The subprogramme will also coordinate with the African Centre for Gender to include a gender perspective in its work.

Table 18A.29

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To improve public sector management and development planning in support of member States' structural transformation

Expected accomplishments of the secretariat	Indicators of achievement		Performance measures				
			Biennium	2017-18	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States for better development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning	(a) (i) Increased number of member States adopting and applying appropriate planning approaches, policies, and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of IDEP	Target	30	25	--	--	
		Estimate		25	18	--	
		Actual			10	--	
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at IDEP in development planning, public administration and results-based management	Target	10%	--	--	--	
		Estimate		9%	--	--	
		Actual		--	--	--	
(b) Strengthened capacity of member States to develop and adopt better approaches pertaining to economic policy formulation, management, monitoring and evaluation	(b) (i) Increased number of member States using new or better tools and applying better approaches for economic policy formulation and management as a result of the recommendations of the division	Target	28	--	--	--	
		Estimate		25	--	--	
		Actual			15	--	
	(ii) Increased number of participants acknowledging that they have benefited from the training activities at IDEP aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender	Target	8%	--	--	--	
		Estimate		--	--	--	
		Actual			--	--	

External factors

18A.71 The subprogramme aims to achieve its objectives and expected accomplishments on the assumption that: (a) funds are available to undertake all events planned; (b) the impact of the financial and

economic crisis on donor countries do not affect the level of financial commitments of the donor community to fund courses; and (c) political economy and political will at all levels will serve not as obstacles but opportunities for enabling the adoption and application of recommended development planning and economic management approaches.

Outputs

18A.72 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.30
Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary)	
Substantive servicing of meetings:	
1. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	4
2. Technical Advisory Committee of IDEP	4
Parliamentary documentation:	
3. Reports to the IDEP Governing Council on the status of the subprogramme	4
4. IDEP Governing Council meeting reports	4
5. Progress reports to the IDEP Technical Advisory Committee	4
6. IDEP Technical Advisory Committee meeting report to the Governing Council	4
7. Statutory audit reports on the financial health of IDEP presented to the Governing Council	2
8. IDEP programme progress reports for the ECA Conference of Ministers of Finance, Planning, and Economic Management	2
Other services:	
Ad hoc expert groups:	
9. High-level policy dialogue events attended by policy officials from member States, private sector representatives and subject-matter experts to examine various issues pertaining to African economic development and planning with particular emphasis on those relating to 2030 Agenda for Sustainable Development	4
10. Communities of practice for Africa development planners facilitated through electronic media	2
Other substantive activities (extrabudgetary)	
Booklets, pamphlets, fact sheets, wall charts and information kits:	
11. Information kit for IDEP comprising of strategic plan, training brochures, booklets, leaflets, kakemonos, banners, and assorted accessories to promote the Institute's work	1
Seminars:	
12. Development seminars on top-of-mind topics on African economic development and planning	18
Field visits:	
13. To explore practical applications of classroom learnings in the areas of industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism	6
Technical material:	
14. Discussion papers presented by authors at research-related events co-organized by IDEP and partners, to be disseminated to the general public through print and electronic media	4
15. Fellowship papers on relevant selected research topics published in journals	4
16. Policy briefs on outcomes of monthly development seminars organized by IDEP and partners disseminated to the general public through print and electronic media	12
Technical cooperation (regular budget/extrabudgetary)	
Advisory services:	
17. Advisory missions undertaken upon the request of member States and regional economic communities centred on economic management and development planning	6

<i>Outputs</i>	<i>Quantity</i>
18. Needs assessment missions undertaken to a sample of member States and regional economic communities to identify human capacity-building needs that can be addressed by skills trainings to be used in developing new on-site or tailor-made training courses	4
Group training (seminars, workshops, symposiums):	
19. Two-week skills trainings targeting an average of 25 public officials, in various aspects of African economic development and planning	24
20. One-week skills trainings targeting an average of 25 public officials, in various aspects of African economic development and planning	16
21. E-learning courses in French and English based on selected ECA flagship publications, targeting academia, civil society, the private sector and the public sector	8
22. E-learning courses in French and English conducted through the IDEP online learning platform based on the current IDEP portfolio of regular courses and targeting civil society, the private sector and the public sector	12
23. Master's degree programmes with specializations of relevance to African development, targeting policymakers, offered in collaboration with recognized African Universities	3
24. Curriculum development workshops to develop new courses that address the needs expressed by member States through IDEP needs assessment missions	4
Fellowships:	
25. To undertake quality research leading to publications in the management of economic policy and development planning	6
Administrative support services	
Central support services:	
Archives and records management	
26. Books, journals and other library materials on economic management and development planning in French and English procured and made available to training participants and the general public through the on-site and virtual library	1
27.	1

Subprogramme 9 Social development policy

18A.73 Substantive responsibility for this subprogramme is vested in the Social Development Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 15 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1). A strategic focus of the subprogramme will be on supporting and accelerating the achievement of the global vision for sustainable development as set out in the 2030 Agenda for Sustainable Development, Agenda 2063 and its first 10-year implementation plan, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

18A.74 A core objective of the subprogramme will be to support the design and implementation of appropriate national and subregional policies, programmes and strategies to promote social development for inclusive and equitable growth and transformation. More specifically, the subprogramme will generate knowledge, tools and approaches to enhance the capacity of member States to develop, implement and monitor policies on employment and social protection, with a particular emphasis on gender, youth, population and urbanization. In doing so, the subprogramme will establish and strengthen partnerships, synergies and collaboration within ECA, as well as with relevant United Nations agencies, funds and programmes, international organizations, regional economic communities, think tanks, academic institutions, civil society and the private sector.

Table 18A.31

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To achieve inclusive and equitable sustainable human and social development for transformation in Africa

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures				
		Biennium	2017-18	2016-17	2014-15	2012-13
(a) Enhanced capacity of member States to mainstream employment, social protection and nutrition security into national policies and strategies	(a) Increased number of member States and regional economic communities implementing new policies, approaches and tools for employment promotion, nutrition security and social protection, with an increased focus on gender in the attainment of their strategic goals and objectives	Target		15	--	--
		Estimate		--	--	--
		Actual			--	--
(b) Enhanced capacity of member States to develop, implement and monitor population and youth policies, including migration, ageing and disability	(b) Increased number of member States and regional economic communities using ECA policy recommendations and tools to integrate population, ageing, migration, disability, youth development and other population-related issues into their national development policies and programmes, with a focus on gender equality	Target		10	--	--
		Estimate			7	--
		Actual			--	--
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	(c) Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality	Target		5	--	--
		Estimate			--	--
		Actual			--	--

External factors

18A.75 The subprogramme is expected to achieve these objectives and expected accomplishments on the assumption that: (a) member States allocate adequate human and social resources to implement regional and international policy frameworks on social development, especially with regard to the 20-year review of the ICPD+20, the Copenhagen Declaration on Social Development, the Beijing Platform for Action, Habitat II and III, the United Nations Conference on Sustainable Development (Rio+20) and to the implementation of African Union policy frameworks on social development and urbanization, and the African Union NEPAD Programme; (b) measures are taken by member States to make available data and reports to the subprogramme in a timely manner; (c) partners are willing to collaborate and harmonize efforts to support ECA, member States and regional economic communities; and (d) member States and national policymakers are supportive of the subprogramme's efforts and extend full cooperation to the incorporation of gender mainstreaming and the implementation of gender equality policies and strategies by allocating both human and financial resources. To mitigate these risks, the division will enhance its communication and outreach efforts to ensure that

member States are cognizant of the work programme, have a clear indication of the value added ECA brings to their policy agendas and coordination channels are established for the implementation of the work programme.

Outputs

18A.76 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.32

Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
Substantive servicing of meetings:	
1. Third session of the Committee on Gender and Social Development parliamentary documentation:	1
2. Third session of the Committee on Gender and Social Development	1
3. Annual Report on social development in Africa to the Joint Annual Meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development	2
Other services:	
Ad hoc expert groups:	
4. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
5. Migration in Africa	1
6. Age-structural transitions in Africa	1
7. Ageing policy frameworks in Africa	1
8. Monitoring social investments in Africa	1
9. State of urbanization in Africa	1
10. Policy mapping	1
11. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
12. Urban data and statistics in Africa	1
Other substantive activities	
Recurrent publications:	
13. Africa Social Development Report	1
Non-recurrent publications:	
14. Implementation of the Addis Ababa Declaration on Population and Development beyond 2014	1
15. Migration in Africa	1
16. Policy mapping and human exclusion	1
17. Age structural transitions in Africa	1
18. Review of ageing policy frameworks in Africa	1
19. The youth bulge and employment opportunities in urban areas of Africa	2
20. State of urbanization in Africa	1
21. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
22. Urban data and statistics	1
23. Monitoring social investments in Africa	1
Technical material:	
24. Four policy briefs on policy mapping - a tool for improved inclusivity	4
Manuals:	
25. Integrating migration into national and sectoral plans	1
26. Integrating the demographic dividend into national and sectoral plans	1
27. Improved monitoring of social investments in Africa	1
28. Demographic dividend as an entry point for the Sustainable Development Goals	1

<i>Outputs</i>	<i>Quantity</i>
29. Guidelines on mainstreaming urbanization in national development planning	1
Technical cooperation	
Advisory services at the request of Governments:	
30. Integrating population issues into the Sustainable Development Goals and Agenda 2063	15
31. Provision of advisory services to member States and regional economic communities on social protection, youth employment, health and nutrition-related interventions in the context of the Sustainable Development Goals	8
32. Integrating migration issues in national development planning in the context of the Sustainable Development Goals	5
Fellowships:	
33. Demographic dividend, employment, urbanization, migration	4
Group training (seminars, workshops, symposiums):	
34. In collaboration with IDEP and the Capacity Development Division on capacity-building for policymakers on mainstreaming social development in national development planning	20

C. Programme support

- 18A.77 Programme support services encompass the functions and structures relating to the Division of Administration. These functions include: management and development of human resources; management of the United Nations Conference Centre in Addis Ababa (UNCC-AA); supply chain management; facilities management; management of the United Nations Health Care Centre (UNHCC); financial accounting; and protocol, travel and transport services.
- 18A.78 During the 2018-2019 biennium, the Division of Administration will continue to provide the services mentioned above to ensure efficient support to the functions and services of the ECA headquarters in Addis Ababa, the five subregional offices and IDEP. The division will also coordinate with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework through the Operations Management Team (OMT).
- 18A.79 The key focus areas will be implementation of United Nations system-wide projects, such as Umoja, the International Public Sector Accounting Standards (IPSAS), Strategic Capital Review (SCR); quality support to staff members in career advancement and development; further delegation of authority to the subregional offices in human and financial resource services; renovation of Africa Hall; support to the new office facility, which hosts an additional 680 staff of the United Nations system; coordination of business continuity and organizational resilience and response support to almost 30 United Nations agencies serving in Ethiopia; and greater coordination with the member organizations and offices to further strengthen the medical services provided at UNHCC. In addition, the division will continue to actively participate in the secretariat-wide dialogue on the implementation of the Global Service Delivery Model, which is planned to commence in the 2018-2019 biennium, the cost recovery initiative and other Umoja-related activities and initiatives.

Outputs

- 18A.80 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.33
Categories of outputs and final outputs

Outputs

Administrative support services: (regular budget)

Overall Management

Bring together different sections of the Division of Administration through coordination of the intersectional work of the division on cross-cutting substantive issues:

1. Devise mechanisms to enable the Division of Administration sections to deliver as one
2. Coordinate responses to questions from auditors and investigators on issues related to administration and ensure that recommendations are followed up on. Represent the Commission in the United Nations country team meetings and with the host Government and OMT
3. Provide specific direction and leadership to the Africa Hall Project team through consultation and coordination with the host country, major stakeholders and the Office of Central Support Services at headquarters
4. Ensure effective oversight through the establishment of strong internal control mechanisms for special projects within the division's purview that are a high risk and have financial implications

Initiate and implement new and innovative ways of providing administrative support services by streamlining processes and workflow to ensure prompt and effective delivery of services

5. Organize the Division of Administration so that it will be in an appropriate position to support the Commission's business in a more effective and efficient manner
6. Provide support for Umoja post- implementation activities and actively participate in recent initiatives related to global services delivery; cost recovery and other Umoja-related activities and initiatives
7. Actively participate in the cost recovery initiative to strategize cost recovery approaches and the cost recovery functionality
8. Leverage what Umoja has to offer in the form of new functionalities,

increased knowledge and readiness with regard to business continuity

9. Advise on strategic decisions about the secretariat's responsibility in delivering essential and time-critical business services during a crisis
10. Keep an up-to-date list of time-critical functions and the underlying business processes and resources in line with the secretariat's new way of doing business;
11. Development of continuity strategies;
12. Strengthen the capacity and knowledge of the business continuity focal points and critical staff through trainings

Human resources management

Provide leadership on recruitment, placement, staff benefits and entitlement and career development:

13. Achieve operational efficiency in human resources management
14. Advocate strengthened accountability and learning with an enhanced staff development programme

Health-care services

Increase operation efficiency in the provision of health-care services:

15. Increase knowledge in health care and related topics and provide clinical services
16. Provide preventive and health promotion services
17. Advice management on medico-administrative services
18. Provide consultations in curative medicine

Financial management and accounts

Programme accounting and reporting:

19. Increase transparency and efficiency in financial management services delivery through the provision of guidance on the proper utilization of resources in compliance with the financial rules and regulations, and other administrative instructions and established practices of the United Nations
20. Issue IPSAS-compliant financial statements at the end of the year, as per the established deadlines, by ensuring accurate recording of financial transactions

Supply chain management

21. All acquisition plans for 2018 and 2019 are completed and approved on time
22. All vendors are registered in the United Nations Global Market
23. Source selection plans are developed, approved, and adhered to by all
24. Comprehensive contracts and risk management register developed for monitoring purposes
25. New additional systems contracts are introduced
26. All inventory records comply with IPSAS

Outputs

27. Standard furniture and other office equipment are resupplied in line with United Nations space policy
28. All official shipments are cleared and delivered on time
29. Conference on Climate Change and Development in Africa

Travel, transportation, visa and protocol services

30. Ensure efficient utilization of travel and transportation resources
31. Ensure efficient visa and protocol management services

Facilities management services

32. Provide efficient facilities management services
33. Provide efficient office space management for the Commission and United Nations entities in the compound

Conference management and publication and documentation services

34. Service requests from divisions or offices having extrabudgetary projects with an allocation for printing, publishing and documentation services
35. Provide improved and high-quality conference support services to the ECA parliamentary and statutory meetings and for potential partners and external clients
36. Increase the occupancy rate of the conference centre (92 per cent) through aggressive marketing outreach and adopting best practices and e-tools

Library services

37. Provide an institutional framework for the management of administrative records throughout their life cycle (creation and capture, maintenance and use, disposition and archiving)
38. Manage and disseminate ECA-produced knowledge products widely to influence policy decision in member States - (ECA Knowledge Repository)
39. Help member States access knowledge on and from African research sources– by connecting with African knowledge sources (Access to the Scientific and Socio economic Knowledge in Africa (ASKIA) federated platform)
40. Provide research support services to staff at headquarters, subregional offices, IDEP and member States – ECA Library, including (knowledge services – Integrated Library Management System federated solution, subscriptions to serials and books, LibGuides, marketing and cataloguing and indexing)
41. Redesigning and maintaining the ECA Library physical space to provide an environment that supports research, using emerging technologies and archiving vital records
42. Knowledge facilitation and collaboration with divisions, subregional office and member States – Solution Exchange, Unite Connections, among others)
43. Provide programme performance transparency based on key performance indicators to the Commission, member States and the donor community – ECA Executive Performance Dashboard (PMD Platform)
44. Offer expert advice for all ECA units on effective use of information products in policy analysis, reporting and issuing of publications, including enhancement of information literacy skills, training and support in the use of external electronic information sources and United Nations developed databases

Information technology services (electronic support and communication)

45. Video conferencing
 46. Unified communications (voice and video)
 47. Email service
 48. Workstations
 49. High performance intelligent communication (Internet, Intranet, virtual private networks and remote access)
 50. Large scale LAN, WAN, MAN, Wired, Wireless; and satellite network connectivity
 51. Collaboration tools
 52. User focused ICT support
 53. Security service for the organization's information assets by managing and operating firewalls, intrusion detection, and endpoint protection solution and encryption
 54. Manage, maintain, administer and operate ICT infrastructure to deliver ICT services
 55. Develop and integrate systems for automation of manual business processes and functions
 56. Enterprise analytics and business intelligent service to support monitoring progress, raise alarms and decision-making processes
 57. ICT services for conferences (facilitating registration, accreditation, badging, internet, video streaming)
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