



Economic Commission for Africa

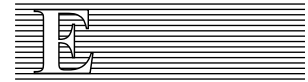
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Acronyms

ACCS	African Centre for Civil Society
ACPC	African Climate Policy Centre
ACS	African Centre for Statistics
ADF	African Development Forum
AfDB	African Development Bank
AfT	Aid for Trade initiative
AGDI	African Gender and Development Index
AGOA	African Growth and Opportunity
AGR	African Governance Report
AIDA	Accelerated Industrial Development of Africa
AMU	Arab Maghreb Union
APRM	African Peer Review Mechanism
ARIA	Assessing Regional Integration in Africa
ASCC	African Statistical Coordination Committee
ASYB	African Statistical Yearbook
ATPC	African Trade Policy Centre
AU	African Union
AUC	African Union Commission
AWRO	African Women's Rights Observatory
BADEA	Arab Bank for Economic Development in Africa
CEMAC	Central African Economic and Monetary Community
CEPGL	Economic Community of the Great Lakes Countries
CoDA	Coalition for a Dialogue on Africa
CODESRIA	Council for the Development of Social Science Research in Africa
CODIST	Committee for ICTs and Science and Technology
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of the Parties
CRVS	Civil registration and vital statistics
CSD	United Nations Commission on Sustainable Development
CSO	Civil-Society Organization
DBSA	Development Bank of South Africa
DfID	United Kingdom Department for International Development
DRC	Democratic Republic of the Congo
EAC	East African Community
ECA	Economic Commission for Africa
ECA-SRO	ECA Subregional Office
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EPA	Economic Partnership Agreement
ERA	Economic Report on Africa
e-TC	Technical Cooperation Management System

EU	European Union
FAO	Food and Agriculture Organization
GEE21	Global Energy Efficiency
GIS	Geographic Information Systems
GTZ	German Agency for Technical Cooperation
HLC	High-Level Conference
ICE	Intergovernmental Committee of Experts
ICGLR	International Conference on the Great Lakes Countries
ICP-Africa	International Comparison Programme -Africa
ICT	Information and Communication Technology
IDEP	Institute for Economic Development and Planning
IDRC	International Development Research Centre
IFDC	International Fertilizer Development Centre
IGAD	Intergovernmental Authority on Development
IGO	Intergovernmental Organization
ILO	International Labour Organization
ILRI	International Livestock Research Institute
IMF	International Monetary Fund
IOC	Indian Ocean Commission
ITCA	Information Technology Centre for Africa
ITU	International Telecommunication Union
JPOI	Johannesburg Plan of Implementation
LDC	Least Developed Country
MCH	Maternal and Child Health
MDG	United Nations Millennium Development Goal
MTEF	Medium-term Expenditure Framework
MYP	Multi-year Programme
NAMA	Non-Agricultural Market Access
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPoA	National Programme of Action
NSO	National Statistical Office
NTB	Non-Tariff Barrier
OECD	Organization for Economic Cooperation and Development
PFIA21	Programme for Further Implementation of Agenda 21
PIP	Programme Implementation Plan
PPP	Public-Private Partnership
PRS	Poverty Reduction Strategy
QA	Quality Assurance
RCM	Regional Coordination Mechanism
REC	Regional Economic Community
RPHC	Round of Population and Housing Censuses
RPTC	Regular Programme of Technical Cooperation
SADC	Southern African Development Community

SDC	Swiss Agency for Development and Cooperation
SHaSA	Strategy for the Harmonization of Statistics in Africa
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium-sized Enterprise
SNA	System of National Accounts
SRCM	Subregional Coordination Mechanism
SRO	Subregional Office/ECA
SRO-CA	ECA Subregional Office for Central Africa
SRO-EA	ECA Subregional Office for East Africa
SRO-NA	ECA Subregional Office for North Africa
SRO-SA	ECA Subregional Office for Southern Africa
SRO-WA	ECA Subregional Office for West Africa
SSATP	Sub-Saharan Africa Transport Policy Programme
STI	Science, Technology and Innovation
UEMOA	West African Economic and Monetary Union
UNCSD	United Nations Conference on Sustainable Development
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDA	United Nations Development Account
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department for Economic and Social Affairs
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UN-ESCWA	United Nations Economic and Social Commission for Western Asia
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNOPS	United Nations Office for Project Services
UNSD	United Nations Statistics Division
VAW	Violence against Women
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization
XB	Extrabudgetary
YAP	Young African Professional



Abdoulaye Jannet
 United Nations Under-Secretary-General
 and Executive Secretary of the
 Economic Commission for Africa

Introduction by the Executive Secretary

This annual report, which is being submitted to the forty-fourth session of the Conference of African Ministers of Finance, Planning and Economic Development, covers the period from April 2010 to March 2011. It reviews the progress made during the past year in the implementation of the United Nations Economic Commission for Africa (UNECA) work programme, focusing on the main results.

The activities carried out by the Commission since its last session took place in a context of modest economic recovery and adaptation by African economies to trends and events taking place in the world economy. The task of assisting member States to reinforce these trends continued to define the analytical, advocacy and policy advisory work of the Commission during the period under review.

Apart from this introductory section, the report is divided into three main chapters. Chapter I provides an account of the major activities and accomplishments of the ECA secretariat under the ten substantive subprogrammes which make up the programme structure approved in the Strategic Framework for the 2010-2011 biennium. The subprogrammes address themes that are broadly consistent with the major development challenges confronting African countries, as follows: macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; trade, economic cooperation and regional integration; gender and women in development; supporting subregional activities for development; development planning and administration; statistics; and social development. Other programmes include United Nations support to the African Union (AU) and its New Partnership for African Development (NEPAD); the United Nations Regular Programme of Technical Cooperation; and the United Nations Development Account (UNDA).

The year 2010 was full of accomplishments, which are presented at length throughout this annual

report. I would like to highlight a few. During the period under review, ECA worked hard to support the design and implementation of policies and stimulate discussions on key development issues of importance to member States through a number of flagship publications – including the *Economic Report on Africa (ERA)*, the report on *Assessing Regional Integration in Africa (ARIA)* and the *African Governance Report (AGR)*, and through the organization of forums, workshops, seminars and expert meetings, the delivery of technical assistance to member States on a wide range of issues and strengthened collaboration with other organizations within and outside the United Nations.

One topic that continued to dominate the international development agenda in 2010 was the impact of climate change on development and the need to take action to mitigate and adapt to this unprecedented phenomenon. To draw attention to this important issue, ECA, in collaboration with the African Union Commission (AUC) and the African Development Bank (AfDB), organized the seventh edition of the African Development Forum (ADF-VII) in October 2010 on the theme, “Acting on Climate Change for Sustainable Development in Africa”. The forum resulted in the launching of a number of new initiatives for tackling climate change in Africa, including the adoption of an *African Action Plan on Climate Change*.

At the subregional level, I would like to stress the progress we are making in support of the major regional economic communities (RECs). All five ECA subregional offices (SROs) recorded concrete achievements in the implementation of the multi-year programme of cooperation (MYP) with their corresponding RECs, addressing such issues as the Millennium Development Goals (MDGs), gender, governance, trade, regional integration, statistics, information and communications technology (ICT) and science and technology. Some of the SROs have also established subregional coordination mechanisms, as mandated by the Regional Coordination



Mechanism of United Nations Agencies and Organizations Working in Africa (RCM-Africa).

Partnerships have remained a constant theme in our work since the ECA repositioning in 2006. The spirit of cooperation and partnership that underpins our work was further strengthened during the year as we continued to intensify efforts to undertake joint activities with other organizations, particularly AUC, AfDB, the RECs and a wide range of development partners. Many examples of such partnerships can be found throughout this report.

One important element of the enhanced cooperation with other United Nations organizations is our continued work in the context of the strengthened RCM and its improved cluster system in support of the African Union and its NEPAD programme. In this regard, the eleventh session of the RCM was convened in November 2010, jointly chaired by the United Nations Deputy Secretary-General, Ms. Asha-Rose Migiro, and the Deputy Chairperson of AUC, Erastus Mwencha, to review progress and challenges in the work of the RCM and its nine thematic clusters. The meeting also provided a platform for discussions on Africa's regional preparations for the Rio+20 Earth Summit to be held in Rio de Janeiro, Brazil, in June 2012.

Another important area where we continue to make an impact is our work in support of the African Peer Review Mechanism (APRM), where we continue to be involved as one of the strategic partners. ECA continued to work with member States, the NEPAD sec-

retariat and other partners in 2010 to lend its support and expertise in strengthening this landmark process.

Among the most important achievements of the year is our work in support of the Coalition for Dialogue on Africa (CoDA), a joint initiative of AfDB, AUC and ECA launched in 2009 to provide an independent forum for dialogue on African development issues and strengthen ownership of the continent's development agenda. ECA continues to serve as the technical secretariat of CoDA. Several activities were undertaken in 2010 to support the implementation of the CoDA work programme, which focused on addressing challenges in areas such as regional integration, climate change, promoting democratic governance and transnational crime.

Chapter II of the report covers the work of the Commission's subsidiary bodies and highlights key issues and recommendations arising from the meetings of these bodies, including the meetings of the Intergovernmental Committees of Experts (ICEs) of the ECA Subregional Offices (SROs), requiring the attention or action of the ECA Conference of Ministers as the principal legislative organ of the Commission.

Efforts continued in the past year to strengthen organizational and management processes in the framework of results-based management and budgeting, with particular focus on measures taken to enhance programme planning, monitoring and evaluation, including quality assurance; improved service standards in the areas of human resources management and management of physical facilities; and extrabud-

getary resource mobilization and management. Chapter III of the report highlights major progress in these areas.

Efforts to upgrade the ECA website also continued during the year, and enhanced efforts to reach out to the media have resulted in a significant increase in the coverage of our activities. Similarly, ECA has been able to highlight its work by participating actively in a series of side events at high-level international events such as the United Nations Climate Change Conference held in Cancun, Mexico, and the Summit of the G-20 held in Seoul, Republic of Korea.

These are only some of the many activities undertaken by the ECA secretariat during the past year to support the development of its member States. Since it is not possible to cover all the activities in a single report, the present report highlights only the most significant achievements of the year. To supplement the report, a more detailed account of the activities undertaken, together with the relevant outputs, can be obtained

from the ECA website at <http://www.uneca.org/programmes>.

I invite you to read the report, ECA's main accountability instrument for reporting on its major achievements and results. It is my hope that the report and the information contained in it will help readers determine the usefulness, relevance, effectiveness and impact of the work of the Commission. I am also confident that member States will continue to support us in our efforts.



Abdoulie Jannah

United Nations Under-Secretary-General and
Executive Secretary of the Economic
Commission for Africa

CHAPTER I

Major Programme Activities and Achievements

A. Regular programmes

1. Macroeconomic analysis, finance and economic development

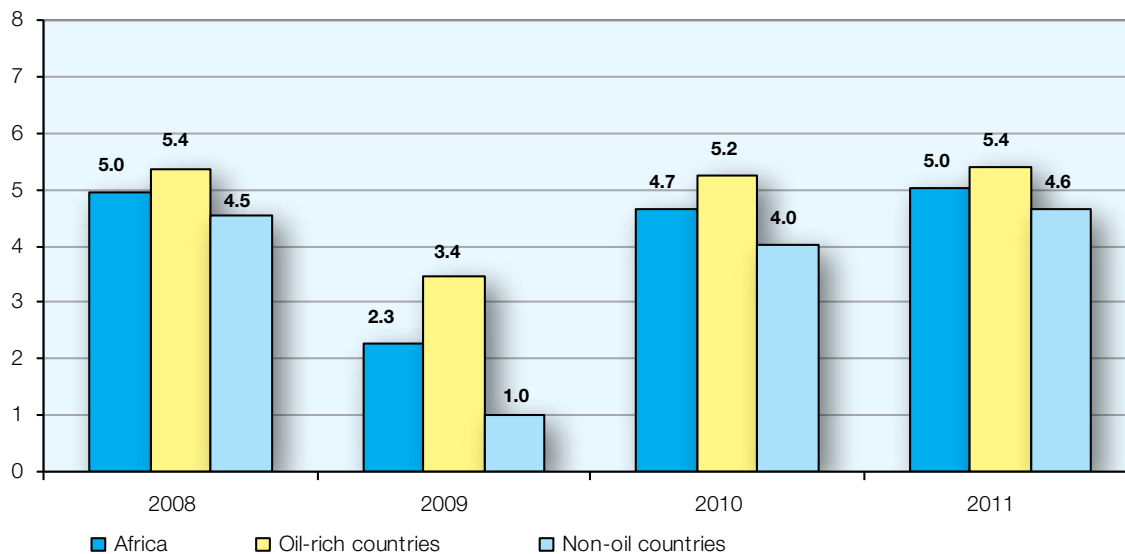
1. ECA work under this subprogramme continued to focus on efforts to enhance the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies for higher growth for poverty reduction and sustainable development, including the MDGs. Following the minor revision to the programme structure of the Commission in December 2009, the work of the subprogramme was organized around four issues: macroeconomic analysis; finance, industry and investment; MDGs and Least Developed Countries (LDCs) monitoring; and support to implementation of NEPAD.

2. In the area of macroeconomic analysis, the secretariat undertook policy research and analysis, prepared reports and organized or contributed to several high-level conferences as well as capacity-building workshops during the period under review. Two of the leading annual publications of the Commission, namely, *Overview of Economic and Social Conditions in Africa* and *ERA 2010*, were prepared under this subprogramme during the past year. Both publications are targeted mainly at policymakers, technical experts, academics and researchers. An annual flagship publication of ECA and AUC was launched at the joint AU and ECA Conference of Ministers in Lilongwe, Malawi in March 2010 and at several other forums thereafter. As in previous years, the report contained a review of recent economic and social developments on the continent as well as an analysis current and emerging developments issues. The 2010 edition of the report focused on the link between growth and employment in Africa. The report provided a basis for dialogue as well as a reference for policymakers on how to design and implement strategies and policies to accelerate and sustain growth for poverty reduction through employment generation.

3. The *Overview of Economic and Social Conditions in Africa in 2010* was prepared during the period under review and will be presented at the 2011 session of the Joint ECA-AU Conference of Ministers in March 2011. It provides a review of Africa's economic performance during the year and an assessment of significant macroeconomic trends and variables at the regional, subregional and country levels, including growth projections for the following year. This year's edition of the *Overview* notes that Africa has sustained and strengthened the economic recovery that started in the aftermath of the recent global crisis with an average GDP growth rate of 4.7 per cent in 2010 compared to 2.3 per cent in 2009. Real GDP per capita also expanded in 2010 by 2.4 per cent for the continent as a whole. Oil-exporting countries expanded more strongly than oil-importing countries. Notwithstanding downside risks, growth prospects remain optimistic for Africa with an expected average growth rate of 5 per cent in 2011 (see figure 1).

4. The continent's economic rebound is yet to translate into meaningful reduction in unemployment, particularly among the youth and vulnerable groups. Unemployment remains high. High unemployment and food prices have instigated political and social unrest in some African countries during the past year. The low employment content and poor social outcomes of Africa's growth are the result of lack of meaningful economic diversification and continued heavy dependence on commodity production and export. This highlights the need for promoting economic transformation for Africa to accelerate and sustain growth and achieve its social development goals. There is also a need for African countries to continue to focus on macroeconomic stability and responsible fiscal policies.

5. The 2011 edition of ERA was also prepared during the period under review and will be launched at the 2011 session of the Joint ECA and AU Conference of Ministers. It examines the role of the State in governing development, triggering economic transformation, and catalysing sustainable development.

Figure 1: Growth in Africa, oil-exporting vs. oil-importing countries, 2008-2010 (%)

Source: UNECA calculations based on UNECA and UNDESA databases, November 2010.

The report provides an evidence-based and policy-oriented framework for enhancing the role of the State in performing the key tasks necessary for economic transformation in Africa: planning of the development process and formulation and implementation of relevant development plans and policies. In addition to its use by policymakers as a tool to monitor recent economic and social developments in Africa, ERA has proved useful in enhancing the awareness of policymakers about effective policies and strategies for addressing key development challenges of concern to Africa. The reports have generated strong interest and intense discussions at the annual AUC-ECA Conference of Ministers and beyond.



6. As in previous years, ECA also contributed to the discussion and finalization of Project LINK forecasts for major African economies and provided substantive inputs in the preparation of the next issue of the annual publication, *World Economic and Social Prospects*, published by the United Nations Department

of Economic and Social Affairs (UNDESA). In addition, the ECA secretariat prepared background papers for the third edition of *African Economic Outlook*, a joint annual publication of AfDB, Organization for Economic Cooperation and Development (OECD) and ECA, launched in May 2010 and widely disseminated during the year. ECA's contribution to the *Outlook* included four country chapters besides sections of the *Overview* chapters on political economy and corporate governance, regional integration, and intra-Africa trade, global trade and trade negotiations.

7. Activities undertaken in the area of finance, industry and investment continued to focus on assisting African countries to address the impact of the global financial and economic crises, and on enhancing the capacity of member States to develop and implement industrial policies to raise the continent's international competitiveness. In particular, ECA continued to provide technical support to African countries for their participation in various forums organized to address the impact of the financial crisis, such as the G-20 Summit held in Seoul, Korea in November 2010. As a contribution to the formulation of Africa's common position on the ongoing reforms of the international financial architecture, ECA convened an Ad Hoc Expert Group Meeting in Gaborone, Botswana in June 2010 to discuss a technical research paper on the reforms, which resulted in a set of policy recommendations that is expected to inform Africa's common position.

8. In the framework of the follow-up to the implementation of the Monterrey Consensus on Financing for Development, a progress report was prepared and submitted to the Fourth Session of the Joint AU-ECA Conference of African Ministers of Finance, Planning and Economic Development held in Lilongwe, Malawi in April 2010. Among other matters, the report reviewed progress towards meeting the commitments made by both African governments and their development partners on key areas of financing for development and identified future priority actions that should be considered to improve the mobilization of both domestic and external financial resources for Africa's development. In addition, a policy brief was prepared to assess the challenges and opportunities facing African countries in the implementation of the Basel Agreements on Banking and Financial Standards.

9. Several activities were undertaken during the year in support of promoting industrial development in Africa. These included (a) a paper on industrial policies for structural transformation of African economies; and (b) an expert group meeting, held jointly with United Nations Industrial Development Organization (UNIDO) and AUC, which reviewed the implementation of the Plan of Action for the Accelerated Industrial Development of Africa (AIDA). The meeting highlighted the main industrial policy challenges facing Africa and provided policy options for industrial development based on the endowments, geographical location and size of population of African countries.

10. The fifth African Economic Conference was held in Tunis, Tunisia in October 2010 on the theme "Setting the Agenda for Africa's Economic Recovery and Long-term Growth". The conference, which was jointly organized by ECA, AfDB, United Nations Development Programme (UNDP) and the Development Bank of South Africa (DBSA), brought together a number of finance ministers and central bank governors as well as researchers and development experts to discuss and share views on some of the key challenges facing Africa. The discussions underscored the importance of good governance, infrastructure and private sector development, and domestic resource mobilization in addressing many of the challenges that Africa faces. The annual conference has now become a premier forum for discussion and exchange of ideas among policymakers and development practitioners on African development issues, thus serving as a bridge between knowledge and policymaking on the continent.

11. A major achievement in the area of monitoring progress towards the MDGs was the launch of the 2010 Africa MDGs Report, jointly prepared by ECA, AU, AfDB and United Nations development Pro-

gramme (UNDP). According to the report, African countries and their development partners have shown a strong commitment and willingness to achieve the MDGs. The report notes that there is a positive sign of improvement across all the MDGs on the continent but the rate of improvement varies across goals, countries and within countries. There has been progress in reducing poverty rates, attributing such progress to improvements in the political, economic and social landscape across much of the continent. The report, which is based on the latest updated and harmonized data from UN agencies and OECD statistics databases, reveals that while Africa is lagging behind on the attainment of the MDGs compared to other regions, African countries through support from their international development partners, including ECA, AfDB and UNDP, have adopted a number of innovative policy measures aimed at stemming the adverse effects of development choices and accelerating progress towards the MDGs. Many African countries have used the MDGs as a framework for development planning, strengthening coordination and cascading them to lower tiers of government.

12. To help accelerate progress towards the MDGs, ECA convened the fifth meeting of the African Learning Group on Poverty Reduction Strategies and the MDGs (PRs/MDGs - LG) in Lusaka, Zambia in October 2010. The main objective of the meeting was to contribute to the strengthening of social protection schemes in Africa through peer-learning and knowledge exchange. With slightly over five years to the MDGs end-date of 2015, efforts are being intensified across Africa to accelerate progress to attain the targets. African governments are placing greater emphasis on social protection policies to aid growth and improve human welfare including achieving the MDGs. Social protection can contribute to improved social outcomes, including the MDGs, through a number of transmission instruments. Among the results of the meeting was a set of recommendations for consideration and adoption by policymakers on how current social protection schemes can be made more relevant to accelerating progress towards the MDGs. The meeting also helped to articulate an African viewpoint on social protection as an input to the debate on MDGs. The e-LG initiative provides an opportunity for countries that are lagging behind to learn from those that have achieved remarkable progress.

2. Food security and sustainable development

13. Work under this ECA subprogramme is aimed at strengthening the capacity of member States to for-

ulate and implement policies and programmes for achieving food security and sustainable development. Several activities were carried out during the past year in support of this objective. Some of the major activities are described below.

14. A major accomplishment under the subprogramme during the year was the successful organization of the seventh African Development Forum (ADF-VII) held in Addis Ababa in October 2010 on the theme “Acting on Climate Change for Sustainable Development in Africa”. The event, which was jointly organized with AUC and AfDB, brought together more than 1000 participants from African governments, private sector, civil-society, research and academia, and development partners, to discuss and build consensus on how Africa could effectively tackle the climate-change challenge and leverage the opportunities it presents. The Consensus Statement that was adopted at the end of the forum highlighted some key challenges and opportunities in the areas of economics; peace and security; governance and leadership; integration; infrastructure development; social and human development; climate change; science and technology innovation; and capacity-building. It states for example, that climate change could severely undermine progress towards sustainable development, including the attainment of targets set out in the MDGs. On a positive note, it further explains that climate change also provides an opportunity to pursue a sustainable development path given responsive leadership and good governance at all levels. There are 56 points of agreement on a number of pertinent climate change issues vital to Africa. It was agreed by the various stakeholders, based on the evidence and impact of climate change, that large-emitting countries should make deep cuts in their emissions and that the international community should support Africa in its promotion of broad-based, equitable, resource-efficient and environmentally-sustainable growth.



15. The consensus statement helped strengthen Africa's participation in international climate change negotiations and informed the continent's common position at the COP-16 in Cancun, Mexico. It will also raise awareness and build consensus among stakeholders on Africa's concerns and priorities in a post-2012 international climate change regime. It will also

form the basis for the preparation of an African Action Plan on Climate Change that AfDB, ECA, and AUC will implement jointly in collaboration with other stakeholders and partners.

16. ECA, jointly with AUC, UNEP, and UNIDO, also participated in the eighteenth session of the United Nations Commission on Sustainable Development (CSD-18) which was held in New York in May 2010. CSD-18 reviewed progress with implementation of Agenda 21, the Programme for Further Implementation of Agenda 21 (PFIA21) and the Johannesburg Plan of Implementation (JPOI) commitments focusing on the thematic cluster of issues comprising Transport, Chemicals, Waste Management, Mining, and a Ten-Year Framework of Programmes on Sustainable Consumption and Production (SCP). During the meeting, ECA, jointly with AUC, UNEP and UNIDO, provided substantive technical support to African member States through facilitation of the Africa regional discussions and effective participation in the thematic discussions. Africa effectively articulated its concerns and priorities relative to the thematic cluster of issues and these are adequately reflected in the report of the meeting.

17. In accordance with its role of coordinating regional preparatory processes for major global conferences and summits on sustainable development, ECA embarked on a series of activities during the past year to facilitate Africa's participation in the United Nations Conference on Sustainable Development (UNCSD) also referred to as 'Rio+20' to be held in Rio de Janeiro, Brazil in January 2012. In this context, the Eleventh Session of the Regional Coordination Mechanism of United Nations Agencies and Organizations Working in Africa (RCM-Africa) provided a platform to raise awareness and mobilize the necessary support to ensure Africa's effective preparation for the Rio+20 Conference.

18. The linkages between trade, environment and sustainable development was at the heart of a training workshop organized in collaboration with UNEP in January 2011 for policymakers and officials from ECOWAS member States and the ECOWAS Commission. The workshop was aimed at increasing awareness and capacity of policymakers to formulate and implement mutually-supportive trade and environment policies.

19. The main constraints to agribusiness development in Africa include the high risks of doing business in the agricultural sector and the scale of investments required. These constraints are further compounded by the underdeveloped agricultural services sector,

less than optimal farm size, and business investment climates that are not particularly conducive to private sector investment. An important institutional mechanism for mitigating the risks facing agribusiness enterprises – both productive enterprises and service providers – is public-private partnership (PPP). To this end, ECA, in collaboration with other partners organized a High-Level Conference on African Agribusiness and Agro-Industries (HLC-3A) in Abuja, Nigeria in March 2010. The Declaration of the conference called for concerted efforts to accelerate agribusiness development. As a follow-up to the 2010 Abuja HLC on Agribusiness and Agro-industries in Africa, ECA and the Food and Agriculture Organization (FAO) developed an analytical framework to assess the national development context, trends and policies influencing the relevance of and need for PPPs in agribusiness, and to draw lessons from the challenges and specific issues that need to be considered.

20. Collaboration with AUC, Food and Agriculture Organization of the United Nations (FAO) and UNIDO was further strengthened through the elaboration and implementation of a programme on regionally integrated value chains of strategic food and agricultural commodities in the Economic Community of West African States (ECOWAS) and the Common Market for Eastern and Southern Africa (COMESA) subregions. An Expert Group Meeting held in Addis Ababa in January 2011 reviewed a project focusing on the development and promotion of regional strategic food and agricultural commodities value chains in Africa. The project entails a pilot project in the COMESA and ECOWAS subregions focusing on three strategic food and agricultural commodities – livestock, maize and rice. The meeting set up a multi-institutional task force comprising ECA, AUC, FAO, UNDP, UNIDO, COMESA, ECOWAS, the International Livestock Research Institute (ILRI), International Fertilizer Development Centre (IFDC), Africa Rice, the private sector and farmers' groups to take this major agenda forward.

21. In a similar vein, several activities were undertaken to further advance implementation of the Land Policy Framework and Guidelines, a joint initiative of AUC, ECA and AfDB launched in 2009. The document was widely disseminated and popularized through a number of key events at the regional and subregional levels, such as the African Presidential Round Table on "Leadership Solutions to Land Reform in Africa" held in Dar es Salaam, United Republic of Tanzania in August 2010 and the official launch of the implementation phase of the Declaration of African Heads of State and Government on Land.

22. In the area of water resources development and management, ECA responded to several requests for assistance from member States and their institutions for urgent policy-related advice. In this regard, assistance was provided in the substantive servicing of the following meetings: the Regional Forum on "Agricultural Water" organized by Volta Basin Authority in May 2010 in Accra, Ghana; the Zambezi coordination meeting and the twenty-first Southern African Development Community (SADC) Water Sector Regional Group Meeting in Gaborone, Botswana in June 2010; and the Joint Eastern and Southern Africa Regional Climate Change Workshop in Nairobi, Kenya in March 2010. In addition, the ECA secretariat co-organized and hosted the sixth regular meeting of the UN-Water/Africa Group of Agencies and Partners in January 2011 and the third Africa Water Week in Addis Ababa, Ethiopia in November 2010.

3. Governance and public administration

23. The ECA objective under this subprogramme is to enhance the capacity of member States to promote good governance practices to achieve major development objectives, including the MDGs and the priorities of NEPAD. In support of this objective, ECA undertook a wide range of activities in support of promoting good governance in Africa, with particular focus on strengthening public administration and public sector management for effective service delivery; promoting private sector development; enhancing the role and capacity of civil society; and providing support to the APRM process to strengthen governance practices in Africa.

24. Several reports and analytical studies were prepared or completed in support of good governance. The preparatory work for *AGR-III* was completed during the period under review and the project is now in its implementation phase. The substantive activities in the preparatory phase included the preparation and review of background papers, preparation of methodology and research instruments, and the convening of three expert meetings to fine-tune the ideas, framework, methodology and research instruments for the report. In addition, a Technical Workshop on *AGR-III* was organized in early December 2010 to bring selected national research institutions together for briefing on the background, modalities, processes, management and production of the national country reports for *AGR-III*.

25. *AGR-III*, on the theme "Elections and the Management of Diversity in Africa", will cover

between 40 and 45 countries and ECA is working in close partnership with UNDP on the project, particularly in facilitating preparation of the national country reports. The report is expected to contribute to enhancing the capacity of member States to manage elections more effectively as instruments for managing diversity, while also retaining the democratic ideals of credibility, transparency and fairness. This should lead to less violent and contentious elections and promote inclusive governance in Africa. Besides the thematic approach to the biennial *AGR* report, there will be a report produced every six years to monitor at a general level, the progress African countries are making on governance.

26. Another important publication completed and launched during the year was the *Report on Mutual Review of Development Effectiveness (MRDE)*, jointly prepared by ECA and OECD. The main highlights of the 2010 report were presented by the ECA Executive Secretary to the NEPAD Heads of State and Government Orientation Committee at its twenty-third summit held in July 2010 in Kampala, Uganda. At its summit, the Committee, called upon ECA and OECD to continue with the Mutual Review process and further mandated that the process should serve as the main mutual accountability mechanism for monitoring and assessing the delivery of commitments made by both African countries and their development partners relative to the African economic development agenda. The report was formally launched in September 2010 at a side event during the United Nations MDG Review Summit by the Executive Secretary of ECA and the Secretary-General of OECD in New York. The report was also discussed at the Africa Partnership Forum in Malawi in October 2010 and has been widely disseminated.

27. A number of activities undertaken during the year in support of improved public administration and public sector management included effective service delivery. The main thrust of the activities in this area focused on strengthening the capacity of anti-corruption institutions, improving the capacity of African parliaments and promoting better public financial management and domestic resource mobilization in Africa.

28. Activities undertaken on anti-corruption included: (a) a training workshop for national anti-corruption institutions in Central Africa in October 2010 in Yaoundé, Cameroon, in partnership with UNDP and the ECA Subregional Office for Central Africa (ECA/SRO-CA). Countries represented at the workshop included Cameroon, Gabon, Equatorial Guinea, Chad, Democratic Republic of the Congo

(DRC), and Sao Tome and Principe. The training workshop identified the specific needs and challenges of anti-corruption institutions in the region and drew up an action plan to assist them; and (b) a training workshop on anti-corruption in August 2010 for 15 member States, through the Council for the Development of Social Science Research in Africa (CODESRIA), a governance institute based in Dakar, Senegal,

29. Activities in support of improving the capacity of African parliaments included the preparation of a publication entitled "*The Role of Parliaments in Promoting Best Practices in Governance*", which assessed the capacity and efficiency of national parliaments in Africa, their operational modalities, the level of autonomy they enjoy, their funding, and their relationship with the executive arm of government and the judiciary. As a contribution to improving public financial management and domestic resource mobilization, a study was prepared and presented to an ad hoc expert group meeting held in Banjul, the Gambia in November 2010.

30. A side event organized by ECA at the Joint Annual Meetings of the AU and ECA Conference of Ministers held in Lilongwe, Malawi in March, 2010 drew the attention of policymakers to the critical issue of illicit financial flows from Africa and its effect on the continent's development. The group discussion brought experts together from several organizations within and outside Africa, including large private sector organizations, to discuss and propose measures for addressing the problem of illicit capital flows, particularly in light of the recent global economic and financial crisis, where external resources for development are fast drying up. A major outcome of the discussion was a proposal to establish a Commission to be housed at ECA that would be tasked with coordinating international, regional and national efforts to address the negative effects of illicit financial outflows on Africa's development. Activities are currently being undertaken to formally establish the Commission in 2011.

31. As one of the strategic partners supporting implementation of the APRM, ECA made significant contributions to successful implementation of the process during the period under review. Support took the form of country support missions, country review missions, technical assistance in drafting country reports and national programmes of action (NPOAs) and training workshops to build the capacity of stakeholders in the APRM process. Support and review missions were undertaken to a number of countries in 2010, and 13 additional countries were peer reviewed

during the period. Several countries, including Ethiopia, Sierra Leone, the United Republic of Tanzania and Zambia, are at an advanced stage of review and these processes should be completed in the course of 2011. A training workshop on enhancing the role and effective participation of parliamentarians in the APRM, for French- and Portuguese-speaking APRM countries was held in Addis Ababa, Ethiopia in May 2010. The workshop brought 60 participants together, from 16 French- and Portuguese-speaking African countries that had already acceded to the APRM. In addition, ECA prepared and disseminated simplified guidelines for integrating and harmonizing the APRM-NPoA, existing national development programmes and the Medium-Term Expenditure Framework (MTEF). In September 2010, an expert group workshop was held in Kampala to review and validate the synthesis document produced, based on the APRM-NPoA challenges and experience of four countries selected by ECA and UNDP (Ghana, Benin, Rwanda, and Uganda). Other activities undertaken included the second technical meeting on streamlining of the APRM questionnaire and an ad hoc expert group meeting on deepening best practices and lessons learned to be used for an APRM book publication.

32. Other forms of support provided to the APRM included assistance to member States to build and maintain a database of information, including providing access to data sources, sharing of information and experiences, and advocacy and sensitization workshops to deepen the understanding of different stakeholders of their respective roles in the process. In particular, ECA assisted African civil-society organizations (CSOs) and networks of non-governmental organizations (NGOs) in strengthening their participation in the APRM.

33. Civil-society provides part of the backbone and foundation for efforts to achieve the MDGs in Africa and its participation in the development process is essential to achieving progress. In recent years, ECA has placed increasing emphasis on strengthening its relationship with CSOs to facilitate their involvement in policymaking and to enhance the effectiveness of ECA in fulfilling its mandate. The year under review saw further improvement in civil-society participation in ECA work, largely due to the resuscitation of the African Centre for Civil-Society (ACCS), which helped to define a structured process of engagement between ECA and CSOs. The Centre also serves as a repository of relevant and timely information on issues related to civil-society in development and governance and facilitates effective and programme-based linkages between African CSOs and the international development community.

34. As part of its continued efforts to strengthen the role of civil-society in Africa's development, a website for ACCS was launched in May 2010 to provide information on issues pertaining to CSOs. The ACCS portal offers various directories of interest and includes over 1,000 registered African NGOs, national networks and regional NGOs. A training workshop was organized in Mauritius on the role of CSOs in conflict mediation and peace-building. Other activities organized included an expert group meeting on strengthening popular participation and good governance, and the African CSO Assembly Meeting on the Brussels Programme of Action in March 2010 at the United Nations Conference Centre, Addis Ababa, in preparation for the Fourth United Nations Conference on Least Developed Countries (LDCs) to be held in Turkey in 2011.

35. Activities in the area of private sector development were designed to help strengthen PPPs and supporting the development of small and medium-sized enterprises (SMEs). In recognition of the complementary roles of the public and private sectors in sustainable development, ECA undertook several activities aimed at scaling up private sector participation in key strategic sectors such as infrastructure, energy, agriculture and agro-industry, and public service delivery.

36. A regional investment forum was organized jointly by ECA, AUC and AfDB, as part of a series of activities in November 2010 consisting of a thematic conference on energy infrastructure and services and an exhibition of energy technologies and services for poverty reduction and sustainable development. In addition, the pan-African Investment Forum included a business round table, which brought together a number of senior policymakers and businessmen from within and outside Africa to discuss opportunities for investments in Africa, with particular focus on selected country and subregional pipeline projects.

37. A recent study prepared by the ECA secretariat reaffirmed the role of the private sector in strengthening public regional integration in Africa. The study included an analysis of the challenges to economic integration in Africa, assessment of the role of the private sector in economic integration, and highlighted replicable best practices and lessons learned in the promotion of regional integration through private sector participation in various sectors, including intra-African trade and infrastructure. A group training on PPPs was also organized to strengthen the institutional and organizational capacity of the civil service and public enterprises for improved service delivery in Africa.

4. Information and science and technology for development

38. ECA work under this subprogramme focuses on improving the capacity of African countries to formulate, implement and evaluate national and sectoral ICT, science, technology and innovation (STI) policies, and geo-information strategies for development. Several milestones were reached during the past year in support of this objective. With support from ECA, six African countries (Burkina Faso, Côte d'Ivoire, Ethiopia, the Gambia, Mali, and Niger) have completed their national and sectoral ICT infrastructure policies and plans with application in key sectors such as health, agriculture, education, commerce and government. An additional four countries (Benin, Ghana, Nigeria and Rwanda) are now in the process of finalizing their national and sectoral ICT policies and plans. At the subregional level, ECA also contributed to formulation of the e-SADC strategy.

39. Major achievements and progress have also been made in harmonizing national ICT policies and plans as well as in creating subregional frameworks for regional economic integration. The harmonization of the ICT legal framework which started with ECOWAS and West African Economic and Monetary Union (UEMOA) has now been extended to the other RECs. This will enhance security and confidence in the knowledge economy in Africa. In a similar vein, ECA continued support to member States in the context of the implementation of the African Cyber Security Strategy programme aimed at harmonizing cyber legislation in Africa resulted in the development of a Regional Draft Convention on cyber legislation.

40. The initiative on capacity-building for measurement of access and usage of ICT by households and enterprises was further strengthened during the period under review with a number of training workshops jointly organized by ECA, International Telecommunication Union (ITU) and the United Nations Conference on Trade and Development (UNCTAD). The initiative has contributed significantly to capacity-building of the National Statistical Offices (NSOs) from both Anglophone and Francophone Africa. This has led to the development of an initiative for core listing of ICT socioeconomic impact indicators, which is currently being implemented in Tunisia. The development of e-Government indicators in the framework of the International Partnership for Measuring ICT for Development was another important achievement during the period.

41. Another major initiative during the period under review was establishment of the Knowledge Network of African Community Telecentres involving over 18 community telecentres and 8 national telecentre networks from Burundi, Ethiopia, Kenya, Rwanda, the United Republic of Tanzania, Uganda, Zambia and Zimbabwe. The regional knowledge network initiative is part of a UNDA project involving all five United Nations Regional Commissions led by the United Nations Economic and Social Commission for Western Asia whose main goal is to empower poor and disadvantaged communities through the transformation of existing ICT access points in selected countries around the world into hubs of global knowledge networks, with particular focus on women's access.

42. Other ICT initiatives were also supported by ECA during the period. ICTs have been utilized in the development of prototypes of "Electronic Rural Schools in African Languages, which supports the e-learning and e-teaching of local languages. The prototype is currently operational and is being used in primary schools in Cameroon. ECA also provided support in the development of the ICT Master Plan for the national parliaments of Botswana, Swaziland and Zambia. ECA, through ITCA the Information Technology Centre for Africa, has since delivered training on "ICT Essentials for Government Leaders" to African Parliamentarians in Swaziland and SADC. The online versions of the courses were launched in January 2011 (www.uneca.org/elearnafrica).

43. In the area of geo-information, ECA has continued to support development and implementation of spatial data infrastructure as the appropriate mechanism for production, management, dissemination and use of spatial data and information products at both regional and national levels. In this regard, ECA provided technical assistance in developing the necessary tools for member States to exploit Geographic Information Systems (GIS) for socioeconomic development and achievement of the MDGs. As a result, several African countries have started developing sectoral strategies for mainstreaming GIS to spatially enable ICT application in various sectors. Côte d'Ivoire has developed its National Spatial Data Infrastructure Strategy and Sudan has developed the Southern Sudan Water Information Clearing House. A number of activities have also been carried out in Ethiopia, South Africa, Senegal and Swaziland for the promotion of spatially enabled policies and applications, including development of a central Spatial Data Infrastructure; use of web 2.0 for promotion of Participatory GIS; and adoption of a programme of activities for the Regional Centre for Mapping of Resources for Development of East and

Southern African countries. In addition, the Government of Ghana received assistance in development of the national street addressing and numbering system, including capacity-building, advocacy activities, and provision of very high resolution geo-referenced satellite imagery covering Greater Accra.

44. In continuation of its efforts to promote the use of STI for economic development in Africa and building on the success of the first Science with Africa Conference, ECA in collaboration with AUC and other partners, organized the second Science with Africa Conference in June 2010 on the theme “Science, Innovation and Entrepreneurship” (www.uneca.org/sciencewithafrica). The Conference brought more than 500 participants together, including business industrial leaders, researchers and policymakers to discuss innovative ways of improving the efficiency of technology development, transfer and commercialization in Africa. The conference explored policies, measures and mechanisms for promoting innovation and entrepreneurship in various areas such as agriculture, ICT, health, infrastructure, intellectual property and technology transfer, green science and climate change, among others.

45. A major outcome of the conference was the launch of the African Science, Technology and Innovation Endowment Fund. The Fund the first of its kind - is designed to support individuals as well as research and development institutions in bringing their research outputs to market. The conference also launched the first-ever African Technology Development and Transfer Network, which aims at generating economic and social value from research and development outputs by facilitating technology adaptation, diffusion, and commercialization and by encouraging investment in research and development. Among its key activities, the network will embark on training programmes and awareness workshops on intellectual property protection and management, as well as technology commercialization and exhibitions. In addition, it will offer online platforms, databases and knowledge resources for managers and technology transfer officers, as well as support technology transfer initiatives within firms and SMEs. The conference also featured a number of forums and workshops such as the Innovation Investment Forum, Women and Innovation Roundtable, Science Innovation and Communication Workshop, Patent Fair and presentation of the Water Quality Report.

46. As a result of the African Innovation Framework process initiated by ECA, three national STI policy development initiatives were launched in Benin, Mali and Senegal. Five additional countries

(Burkina Faso, Cote d’Ivoire, the Gambia, Niger and Togo) have also requested assistance in the formulation and implementation of their STI policies. At the subregional level, ECA is working with the Commission of ECOWAS on development of the ECOWAS Policy on Science and Technology

47. Under its outreach and advocacy, the Commission has continued to host and support the Access to Scientific Knowledge in Africa designed to promote access to scientific knowledge by African scientists, decision makers, students and researchers. There are also several activities that fall within the African Innovation Centre initiative which are currently being developed in support of the business development in Africa. ECA also supports and hosts the secretariat of the African Network for Drugs and Diagnostics Innovation, which was conceived by the World Health Organization (WHO) and seeks to promote and sustain an African-led health product innovation platform that addresses African public health needs. It will establish a regional network of centres of excellence and regional hub, fund collaborative regional projects, and build capacity as needed to support research and development and commercialization in health. The network will benefit from and support some of the key STI activities of ECA.

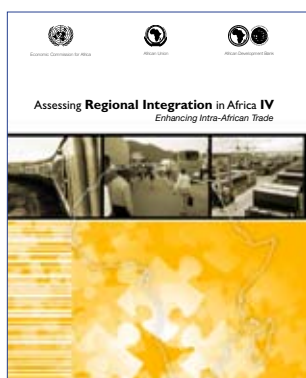
48. In the area of library development, an institutional repository was launched during the period under review (<http://repository.uneca.org/>). The repository provides an electronic publishing means of collecting, managing and preserving information about ECA work. It offers unique knowledge and information not available elsewhere pertaining to economic and social development in Africa, including reports of ECA meetings and conferences. The repository is a collaborative effort between the ECA ICT, Science and Technology Division and the Division of Administration and is a good example of ECA ‘Delivering as One’.

5. Trade, economic cooperation and regional integration

49. During the period under review, ECA work under this subprogramme continued to focus on strengthening the process of regional integration in Africa through enhanced intra-African trade and physical integration, with particular emphasis on infrastructure and natural resources development in line with the AU vision.

50. A key accomplishment in support of policy development and harmonization in the area of

regional integration was the publication and launch of *ARIA-IV*. *ARIA* is a biennial report jointly prepared by ECA, AUC and AfDB to assess the status of regional integration in Africa and identify constraints and other factors affecting the integration process in order



to assist member countries in designing and implementing appropriate policies and strategies. The first report (*ARIA-I*), published in May 2004, provided a comprehensive and holistic assessment of the status of regional integration in Africa. *ARIA-II*, released in May 2006, examined the issue of the rationalization of the multiplicity of integration groupings and their attendant overlapping memberships. Published in 2008, *ARIA-III* tackled the issue of macroeconomic policy convergence. *ARIA-IV*, which focused on the theme, “Enhancing intra-African trade” was launched in May 2010 in Abidjan, Côte d’Ivoire during the annual meeting of AfDB.

51. The report undertakes a comprehensive empirical analysis of the reasons why intra-African trade has remained low over the past decades and provides concrete policy recommendations to reverse the situation so that African countries can reap the benefits of improved intraregional trade. The lack of diversification and competitiveness of African economies is cited as a major impediment. Other major obstacles to intraregional trade addressed in the report include the poor state of trade-related infrastructure, lack of macroeconomic coordination in general as well as the multiplicity and inconvertibility of currencies. The report has been extensively disseminated to policymakers and stakeholders including the REC. Its findings and conclusions have led the Conference of African Ministers of Trade to adopt a resolution to fast-track the establishment of an African Continental Free Trade Area.

52. In the area of intra-African trade and trade facilitation, three regional workshops and study tours on trade facilitation and intra-African trade were organized in Dar es Salaam, Accra and Mombasa during the period under review. The workshops enabled stakeholders to share and learn from experiences and best practices in trade facilitation, port operations and corridor management across Africa. They also helped to boost the knowledge of about 200 stakeholders representing port authorities, corri-

dor management institutions, transport and shipping companies, ministries of trade, shippers’ councils, immigration and customs authorities and RECs, on various trade-facilitation issues. Furthermore, as a direct follow-up to these workshops, the West African subregion has embarked on a programme to harmonize and liberalize cross-border transportation of goods to improve intra-West African trade.

53. In the area of international trade, several activities were undertaken to strengthen the capacity of African countries for effective participation in various international trade negotiations and arrangements, within the context of the multilateral trading system, with particular emphasis on the Economic Partnership Agreements (EPAs), Aid for Trade (AfT) and the African Growth and Opportunity Act (AGOA). In this regard, a workshop was organized in Nairobi, Kenya in April 2010 on issues related to the non-agricultural market access (NAMA) negotiations, and Non-Tariff Barriers (NTBs) within the World Trade Organization (WTO). The workshop provided a platform for African trade negotiators, representatives from AU and the RECs, and trade officials, to forge a consensus and a common African position on NTB issues. As a result of the workshop, the Africa Group in Geneva has been more actively engaged in the NAMA and NTB negotiations.

54. With respect to AGOA, ECA, in partnership with AUC, developed a set of proposals and policy options for consideration by African countries when the current AGOA preferences officially come to an end in 2015. The options were discussed and endorsed by the sixth ordinary session of the African Union Ministers of Trade in Kigali, Rwanda in November 2010. This led the Ministers to adopt the Declaration on a Strategic Framework for Strengthening US-Africa Trade Relations 2010 and Beyond, which will inform the engagement of African countries with the US Government.

55. On the EPAs, ECA supported AUC in its role of coordinating the ongoing negotiations between the RECs and European Union (EU). In this regard, ECA provided technical inputs to two coordination meetings held during the period under review. The coordination meetings resulted in the AUC-RECs Position Paper on EPAs, which was considered by the sixth ordinary session of the African Ministers of Trade and culminated in a Declaration and Way Forward for African countries in the EPA negotiations.

56. On the AfT initiative, the Commission carried out a number of activities designed to enhance the awareness, knowledge and the capacity of member

States and RECs to take advantage of its opportunities. In this regard, review meetings and stakeholder workshops were organized at the subregional level on AfT monitoring and evaluation. Further, a study on “Surmounting Africa’s Trade Capacity Constraints: An Assessment of the Effectiveness of Aid for Trade” was prepared to help member States and RECs participate effectively in the third Global Review of Aid for Trade, through well-articulated case studies. The achievements noted in these case studies will help maintain the trade momentum, which is crucial to overcoming the challenges likely to be experienced in AfT supplies in the aftermath of the financial and economic crises. Similarly, several training and capacity-building activities were undertaken through the African Trade Policy Centre (ATPC) aimed at strengthening trade policy analysis and negotiation capacities of RECs and member States. Among other activities, ATPC organized a seminar on “Market Analysis Tools and Modelling Trade Negotiations Outcomes” in Dakar, Senegal in April 2010. Participants in the workshop were given practical lessons on how to identify new export market opportunities and delineate sensitive products in the context of trade negotiations.

57. In the area of transport, ECA continued to work with other partners in the context of the sub-Saharan Africa Transport Policy Programme (SSATP), an international partnership that aims to build policy development and implementation capacity in the transport sector. As Chair of the SSATP Board, ECA participated in the SSATP annual meeting held in Kampala, Uganda in October 2010 and in the RECs Transport Coordination Committee meeting held in Nairobi, Kenya in May 2010. These meetings reviewed the progress of RECs in the implementation of transport and trade facilitation activities, and identified gaps for strengthening the capacities of the RECs, corridor management institutions and policy-makers in order to improve the efficiency of transport corridors. Together with SSATP and AUC, ECA also organized a training workshop on “Legal Instruments on Transport and Trade Facilitation” in Addis Ababa in November 2010. The workshop reviewed the implementation of international, regional and subregional instruments and agreed to prepare a compendium of all such instruments for wide dissemination to ease access to these instruments and improve their implementation. The compendium will be completed in 2011.

58. In the area of natural resources development, ECA and AUC completed the draft *Framework Report of the International Study Group* on Africa’s mineral regimes. The report formed part of the implementation of the African Mining Vision adopted by African

Heads of State in February 2009. An ad hoc expert group meeting was jointly organized with AUC in October 2010 to validate the report. Based on the report, an Action Plan is being jointly developed with AUC and AfDB to implement the Mining Vision. The Vision and Report of the ISG will form the basis for collaborative work between AUC and EU, and for harmonizing REC mining policies. The Vision was also adopted in 2010 by CSD-18 as the basis for the sustainable development of natural resources in Africa. Both the Framework Report and Action Plan will be submitted to the second AU Conference of Ministers responsible for Mineral Resources Development in Africa, which will be held in May 2011, and subsequently, to the AU Summit in July 2011 for adoption.

59. In the area of energy resources development, ECA continued to support the efforts of African countries and regional organizations in the development of the energy sector on the continent. The Commission facilitated the participation of regional organizations in the Global Energy Efficiency 21 Project (GEE21) which aims to promote energy efficiency and investments in renewable energy working through the RECS. It also co-organized with AUC and AfDB, the All Africa Energy Week and the Pan-African Investment Forum, which brought investors, policymakers, development partners and other actors together to forge partnerships and promote investments in infrastructure development, including energy infrastructure in Africa. In furtherance of the GEE21 aims, ECA has submitted a proposal on renewable energy and energy efficiency for funding under the eighth tranche of UNDA.

6. Gender and women in development

60. Supporting member States to achieve gender equality through gender mainstreaming and empowerment of women continued to define the work under this subprogramme. Activities undertaken during the period under review focused mainly on implementation of the priorities identified by the 15-year review of the implementation of the Beijing Platform for Action in Africa; implementation of the African Gender and Development Index (AGDI) in more African countries; preparation and dissemination of a compendium of best practices; strengthening the capacity of member States in the area of gender statistics; research to support countries in implementation of their national gender-related policies; and promoting information and knowledge sharing through the African Women’s Rights Observatory (AWRO) were

among the most important achievements under this subprogramme during the period.

61. As follow-up to the recommendations of the Eighth African Regional Conference on Women (Beijing +15) held in November 2009 in Banjul, the Gambia, ECA developed a Beijing +15 Follow-up Strategy aimed at assisting member States and other stakeholders to implement the Banjul Declaration and the Africa-relevant outcomes of the fifty-fourth session of the Commission on the Status of Women. The Strategy provides clear indicators for helping member States and stakeholders to measure their performance on the agreed priority areas and to focus their interventions appropriately over the next five years. It will be presented to the Committee on Women and Development at its biennium meeting in 2011.

62. ECA continued to play a key role in strengthening the capacity of member States for collecting and analysing gender-disaggregated data on emerging issues, such as time-use, unpaid work, violence against women and women's political participation. As part of its work in this area, a manual was developed and successfully tested in Ghana, to train national statisticians, accountants and policymakers in collecting and analysing sex- and gender-disaggregated data on time use. The initiative aims to bring economic and household information into a common framework, for measuring the contribution of household production to the economy and to assess the impact of the economy on household production. The data collected and analysed under the initiative showed that women's contribution to non-market production in the national economy is almost double that of men. The programme will be replicated in other countries in 2011 to assist member States to measure and integrate women's unpaid work in national planning instruments and macroeconomic policies.

63. The development of AGDI entered an expanded second phase during the period under review with data collection and refinement of the instrument in 18 countries: Algeria, Botswana, Burundi, Cape Verde, Côte d'Ivoire, DRC, Djibouti, the Gambia, Kenya, the Libyan Arab Jamahiriya, Malawi, Mali, Morocco, Namibia, Republic of the Congo, Rwanda, Senegal and Zambia. The AGDI allows member States to review and assess their performance in meeting commitments on gender equality, including identifying and addressing gaps in policies and strategies. A *Compendium of Emerging Good Practices in Gender Mainstreaming* was prepared in 2010, which not only highlighted mainstreaming but also addressed gender issues in the context of peacebuilding and post-conflict reconstruction initiatives in nine countries in

Africa: Côte d'Ivoire, DRC, Liberia, Rwanda, Sierra Leone, Somalia, South Africa, the Sudan and Uganda. The *Compendium* shows that while progress has been made in enhancing the role of women in peacebuilding processes and in improving the lives of women in post-conflict countries, women and children remain disproportionately affected by armed conflict and more needs to be done to address their plight.

64. Various studies were also undertaken to analyse and enhance understanding on gender-related issues. For example, a study on gender inequalities and social protection based on eight country case studies, provided a set of policy recommendations on the need to integrate a gender perspective in social protection policies, including enhancing social protection in the informal sector where a majority of women are employed. Similarly, a study on the gender dimensions of food security within the context of climate change analysed measures taken by some African countries to address the impacts of climate change on food security, taking into account the gender dimensions. In addition, a study on women and land rights based on research findings and data collected in ten selected countries, namely Algeria, Cameroon, Chad, Liberia, Morocco, Namibia, the Niger, Rwanda, Uganda and Zambia, concluded that there was need to: close the gap between constitutional and policy commitments to gender equality; address challenges resulting from legal pluralism; and invest in other areas of social policy that empower women.

65. ECA has contributed significantly to United Nations work in the area of gender-based violence and violence against women (VAW). As a contribution to the United Nations Secretary-General's campaign against VAW that was launched in January 2010, ECA undertook a study to measure the prevalence of different forms of VAW and to analyse their causes and consequences. The study covered five African countries: Cameroon, Tunisia, Senegal, Uganda and Zambia and identified gaps in knowledge and data collection. It also highlighted good practices and strategies adopted to combat VAW. The study will be used to augment national initiatives in this area, such as data collection through specific national surveys, special programmes for women victims of violence (assistance, counselling and rehabilitation) and enactment of special laws to punish perpetrators of domestic violence.

66. The AWRO continued to serve as a strategic tool to inform member States on the status of women's rights on the continent and to highlight areas of concern. Through its website (<http://awro.uneca.org/>), newsletter and other publications,

AWRO serves as a comprehensive source of data and information on research findings, best practices and events on women's rights in Africa. It also tracks the progress of African countries in upholding women's human rights. During the period under review, the three newsletters published and disseminated addressed various gender-related issues, including progress made in the area of women's rights, impact of the economic and financial crisis on women, prospects and challenges of women in decision making as well as women's vulnerability during conflict and their role in conflict and peace management. Both the AWRO newsletter and website have become valued sources of information and knowledge on gender issues and have helped in enhancing understanding of topical women's rights issues in Africa. Another valuable impact of both the newsletter and the observatory is the strengthening of electronic networking among national gender machineries in Africa. AWRO also developed a wide range of web-based resources, including bibliographies and a databank that provides users with information on relevant court decisions that demonstrate the use of international law in domestic courts to uphold women's rights.

67. Significant results were also achieved in capacity-building for gender mainstreaming in national development policies and programmes. Advisory services and technical assistance were provided upon request to a number of member States and regional organizations. Assistance provided to the Ministry of Health, Solidarity and Gender of Comoros helped to strengthen the role of CSOs in integrating gender concerns in development programmes at the community level. Similarly, technical assistance provided to the Gender Unit of Central African Economic and Monetary Community (CEMAC), enabled the adoption of a strategy to mainstream gender in CEMAC policies and programmes. Technical inputs provided to the third Forum of Ministers of Women's Affairs in the Great Lakes Region resulted in the creation of the Great Lakes Documentation and Research Centre to be based in Kinshasa, DRC.

7. Supporting subregional activities for development

68. Confronting the particular development challenges facing different parts of Africa often calls for a subregional focus, which in ECA is provided by the five SROs located in each of the five subregions of the continent as follows: Rabat for North Africa, Niamey for West Africa, Yaounde for Central Africa, Kigali for East Africa and Lusaka for Southern Africa. The work

of the five SROs is defined by the specific needs and priorities of each subregion. However, a major priority for all five SROs is to promote and accelerate the process of regional integration at the subregional level, by spearheading the delivery of operational activities targeted at the specific priorities of each of the five subregions, within the overall framework and priorities of AU and NEPAD.

69. The SROs have worked towards this objective by strengthening partnership with the major RECs, including the Arab Maghreb Union (AMU), SADC, the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), ECOWAS, CEMAC, the Economic Community of Central African States (ECCAS) and UEMOA.

70. During the period under review, the SROs continued to enhance their support to member States and RECs in strengthening their capacity to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the areas of trade, infrastructure, human capacity development, gender mainstreaming, agriculture and food security. To this end, they organized and serviced various meetings, workshops, including the annual session of their respective ICEs) participated in the meetings of the policy organs of the major RECs; and provided technical assistance, on request, to member States, RECs and other intergovernmental organizations (IGOs) on institutional and sectoral issues in support of integration efforts.

71. The SROs also compiled and disseminated reports and studies on various economic and social issues, which were submitted to the ICEs. In addition, they continued to enhance their collaboration with other UN agencies and increased their participation in the activities of the United Nations Country Teams (UNCT) in support of the achievement of the internationally-agreed development goals, including the MDGs. In addition, some of the SROs made progress towards establishing mechanisms for enhancing coordination of United Nations activities at the subregional level in line with the mandate given to them by the RCM, including implementation of the joint activities agreed by the thematic clusters at the subregional level.

72. As the programming cycle and consultations for new MYPs begin, a major priority for all the SROs during the past year was to take stock of the achievements implemented during the period under review. The following section highlights some of the achievements by each SRO in the context of the implementation of the MYPs.

(a) Subregional activities for development in Central Africa

73. During the period under review, the ECA Subregional Office for Central Africa (SRO-CA) continued to provide capacity-building support to member States and the RECs on a wide range of development issues with particular focus on infrastructure development, transport, trade policies, rationalization of RECs, promoting macroeconomic policy convergence, free movement of people, use of ICT for development, and post-conflict reconstruction. The MYP which brings SRO-CA, ECCAS and CEMAC together under a single umbrella helped to rationalize regional integration programmes in the subregion. The MYP framework resulted in the joint implementation of several priority projects.

74. Some notable achievements in the context of implementing the MYPs include: ongoing efforts to rationalize and optimize regional integration groupings in Central Africa in response to a request from ECCAS and CEMAC Heads of State; a study to assess the status of implementation of the Consensual Transport Master Plan for Central Africa, which aims to link all the capital cities in Central Africa by road; and capacity-building workshops in the area of post-conflict peacebuilding and rehabilitation with particular emphasis on justice sector reforms in several post-conflict countries in the subregion.

75. SRO-CA prepared several technical reports and publications during the year, including its flagship publication "*les Economies de l'Afrique Centrale*", which focused on the theme of domestic resource mobilization and economic diversification in Central Africa. The office also produced several outreach materials including a quarterly magazine, "*Les Echos d'Afrique Centrale*" and a weekly bulletin, "*Highlight*", which have contributed to information dissemination activities in support of regional integration in Central Africa.

76. A consultative meeting of United Nations agencies, ECCAS, CEMAC, IGOs, NGOs and member States was organized during the period under review, which led to adoption of a 2010-2012 common indicative programme of work and establishment of the Subregional Coordination Mechanism (SRCM) for Central Africa.

(b) Subregional activities for development in East Africa

77. During the period under review, the ECA Subregional Office for East Africa (SRO-EA) contin-

ued to focus much of its policy support and operational activities on fostering the regional integration process in East Africa by strengthening the capacity of member States and RECs in the formulation and implementation of harmonized macroeconomic and sectoral policies. The main beneficiaries of this support were IGAD, International Conference on the Great Lakes Countries (ICGLR), Economic Community of the Great Lakes Countries (CEPGL) and Indian Ocean Commission (IOC) within the context of their respective MYPs. Consultations are currently underway with the EAC Secretariat to establish a comprehensive framework of cooperation with ECA through SRO-EA.

78. The year 2010 was marked by a consolidation of some of the activities and initiatives started in 2009 in the context of the MYPs with the four RECs. A concrete example of this was the catalytic role of SRO-EA in developing a joint framework for the programme on food security for East Africa, which was adopted by all four RECs. Two meetings were held, in June and November 2010, to finalize the draft framework.

79. In the framework of the implementation of MYP with CEPGL, SRO-EA provided substantive support to the REC in the formulation of its Strategic Plan for 2010-2014. The plan aims at guiding CEPGL Secretariat in developing its vision with a view to attaining the strategic and programmatic objectives endorsed by the CEPGL Council of Ministers in 2007.

80. Collaboration with the Secretariat is also progressing well. In response to a request by the IGAD Secretariat, SRO-EA provided technical assistance in preparation of a regional directory on tourism and the hospitality industry for IGAD countries. The directory is intended to promote the seven member countries of IGAD as a single tourism destination for both investors in the hotel and hospitality sector and tourists. To this end, a report was prepared and discussed at the fifteenth ICE meeting held in Djibouti in February 2011 on the theme "Towards Sustainable Tourism Industry Development in Eastern Africa". The directory was endorsed by the meeting as an integrated tourism development master plan for IGAD countries.

81. In the implementation of the MYP with ICGLR, three core activities were undertaken as follows: (a) an ad hoc expert group meeting was organized in March 2010; (b) a study was carried out in collaboration with German Agency for Technical Cooperation (GTZ) on Trans-border Develop-

ment Basins Zone 10; and (c) the field project on food security that is currently being implemented in ICGLR countries. Cooperation with IOC is still at an early stage with the signing of a Memorandum of Understanding between the two institutions in late 2009. The Memorandum provided a framework for cooperation between IOC and ECA/SRO-EA. Concrete areas of support were defined in the course of 2010 and implementation of the programme of cooperation is expected to start in 2011. The areas of focus will include trade, climate change and natural resources management.

82. SRO-EA also made progress in strengthening its partnership with other stakeholders, including United Nations agencies working in Rwanda and within the subregion on a wide range of development issues. SRO-EA has become an active member of the UNCT in Rwanda and as such, played a lead role in the implementation of several key joint activities under the “One United Nations” programme. In 2010, it played a major role in the areas of environment and natural resources management. The office was also pivotal in ensuring that regional integration issues were included in the UNCT programme and reflected accordingly in the United Nations Development Assistance Framework (UNDAF) Results Statement. This effort has culminated in the approval of a programme on “Mainstreaming Regional Integration in Rwanda” which will be implemented in 2011. Efforts were also made to raise the profile of STI in the work of the UNCT. As a result, within the framework of UNDAF Result 3, in 2011, ECA will provide institutional support to the Government of Rwanda on STI issues.

83. Inter-agency collaboration at the subregional level was also enhanced during the period under review with the establishment of the SRCM for United Nations system-wide support to AU and its NEPAD programme. As a follow-up to the high-level consultative meeting of United Nations agencies held in April 2010, a meeting of a task force of agencies was held in October 2010 to discuss operational guidelines for the establishment and functioning of a SRCM in the Eastern and Southern Africa subregions. The task force agreed that the SRCM should focus on the thematic areas of governance, gender and social development, and agriculture and food security. Knowledge management and information sharing were identified as cross-cutting themes consistent with the priorities of NEPAD. The outcomes of the task force meeting were endorsed by the eleventh RCM in November 2010. The SRCM for Eastern and Southern Africa will become operational in 2011.

84. In support of knowledge management and knowledge sharing, the Observatory on Regional Integration established and hosted by SRO-EA has contributed to the process of monitoring and tracking progress on regional integration in the subregion. Relevant instruments of regional integration (treaties, protocols, and conventions) are periodically posted on the Observatory. The platform helps to monitor how these instruments are being adapted, implemented, and mainstreamed into national legal and regulatory frameworks. It also helps to assess progress being made towards achieving the agreed regional targets and convergence criteria.

85. These joint undertakings have helped the SRO and its partners to realize economies of scale, and enhance focus and impact in programme delivery. It also helped partners forge common positions on key development issues affecting the subregion, such as peace and security, trade and macroeconomic policies, natural resources management, social development policies, transport and infrastructure development, industrial development, and ICT. However, the multiplicity of integration groupings remains a major challenge faced by SRO-EA in implementation of its activities. The subregion is characterized by multiple memberships of RECs/IGOs and the existence of many entities with overlapping regional integration mandates. As a result, SRO-EA implements the programme priorities of five different MYPs. The regular budget resources provided in 2010 fell short of the requirements for implementation of agreed programmes and projects.

(c) Subregional activities for development in North Africa

86. During the period under review, the ECA Subregional Office for North Africa (SRO-NA) scaled up its contribution to policymaking in the subregion through a number of capacity-building activities undertaken in support of member States and AMU as the main subregional IGO in North Africa. The activities addressed the priority areas of regional economic integration, climate change and sustainable development, ICT for development, and trade and transport facilitation.

87. SRO-NA organized several joint activities together with AMU in support of the implementation of the MYP for the period 2010-2011, including a conference on the role of women in development, a workshop on cyber security in North Africa and a meeting on collaboration between AMU and other RECs. Similarly, a meeting convened jointly by SRO-NA and AMU under the theme “Partnership for

the Maghreb”, brought major stakeholders together to assess progress in implementation of the MYP for 2010-2011 and discuss the activities planned for the second MYP (2012-2013). MYP implementation has helped strengthen the AMU General Secretariat and the capacity of member States to collaborate in the joint formulation of subregional policies, particularly in the area of food security.

88. In view of the vulnerability of member countries to climate change, SRO-NA undertook an in-depth study and prepared a major report which analysed the challenges posed by climate change to the subregion, including strategies and adaptation measures. The report also highlighted innovative ways of making the shift to a green economy and achieving climate-proof development. The publication has helped to increase awareness of climate-related issues in North Africa.

89. As a key contribution to knowledge networking and knowledge management in the subregion, the fourth Mediterranean Colloquium was organized in collaboration with WTO, ATPC, Université Lyon II and University Mohamed VI Souissi, to discuss the main challenges relating to growth, international trade and regional integration faced by Mediterranean countries. The colloquium consolidated a network of academics, researchers and institutions working on international trade, growth and regional integration. Similarly, a workshop in Marrakech organized by the SRO on the role of women entrepreneurs in the economic development of AMU has strengthened networking among women entrepreneurs in the subregion.

90. The lead role of SRO-NA in coordinating United Nations work in the subregion was reinforced with the ongoing efforts to establish a SRCM in support of the AU-RECs and the NEPAD programme in North Africa. The SRCM for North Africa will become operational in 2011. SRO-NA is also active in the work of the UNCTs in Morocco and Tunisia, and aims to increase its UNCT involvement in the other member States. Its key input to the work of the UNCT is to mainstream regional integration dimensions into the UNDAF programmes.

(d) Subregional activities for development in Southern Africa

91. The work of the ECA Subregional Office for Southern Africa (SRO-SA) during the past year was geared towards strengthening the capacity of member States and the SADC Secretariat to formulate and implement harmonized macroeconomic and sectoral policies in several priority areas in order to enhance

regional integration, with particular emphasis on achieving social development objectives and integration in the subregion.

92. The main strategy for programme delivery revolved around MYP activities agreed with the SADC Secretariat in 2008 as the main vehicle of support for speeding up regional integration in the subregion. Other modalities included advocacy, research, workshops and seminars, advisory services and capacity-building for policy harmonization and regional integration.

93. Through the MYP, ECA-SA provided support to strengthen capacity in several areas of SADC work programmes. It pursued efforts to implement the e-SADC initiative, which resulted in the finalization of the e-SADC Strategy Framework adopted in May 2010 by the Conference of SADC Ministers responsible for Telecommunications, Postal and ICT Affairs. The initiative and strategy are designed to address convergence issues and harmonization of ICT policy and infrastructure, and promote ICT usage for regional economic integration. Regional harmonization, capacity-building and the implementation of e-strategies will be at the core of the programme. The programme also addresses major aspects of e-applications including e-government, such as e-policing in SADC member countries; e-parliaments, including strengthening the role of the SADC parliament; e-commerce, e-education, e-health, e-agriculture, whilst encouraging PPPs.

94. SRO-SA also supported the SADC Secretariat in the formulation of a draft Framework for the Harmonization of Mining Policies, Standards, Legislative and Regulatory Framework in Southern Africa, which was adopted by SADC Ministers of Mining Affairs. The collaborative work has continued to review the mining protocol and to produce a report on the Security Framework for SADC Mineral Products, with a focus on tracking and certifying mineral products originating from or transiting through SADC member countries. In collaboration with the ATPC, SRO-SA supported the participation of women miners in the SADC Women in Business and Investment Forum, which resulted in the adoption of an action plan to support the formation of a regional women-in-business forum in Southern Africa.

95. The SRO supported the SADC Secretariat in initiating a pilot exercise of the SADC Gender and Development Protocol Monitoring Tool, to monitor implementation of the SADC Protocol on Gender and Development. In this regard, initiatives were launched in the DRC, Botswana and Namibia to harmonize the AGDI with the monitoring tool. A

regional gender monitoring tool developed by SADC with support from SRO-SA was endorsed in 2010 by the African Ministers responsible for Gender Affairs.

96. Other significant achievements in the context of the MYP included assistance to SADC in implementing its programmes on macroeconomic and institutional convergence, including assistance in the development of a framework for regional financial integration towards the establishment of a monetary union in SADC, and providing substantive technical inputs in the preparation of the *Regional Human Development Report for Southern Africa* and the biennial *Report on Gender and Development*.

97. As a follow-up to the technical advisory work jointly undertaken in 2009 by SRO-SA and the Eduardo Mondlane University in Mozambique on mainstreaming regional integration in national development plans and promoting macroeconomic convergence, a framework for mainstreaming regional integration issues into national policies and plans has been developed. Efforts are underway in several SADC member countries to adopt the framework. SRO-SA also provided assistance to the Eduardo Mondlane University in mainstreaming regional integration into the university curriculum and in establishing a knowledge-management platform.

(e) Subregional activities for development in West Africa

98. The Subregional Office for West Africa (SRO-WA) devoted significant efforts during the past year to operationalize the MYP of collaboration with the ECOWAS Commission, and providing technical assistance to member States, major IGOs and NGOs, including strengthening capacity in policy formulation and harmonization, and programme implementation.

99. In the context of MYP implementation MYP, SRO-WA collaborated with the ECOWAS Commission on a number of joint undertakings including organizing meetings, group training activities and advisory services to member States. These included the third West African Business Forum and sixth ECOWAS Trade Fair held in Abidjan, Côte d'Ivoire in September 2010 on harnessing energy resources for development in West Africa. Among other things, the forum facilitated exchange of information and experience in addressing the challenges in the energy sector in West Africa. Topics discussed included renewable energy sources; production, transmission and distribution of energy; strategies to reduce the cost of energy supply through pooling and other options; PPPs in generation, transmission and distribution of

electricity, and research and development in the areas of cost, efficiency, demand management and alternative sources of energy.

100. Other activities carried out in support of the MYP include finalization of the legal framework for IGOs in the subregion, which will be adopted in 2011; contribution to the review of the ECOWAS Mineral Development Policy to strengthen policy harmonization in the mining sector; the first Forum on Regional Electricity Regulation organized by the ECOWAS Regional Electricity Regulatory Authority in November 2010 in Accra, Ghana; ECOWAS Aid-for-Trade review meeting; and joint preparation of the *Report on Economic and Social Conditions in West Africa*. SRO-WA also prepared and submitted a concept note to the ECOWAS Commission as part of efforts to establish a subregional coordination mechanism to coordinate United Nations activities in support of AU and its NEPAD programme in West Africa.

8. Development planning and administration

101. The year 2010 was a turning point for African Institute for Economic Development and Planning (IDEP) as it witnessed one of the most vibrant programme and activity years since its founding in 1962. Significant progress was made in the efforts to reposition the Institute and set it on a new path of relevance, growth, presence, and visibility that corresponds with the wishes of its member States and the broad targets set by the Governing Council. The repositioning was launched and completed at a point in time when issues of long-term national, subregional and regional development and planning had again become topical and important across the world. As outlined in the Institute's new strategic plan, this changing context calls not only for a complete overhaul of its capacity-development and training programmes but also for enhancement of its allied policy research and dissemination work in order to enable it to respond in a more direct and meaningful way to the needs of its member States with regard to the skilled human resources needed and targeted policy advice and orientation. Integral to the programme overhaul undertaken and as a central part of the effort to meet the expressed needs of African Governments, the content of courses offered by the Institute was re-designed and attention paid to the urgent need to scale-up training activities and tap all opportunities for the decentralized delivery of services.

102. As a result of the repositioning, IDEP is now in a much better position to deliver on its mandate of

providing capacity-building and training to middle- and senior-level officials in relevant areas of economic planning and development management so that they can be more proficient and effective in responding to the development challenges that their countries face. During the period under review, IDEP not only expanded the menu of training courses it offers to member States but also significantly increased the number of participants in and beneficiaries of its capacity development and training programmes; launched the decentralized implementation of its activities for enhancing its presence and reach beyond its headquarters city of Dakar; organized a series of policy dialogues as its contribution to the strengthening of an Africa policy research agenda; re-launched its policy research activities; and laid the foundation for the launching of online programmes.

103. Efforts to re-launch the MA degree programme as the main flagship activity of the Institute reached an advanced stage during the period under review following consultations with a wide range of stakeholders, including policymakers, African universities and research institutes and development partners. When the fully revamped MA degree programme is re-launched in 2011, it is anticipated that, on the average, it will be able to provide advanced training to

not less than 150 officials annually compared to the roughly 20 admitted annually in the past.

104. The short courses organized by IDEP remain a key component of the capacity development and training activities of the Institute. In 2010, ten short courses were designed and implemented by the Institute (see table 1). These courses covered issues that are relevant to African development and ranged from sectors such as agriculture, trade, and industrial policies to regional integration, gender in macroeconomic management and negotiating strategies. As at the end of December 2010, two 206 officials had been trained by the Institute. Of these, 76, 37 per cent were female officials. This compared favourably with the group of 154 officials trained in 2009. In addition, 5 high-profile seminars were given by reputable academics and policy intellectuals from across Africa and beyond. The seminars dwelt on contemporary development issues in Africa such as the implications of the rise of China and India for African development; poverty and climate change; technology and innovation; the progress and limitations of African regional integration; and the debates on the proposed EU EPAs with Africa. All the participants in the 2010 short courses organized by the Institute were beneficiaries of full scholarships that covered their tuition fees and subsistence costs.

Table 1: Short Courses Implemented in 2010

	Course Title	Dates	Venue	Number of Applications Received			Number Admitted		
				Total	Male	Female	Total	Male	Female
1	Agricultural Policy in Africa (English)	05-30 2010	April IDEP, Dakar	44	23	21	24	11	13
2	Preferential Trade Agreements for Development: Issues & Implications (With WBI)	12-16 2010	April IDEP, Dakar	191	151	40	24	18	6
3	Market Analysis Tools for Trade Flows Analysis and Modelling (With ECA)	26-29 2010	April IDEP, Dakar	-	-	-	20	12	8
4	Industrial Policy in Africa (English)	03-28 2010	May IDEP, Dakar	49	25	24	19	11	8
5	Regional Integration in Africa (English)	07-25 2010	June IDEP, Dakar	34	19	15	16	11	5
6	Agricultural Policy in Africa (French)	05-30 July 2010	IDEP, Dakar	45	35	10	21	16	5
7	TOT* Workshop on Gender-responsive Economic Policy Management (English) (With UNDP)	07-09 July 2010	IDEP, Dakar	-	-	-	21	10	11
8	TOT Workshop Gender-Responsive Economic Policy Management (French) (With UNDP)	12-14 July 2010	IDEP, Dakar	-	-	-	21	8	13
9	Industrial Policy in Africa (French)	09 Aug - 03 Sept	IDEP, Dakar	36	33	3	19	16	3
100	Regional Integration in Africa (French)	13 Sept - 01 Oct.	IDEP, Dakar	63	50	13	21	17	4
Total				462	336	126	206	130	76

Source: IDEP, 2010

* Training of Trainers (TOT)

Preference in the admission of participants in the training activities continued to be reserved for officials of African governments. The evaluation reports filled and submitted by participants suggested that there had been considerable improvement in course organization and delivery strategies adopted by the Institute in 2010. The learning environment was found to be very conducive and the professional conduct of staff members was very much commended.

105. During 2010, IDEP continued its tradition of encouraging the nomination and participation of female officials in all its capacity development and training programmes and activities. Efforts were also sustained to ensure a diversity of geographical representation in the courses convened, through a vigorous outreach programme and delivery of decentralized training activities across all the five subregions of Africa.

106. Meeting the challenges of a new institutional orientation and direction has demanded expansion of its resource base and reinforcement of staff capacity. In 2010, the Institute registered major successes both in the growth of its regular budget and in the increments in the extrabudgetary (XB) resources it was able to mobilize. Contributions from member States reached a new peak; the number of countries contributing funds and countries without arrears were the highest ever recorded. Steps were also taken to recruit new staff to boost programme implementation capacity. The absorption of the financial resources available for programme implementation was well over 80 per cent.

107. The year 2010 also witnessed significant increases in IDEP collaborative activities with relevant stakeholders. The Institute's portfolio of partnerships, both programmatic and financial, continued to expand. Integration into ECA as the arm of the Commission responsible for implementation of subprogramme 8 pertaining to economic management and development planning was reaffirmed and served as the main pillar for substantive collaboration with the ECA Divisions and SROs. The Institute also enhanced its programmatic collaboration with AUC and other organizations including UNDP. Discussions with a number of potential and existing donor agencies are already yielding positive results in strengthening the capacity development and training programmes of the Institute. Its collaboration with the Arab Bank for Economic Development in Africa also led to support for implementing two sessions of a course on "Regional Integration in Africa". Both sessions will be conducted in 2011. The discussions with donor partners such as EU, Government of the Netherlands, Swedish International Development Cooperation Agency (SIDA), United Nations Development Fund

for Women (UNIFEM), and the Ford Foundation were further consolidated in 2010.

9. Statistics

108. The objective of ECA work under this subprogramme is to improve the production, dissemination and use of key demographic, social, economic and environmental statistics, including the MDG indicators, in accordance with internationally-agreed standards and best practices. Accordingly, the Commission's work during the reporting period was articulated around the following priorities: promoting, coordinating, and advocating for statistical activities in Africa; building a data hub at ECA for the provision of development data on Africa; implementing the standard international System of National Accounts (SNA) in Africa; supporting statistical training programmes; establishing a regional programme for population and housing censuses in line with internationally-adopted cycles; improving the status of civil registration and vital statistics (CRVS) in Africa; and providing technical assistance in various areas of statistics.

109. At the same time, given the ongoing efforts to strengthen the integration process in the subregion, it is vital to make progress in harmonizing data. These challenges continued to guide the work of ECA under this subprogramme during the period under review. ECA work in the area of promoting, coordinating and advocating for statistical activities in Africa is aimed at optimizing the work undertaken earlier by various stakeholders in statistical development in Africa in order to avoid duplication and to better leverage each partner's comparative advantage through enhanced coordination and collaboration. Cooperation has become increasingly important in light of the growing number of international organizations working in Africa. ECA work in this area promotes collaboration, particularly in the area of standards development, by organizing meetings and undertaking joint advocacy on the critical role of statistics in evidence-based policy-making. In this regard, the sixth Africa Symposium on Statistical Development was organized in November 2010 in Cairo, Egypt on the theme "Data Analysis and Use in the 2010 Round of Population and Housing Censuses". The Symposium was attended by 350 participants from NSOs, African regional and subregional organizations, international organizations, and educational and research institutions. The outcome of the symposium addressed a number of key issues, including the need to strengthen CRVS systems in Africa; the role of statistical training institutions in enhancing the capacity of stakeholders in census data analysis; revival of the African Statistical Association; implementation

of the International Comparison Programme (ICP-Africa); capacity reinforcement of countries in post-enumeration surveys, sharing household survey data on African countries; and harmonization of population projections in inter-censal periods. The symposium adopted CRVS as its theme over the next five years.

110. The fifth meeting of the African Statistical Coordination Committee (ASCC) was held during the period under review to discuss mechanisms for achieving greater synergy among regional institutions, and coordinating statistical programmes with a view to enhancing and sustaining the effectiveness of statistical support to African countries. It was specifically organized in preparation for the joint AU Conference of Ministers of Economy and Finance and the ECA Conference of Ministers of Finance, Planning and Economic Development that was held in April 2010 in Lilongwe, Malawi. The Ministerial Conference considered and endorsed the progress report on implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa (SHaSA). It also discussed preparation for the sixth ASCC and the initiative to establish AfricaInfo Database. Other meetings held during the period included the first ICP-Africa governing board meeting; first meeting of the African national statistical associations; and meeting of the African Group on Statistical Training and Human Resources.

111. One of the major advocacy tools used to raise awareness on the importance of statistics in the development of African countries is the African Statistics Day which is celebrated every year on 18 November. In 2010, the World Statistics Day was celebrated for the first time on 20 October 2010 under the theme “Celebrating the Many Achievements in Statistics: Service, Professionalism, and Integrity”. African countries aligned the theme to that of the World Statistics Day and organized national celebratory events from 20 October 2010 until 18 November 2010. ECA supported the national celebrations by preparing materials for the ASD celebrations and providing them to member States. The materials included advocacy posters in English, French, Arabic and Portuguese and drafts of technical notes and media advisory in English and French. In addition, a dedicated website was created with links to the World Statistics Day website of the United Nations Statistics Division (UNSD). As part of the celebrations, ECA jointly with the Central Statistical Agency of Ethiopia organized a one-day seminar on 25 November 2010 at the United Nations Conference Centre in Addis Ababa. The seminar brought together some 120 participants from various organizations that are stakeholders in the national statistical system of Ethiopia. It featured presentations on various topics such as Ethiopia’s Five-year

National Statistical Development Plan, population and census data analysis and projections, use of ICT in statistical processes, data quality, and crop production trends, among others. Further, EthioInfo Version 3.1 2010, and the Population and Housing Census Atlas of Ethiopia were launched, greatly furthering human development data dissemination.

112. To facilitate production and use of harmonized data series, a repository of data from African countries was established under the aegis of the ASCC. The repository has data aggregated at the continental, subregional, and national levels. Similarly, based on the joint data collection mechanism established by ECA, AfDB and AUC, the second edition of the joint African Statistical Yearbook (ASYB) was produced in 2010 as a leading source of statistical information on Africa. The joint data collection and publication mechanism has significantly reduced the burden on countries in terms of data reporting as they now report once to the joint effort, rather than separately to the three institutions. The joint publication also reduces the potential for publishing conflicting information on African countries. In addition to the ASYB, a joint statistical pocketbook with the main indicators on social, economic and environmental conditions in Africa was produced for the first time. The third edition of the ASYB will be published in March 2011. The publication of the African Statistical Journal was one of the major initiatives facilitating the exchange of information and best practices among statisticians and other stakeholders in Africa. Two issues of the Journal and four issues of the newsletter were published and disseminated in 2010.

113. In 2010, efforts were also pursued to update and improve the ECA statistical database (StatBase) as the corporate platform for statistical data management and dissemination. Enhancements included improvements to the retrieval interface and data reporting, allowing more flexible downloading of bulk data and the embedding of Google mapping functionalities for retrieved data. During the reporting period, the African Centre for Statistics (ACS) conducted training in Dakar, Senegal on the use of the StatBase data management platform for compilation and dissemination of statistical data at the *Agence Nationale de la Statistique et de la Démographie*. This is part of the continuing implementation of StatBase in ECOWAS countries. The system was also installed at the NSO of Morocco and at the SRO-NA in Rabat.

114. ECA maintains a free online mirror of the African Integrated Census Microdata at <http://eca-stats.uneca.org/aicmd/>. The records of thirty-five million persons and of 19 anonymized high-precision

census samples representing ten African countries are currently available to researchers at no cost. Over 500 original source documents such as census forms and instruction manuals are also available for viewing and downloading from the searchable metadatabase.

115. In 2010, ECA continued to promote the implementation of the global methodological standard for national accounting, the SNA, and contributed to the implementation strategy for the 2008 SNA in Africa through a number of activities. An expert group meeting on the harmonization of national accounts was organized at Port Louis, Mauritius in November 2010 to review the draft implementation guide on the implementation of the 2008 SNA in Africa. The meeting brought together experts from 20 NSOs and eight central banks to develop specific proposals and action plans for implementation of the 2008 SNA at country level. The meeting took note of the major changes between the 1993 SNA and the 2008 SNA, and recommended that countries should rebase their national accounts every five years and introduce the 2008 SNA during the rebasing exercise. Other related activities included a regional workshop on implementing the international strategy in economic statistics, organized jointly with UNSD and the Central Statistics Office of Mauritius in Port Louis, Mauritius in July 2010; and a workshop on the strategic plan for implementing the 2008 SNA held in Bamako, Mali in September 2010. In addition, ECA, through the ACS, is working jointly with AfDB to prepare recommendations for implementation of the 2008 SNA and the 2011 Round ICP-Africa.

116. The work on population and housing censuses continued to focus on: advocating for the participation of all African countries in the 2010 Round of Population and Housing Censuses (2010 RPHC); providing support to countries at different stages of census taking; preparing and disseminating manuals and handbooks for proper census taking; and facilitating the exchange of experiences among countries and increasing knowledge on various issues related to the 2010 RPHC. A survey was carried out to collect information on the current status of census activities and preparations in different countries. Twenty-five ECA member States confirmed that they have conducted a census in this round, constituting a 47 per cent implementation rate. In terms of population, the censuses so far undertaken cover about 60 per cent. If the trend continues, the participation of African countries in the 2010 RPHC will be better than during the 2000 round when only 37 countries undertook a census. This is a result of strong advocacy mainly by the ASCC. In addition, ACS was engaged in a number of activities aimed at improving the par-

ticipation of African countries in the 2010 round. Despite these commendable outcomes, there are still a number of problematic areas to be addressed, including the need for timely release of census data. Some countries that have conducted early censuses have not yet released the full set of data due to institutional issues. There are also issues related to archiving and availability of micro data and the use of ICT in census taking. In addition, for the census results to be widely accepted, it is of paramount importance that international standards are fully respected.

117. Efforts to advance the development of CRVS systems in Africa received a significant boost with the convening of the first-ever Conference of African Ministers Responsible for Civil Registration, held in Addis Ababa, Ethiopia in August 2010. The conference was follow-up to a recommendation of the Regional Workshop on Civil Registration and Vital Statistics in Africa, which took place in Dar es Salaam, the United Republic of Tanzania in June 2009, on improving civil registration systems in Africa. Jointly organized by ECA, AfDB, and AUC, the conference was attended by 294 participants including 32 Ministers and 107 senior officials representing African countries. Technical inputs were provided by UNSD, United Nations Children Fund (UNICEF), United Nations Population Fund (UNFPA), Office of the United Nations High Commissioner for Refugees (UNHCR) and WHO. At the end of the workshop, the Ministers adopted a declaration in which they resolved to take appropriate policy measures to facilitate the implementation of plans, programmes, and initiatives for reform and improvement of CRVS systems, to achieve universal coverage and completeness, formulate laws and policies that ensure timely and compulsory registration of vital events occurring within their countries, with guarantees for equal access to the systems for all persons; and intensify awareness-raising campaigns on the procedures and importance of CRVS systems, to ensure effective functioning of the systems. The Ministers also called upon ECA, AfDB, AUC and other development partners to continue to support capacity-building activities, including mobilization of resources and for ECA to consider establishing a substantive post on civil registration and vital statistics with appropriate support staff at ACS to ensure the sustainability of ongoing efforts to improve CVRS systems in Africa.

118. An important part of the work in the area of statistics is to assist African countries in building and improving their statistical capacity by organizing seminars and workshops, providing advisory services, promoting the implementation of international standards and recommendations, and transmitting best

practices. In 2010, technical assistance was provided to several countries upon request in various areas of statistics, including prices statistics, trade statistics, education, health, agriculture, trade, gender, CRVS, and database management, among others.

119. As part of a project to improve the availability and use of statistical information for decision-making, two training of – trainers workshops were organized on “Innovative tools and techniques for data management and dissemination”, for selected countries. The first workshop, hosted by the National Bureau of Statistics of Nigeria in Abuja, Nigeria in March 2010, drew participants from the NSOs of Egypt, Lesotho, Nigeria, Uganda, and Swaziland as well as a representative from AUC, and representatives of Nigeria’s Office of the Surveyor-General, the National Space Research and Development Agency, the Nigerian Statistical Association, the Regional Centre for Training in Aerospace Surveys and the Geography Department of the University of Lagos also attended the workshop. A second workshop targeted at selected Francophone countries and RECs took place in Rabat, Morocco in June 2010. Participants were drawn from Burundi, Cameroon, DRC, Morocco, and Senegal, and as well as officials from AMU and SRO-NA. These workshops have all helped to enhance capacity in the beneficiary countries and organizations on innovative techniques and tools for statistical data management, including the use of such Google technologies for statistical data management as Google Map Maker, Google Maps, Google Earth, Fusion Tables, and Public Data Explorer.

120. A meeting to review and improve a draft manual prepared by the ECA secretariat on how to derive MDG indicators from censuses, surveys and administrative records was organized in collaboration with AfDB in Kigali, Rwanda in July 2010. ECA also collaborated with InWEnt Centre for Economic, Environmental and Social Statistics of Germany to organize a meeting on climate-change measurement as a pre-ADF-VII side event in October 2010. The meeting underscored the role of information and data exchange among stakeholders in addressing climate change in Africa.

121. ACS has conducted a number of technical advisory services in different areas of statistical development in support of evidence-based policy decision-making, accountability, multilateral surveillance and convergence programmes, especially for subregional integration and for monitoring progress toward the MDGs. This took place in areas such as prices statistics, trade statistics, education, health, agriculture, trade, gender, civil registration and vital statistics, and database management.

122. Other capacity-building activities undertaken during the period included a workshop on the “Organization and management of national statistical systems” held in October 2010 in Dakar, Senegal; and a workshop on the informal sector, household surveys and labour statistics in Bamako, Mali in November 2010 jointly organized with the International Labour Organization (ILO) and the World Bank. A joint assessment mission was undertaken to the DRC in September 2010, together with the African Capacity-Building Foundation, AfDB, Partnership in Statistics for Development in the 21st Century and the World Bank, in response to a request by the Congolese Government, for assistance in establishing a statistical training institution based on the standards of the existing subregional training institutions such as the Ecole Nationale Supérieure de Statistique et d’Economie Appliquée, Abidjan, and Institut sous-Régional de Statistique et de l’Economie Appliquée in Yaoundé and Dakar.

123. Technical assistance in 2011 and beyond will consist of a workshop jointly organized with the United Nations environment programme on environment statistics, agricultural statistics and climate change; a workshop on basic economic statistics and economic classifications in support of the 1993 SNA; two workshops on operational planning and reporting; a workshop on gender statistics; two subregional workshops on the “Reference Regional Strategic Framework on Statistical Development in Africa”; and a workshop on how to derive data on the MDGs from population censuses and surveys.

124. Furthermore, technical assistance missions will be undertaken to RECs and member States on implementation of the 2008 SNA; environment statistics; needs assessment and a compendium of African statistical training centres; harmonization and standardization of statistical training centres curriculum development; preparation of a handbook on major data management platforms; statistical training programmes in Africa; statistical data management, geo-information and census cartography; census data processing; and gender statistics. Another priority activity for technical cooperation in 2011 is implementation of the interregional project on measurement of the informal sector under the seventh tranche of UNDA involving all five Regional Commissions.

10. Social development

125. The work under the subprogramme on social development, created in 2006 as a result of the ECA repositioning, was further developed in 2010 with an

emphasis on enhancing national and regional capacity to design, implement and monitor social policies and programmes. The activities carried out under the subprogramme were also aimed at assisting member States in monitoring and tracking progress in the implementation of international and regional commitments made on social development, including the outcomes of the 2009 Regional Review of the International Conference on Population and Development Programme of Action and the outcome of the fifth African Development Forum (ADF-V) on youth.

126. During the past year, results were achieved on a wide range of social development issues, including issues related to youth development, ageing, disability, maternal health, social protection, and international migration. The modalities used to achieve results included advocacy and policy research, and facilitating networking, internships and fellowship programmes.

127. A major advocacy and policy-oriented document, the *African Youth Report: Addressing the Youth, Education and Employment Nexus in the New Global Economy* was prepared in 2010 to support the efforts of member States in education and youth development and to draw the attention of policymakers to the many challenges that African youth continue to face. After the report was prepared as follow-up to ADF-V on youth, it was reviewed by an expert group convened on the same subject in 2010. The findings of the report and its policy implications will be discussed at the forthcoming meeting of the Committee on Human and Social Development in 2011. The report will be widely disseminated to policymakers, youth organizations and networks, to contribute to the knowledge base on youth issues and to guide the formulation and implementation of youth policies on the continent. Other activities undertaken in support of youth development included contributing to the drafting and revising of the AU Plan of Action for Youth Development, which is to be implemented by member States during the African Decade on Youth (2009-2018) and the African Volunteer Corps Programme; preparation and dissemination of advocacy materials for the International Year of the Youth/African Youth Day, jointly organized with the AUC on the theme "Dialogue and Mutual Understanding". In addition, ECA recruited two Young African Professionals (YAPs) as short-term fellows to undertake research and acquire skills in the areas of youth and development, social protection, maternal and child health (MCH) and international migration.

128. In the area of population and development, a major study was undertaken focused on MCH. The

study was primarily aimed at strengthening capacity in health economics and policy for addressing challenges in child and maternal health (MDG-5). It assessed the scale of exclusion of vulnerable and marginalized groups from MCH services, and the main obstacles to providing equitable healthcare services in Africa. Among the main findings was the need for innovative training programmes for health professionals to address the lack of equitable and quality maternal health services among poor women, adolescents and youth, women living in rural areas, women with disabilities, and women affected by conflict and disaster. Crucially, the study builds on the outcomes of the July 2010 Summit of AU Heads of State and Government which was devoted to the issue of maternal health. Another important report prepared by the ECA secretariat focused on unsafe abortion as a leading cause of maternal mortality in Africa. Worldwide, Africa accounts for over half of the women who die from complications arising from unsafe abortion annually. To address this issue, the report on *Strengthening policy development on sexual and reproductive health focusing on women's rights: an analysis of existing research addressing unsafe abortion in Africa* highlighted some best practices in reducing the incidence of unsafe abortions. This would be mainly through enacting laws on undertaking abortions and providing medical professionals, practitioners and law enforcement with clear guidelines on how such laws should be implemented.

129. To promote the awareness and understanding of policymakers on issues relating to social protection systems, ECA has embarked on preparation of nine country reports and case studies to examine the range of social protection regimes that exist in Africa and their impact on reducing gender disparities in selected areas. The country reports will culminate in a major regional report on "Strengthening capacities to promote gender-sensitive social protection policies in African countries", which is intended to complement the AUC social policy framework endorsed by African Ministers responsible for Social Development in 2008. The reports will provide information on the extent to which social protection policies can be used as fundamental tools for achieving greater equality and reducing poverty in Africa. Several publications and activities have focused on issues relating to the human and social dimensions of climate change – a very timely line of work in terms of the dynamics of social development and climate change in Africa. Also worthy of note are the subprogramme activities in support of ADF-VII on climate change, including successful organization of a pre-Forum event on climate change, population, health, gender and youth, whose recommendations were incorporated into the

ADF Consensus Statement for guiding future work by ECA and member States on the gender and social dimensions of climate change in Africa.

130. In addition, ECA provided technical assistance on international migration issues to the IGAD Secretariat, provided advisory services to a research programme funded by the Leonard Cheshire International Foundation and United Kingdom Department for International Development (DfID) to identify gaps in mainstreaming disability and increasing awareness of disability issues in international development and the poverty reduction agenda, and assisted AUC to draft the modalities and terms of reference for establishment of the Advisory Council on Ageing in Africa. ECA also participates actively in the work of the Global Migration Group, the Working Group on International Migration, the RCM clusters on Social and Human Development, and Environment, Population and Urbanization. Also, the secretariat compiled 12 papers on various social development topics as contributions to the Social Development Bulletin, which serves as an advocacy tool through which research results are disseminated to inform decision-making and public-policy formulation in African countries on social development issues.

B. Other programmes

1. United Nations support to the African Union and its NEPAD programme

131. The United Nations system is one of the major pillars of international support for AU and NEPAD. The nature and scope of that support was deepened in the past year with several joint activities undertaken by United Nations agencies in support of the implementation of NEPAD in the context of the RCM. The activities encompassed technical assistance and capacity-building for institutional development, project development, resource mobilization and advocacy.

132. The regional consultation meeting of United Nations agencies working in Africa, convened by ECA, remains the main mechanism for providing support to AU and NEPAD at the regional and subregional levels. The regional consultations have established nine thematic clusters around which United Nations support is organized. These clusters, which broadly correspond to the policy priorities of NEPAD, are: advocacy and communications; agriculture, food security and rural development; environment, popula-

tion and urbanization; Science and Technology; social and human development; industry, trade and market access; infrastructure; peace and security; and governance. The work of the regional consultation meetings, their clusters and subclusters is guided largely by the Ten-Year Capacity-building Programme of the African Union which is the overarching framework for cooperation between the United Nations and AU based on the latter's priorities.

133. At the global level, the Office of the Special Adviser on Africa based at United Nations Headquarters in New York is responsible for coordinating and mobilizing international support for the NEPAD programme. At the regional level, ECA is responsible for coordinating United Nations activities and joint action through the RCM to ensure coherence and cooperation for maximum results. In line with its mandate to coordinate United Nations activities at the regional level in Africa, ECA has convened ten meetings of the RCM to date and achieved considerable progress in securing agreement on the work programme of collaborative arrangements through the nine thematic clusters established for that purpose.

134. Over the years, the RCM and its cluster system have been strengthened and transformed from a process-oriented coordination mechanism to one focused on substantive actions and results. AUC, the NEPAD Planning and Coordinating Agency and the RECs - the beneficiaries - have now taken centre stage and become part of the RCM. The *'Delivering as One'* concept has gained increased acceptance, with agencies rethinking their way of working and moving to a collective approach in programme delivery in support of Africa's development. The RCM clusters, in varying degrees, have aligned their activities with the priorities of AU and NEPAD. Likewise, clusters have intensified their efforts to interact more regularly and to establish business plans, for embarking on inter-agency joint programming and joint implementation of specific projects. Cluster activities are having a tangible impact on the implementation of key elements of the regional development agenda and on the institutional landscape in support of AU and NEPAD.

135. Through the RCM Secretariat established for the coordination of United Nations support to AU and NEPAD, ECA is providing more strategic coordination and support to the RCM. The coordination of clusters has been strengthened with an increasing number of jointly implemented programmes leading to more tangible results. In addition, steps are being taken to establish the subregional SRCMs in order to provide more coherent support to the RECs and complete the missing link between the regional and country levels.

In this regard, SRCMs were established in Central, East and Southern Africa during 2010 and similar efforts are underway in North and West Africa.

136. In line with its mandate, ECA convened the eleventh session of the RCM in November 2010 in Addis Ababa, jointly chaired by the United Nations Deputy Secretary-General and the Chairperson of AUC. The meeting brought together some 250 participants from the United Nations, AUC, NEPAD Planning and Coordinating Agency, RECs, AfDB, International Monetary Fund (IMF) and other regional and international organizations. The meeting reviewed progress, achievements and challenges faced by the nine clusters throughout the year, reports on the review of the Ten-Year Capacity-Building Programme of the African Union, as well as activities related to climate change, combating desertification and biodiversity conservation. Key presentations were made on the African regional preparation for the Rio+20 Summit to be held in Brazil in 2011; a green economy in the context of sustainable development and poverty eradication; and progress reports from RCM-Africa and from the subregional coordination mechanism, respectively. Deliberations also focused on advocacy, communication, programme implementation and resource mobilization matters, and the need for clusters to synergize activities and avoid duplication of efforts. The meeting also discussed operational aspects of capacity-building focusing on the additional resources needed to achieve integration and development in Africa.

137. In addition to the collective activities undertaken by United Nations entities in support of NEPAD, specific assistance was offered by individual entities to advance the work in the various thematic clusters. ECA supports the implementation of NEPAD priorities, most of which are at the core of its mandate, through its analytical work and technical assistance in different areas, with particular focus on socioeconomic development and political governance issues. ECA achievements in support of AU and NEPAD are many and are well documented throughout this report.

138. During the past year, the Commission embarked on efforts to scale up its technical support to AUC in support of the AU vision and mission. The ECA Business Plan 2010-2012 articulates the substantive priorities to be pursued over the next three years in support of the strategic plan of AUC. Ongoing collaboration, particularly in the areas of trade, gender, ICT, Science and Technology, governance and public administration, land policy and climate change was further enhanced during the past year. Various

joint initiatives in support of knowledge generation and dissemination such as the preparation of ERA, ARIA, the MDG Report, as well as the joint implementation of activities such as the Conference of Ministers of Finance, Planning and Economic Development continued in 2010.

139. In support of the implementation of the APRM, ECA provided extensive technical support to the APRM Panel of Eminent Persons, the APRM secretariat and the participating countries at each of the five stages of the review process, ranging from country support missions to the drafting of background documents, country review visits, drafting of country reports, the final country report and the NPoA, and publication of the country review reports and the NPoAs. ECA has also been supporting participating countries in mobilizing stakeholder participation and fostering peer learning among APRM countries by identifying best practices in the process and promoting their replication. In addition, it has provided technical assistance in integrating the APRM with existing national development strategies. Continued ECA support has increased the capacity of member States to conduct the APRM and enhanced the capacity of various stakeholders to engage in the process. A practical demonstration of these joint efforts is that more countries have acceded to the APRM while others have completed the process.

2. Regular Programme of Technical Cooperation

140. The Regular Programme of Technical Cooperation (RPTC), funded from the regular United Nations budget, continued to serve the important supporting instrument for implementing the ECA core programme activities described in the previous section of this report. RPTC, which takes the form of on-demand regional advisory services, training workshops, seminars, fellowships and field projects, are aimed at building and strengthening the capacities of ECA member States and their institutions in addressing clearly defined policy and technical challenges in different sectors with particular focus on achieving the MDGs and other regional priorities.

141. RPTC funds allocated to ECA in the 2010-2011 biennium amounted to a total of approximately \$11.5 million, which provided funding for a group of regional advisers and short-term experts deployed in the various Divisions and SROs, whose primary function is to provide specialized advice and training to address the urgent needs of member States in the following areas: design and implementation of MDG-

based poverty reduction strategies and programmes; trade capacity-building and trade negotiations; integrated water resources management; statistics; gender mainstreaming, including enhancing women's legal and human rights; harnessing ICT for development; infrastructure development; governance and public administration; support to post-conflict reconstruction, and implementation of NEPAD. As part of efforts to promote policy change and strengthen institutional capacities in these areas, ECA organized 25 workshops and seminars involving nearly 800 participants and provided advisory services to 26 countries and eight RECs. RPTC funding also provided ECA with the means and operational flexibility to respond to new and emerging development challenges in such areas as climate-change mitigation and adaptation.¹

142. Most of the RPTC activities were of a regional or subregional nature, which enabled the Commission to make optimal use of its limited resources while promoting regional and/or subregional cooperation on issues of common concern or shared interest. The MYPs for cooperation with the RECs remain the framework for the delivery of technical assistance to member States. However, following United Nations reform for greater system-wide coherence, the Common Country Assessment was revised and UNDAF guidelines increased the role of the Non-Resident Agencies. With the ECA repositioning, technical cooperation activities have been extended to the country level. As a result, in 2010, ECA became an implementing partner of UNDAF in 11 African countries, including Ethiopia and the five countries in which its SROs are located, namely, Cameroon, Morocco, the Niger, Rwanda and Zambia.

3. United Nations Development Account

143. UNDA constitutes a second funding window for ECA technical cooperation activities. Funding from UNDA has grown in magnitude in recent years and the ECA share has steadily increased, reaching a total of \$3.7million in the 2010-2011 biennium. During the period under review, four ECA-led projects with a total budget of \$2.6 million were approved for funding under the eight tranche of UNDA, to be implemented during the 2012-2013 programme cycle:

- (a) Capacity-building for risk and disaster management systems in Africa;

- (b) Strengthening the capacity of CRVS systems in Africa in order to produce continuous and reliable indicators for measuring progress on the development agenda;
- (c) Strengthening the capacity of African countries in use of renewable energy to achieve sustainable development; and
- (d) Strengthening capacities for the development of regional agricultural value chains in Africa.

144. In addition, six projects were approved for funding under the seventh tranche to be implemented during the 2010-2011 programme cycle:

- (a) Facilitating Effective Integration of Developing Countries in the Global Economy through Aid for Trade Schemes (jointly with other Regional Commissions);
- (b) Mainstreaming Climate Change into Agricultural Policies for Achieving Food Security and Poverty Reduction in West Africa;
- (c) Capacity building for Integrated Shared Water Resources Management in Southern Africa;
- (d) Strengthening national and regional capacities to mainstream natural disaster risk reduction into poverty reduction strategies in Africa;
- (e) Strengthening capacity for sustainable social development in North Africa; and
- (f) Capacity-building of government officials in management of PPPs for improved service delivery and infrastructure development in Africa.

145. ECA will also be involved in a number of interregional projects led by other Regional Commissions or by UNDESA, to address issues such as climate change, social protection, energy security, statistics and MDGs. These projects are aimed at providing support to member States in addressing key global development challenges to further the achievement of internationally-agreed development goals, through collaboration at global, regional and national levels.

146. During the period under review, ECA was also involved in four ongoing UNDA projects, which address needs in key areas such as capacity-building in support of land policy reforms in Africa; strengthening capacity for designing MDG-consistent poverty reduction strategies; capacity-building on gender statistics to promote gender equality and empowerment of women; and sustainable agriculture and rural transformation. These projects are nearing completion and are expected to achieve their objectives.

¹ More detailed information on specific technical cooperation activities as well as main achievements can be found online at www.uneca.org/

CHAPTER II

Issues Arising from the Meetings of the Subsidiary Bodies of the Commission, Including the Inter-governmental Committees of Experts of the Subregional Offices

147. This chapter provides an overview of the main outcomes of the meetings of the Commission's subsidiary bodies, including the Intergovernmental Committees of Experts (ICEs) of the SROs which have been held since March 2010. In particular, it highlights key issues and recommendations from the meetings of the subsidiary organs which need to be brought to the attention of the Commission for action and/or information. The chapter also includes a preview of those meetings that are planned but had not taken place as at the time this annual report was prepared.

A. Meetings held during the period under review

1. Twenty-sixth meeting of the ICE for North Africa

148. The twenty-sixth meeting of the ICE for North Africa was held in Rabat, Morocco, from 22 to 25 February 2011 under the theme "Governing Development in North Africa : the Role of the State in Economic Transformation, Financing for Development and Social Development". The discussions highlighted the strategic, catalytic role of the State in providing leadership and initiating partnerships with the private sector, civil-society and Partners.

149. The following major recommendations were adopted on the role of the State in economic transformation:

- (a) Democratic institutions should be established and strengthened to promote broad stakeholder ownership of development programmes and enhance public accountability. The developmental State must ensure the inclusion and participation of all segments of society, including the private sector, civil-society organizations and academia;
- (b) Efforts to strengthen coordination among various development actors are often inadequate or

lacking. It is crucial to strengthen such coordination through various institutions;

- (c) Beyond industrial development, it is important to target key industry-related services and to define an active service-based industrial policy. The State's strategic role in policymaking was emphasized;
- (d) The need to explore opportunities for promoting the green economy in the subregion and adopting appropriate policy measures was underscored;
- (e) The SRO was requested to support capacity-building financial institutions to facilitate access to existing financial facilities for the development of renewable energy;
- (f) The role of the State in financing economic development in North African countries was also emphasized;
- (g) The efficiency of regulatory bodies and capacity-building of key actors in the public and private financial systems were highlighted. The importance of the State's role in setting up institutional, legal and regulatory frameworks, deepening domestic markets and promoting subregional market complementarities was emphasized; and
- (h) With regard to the role of the State in social development, it was noted that the prevailing economic situation in the subregion was characterized by high unemployment and low productivity, especially among youth. The Committee requested the SRO to organize specific events on social development, including the economic and social rights of women and girls in North Africa; and to strengthen its cooperation with United Nations agencies such as the ILO, in the area of youth and women's employment.

2. Fifteenth meeting of the ICE for Eastern Africa

150. The fifteenth meeting of the ICE for Eastern Africa was held in Djibouti from 21 to 24 March 2011 under the theme "Towards a sustainable tourism industry in Eastern Africa". The choice of this

theme was based on a request made to the SRO by IGAD to assist in the design of a subregional policy on tourism.

151. The main objective of the meeting was to examine regulatory issues related to the mandate and operation of the SRO, assess the socioeconomic situation in the subregion, promote partnerships to develop regional cooperation and integration and provide a basis for an effective subregional policy for sustainable development of the tourism industry in East Africa. The Committee also reviewed the activities of ECA in East Africa, highlighting the main achievements of the SRO in 2010, including a progress report on the implementation of MYP together with RECs and IGOs. In addition, the Committee reviewed a report on “Tracking Progress on Macroeconomic and Social Development in East Africa”. It also considered a progress report on the implementation of regional and international programmes, especially NEPAD work, towards achievement of the MDGs and other initiatives designed specifically for the subregion. A study entitled “Towards Sustainable Development of the Tourism Industry in East Africa” prepared by the SRO provided the background for the discussions on the theme of the meeting.

152. The Committee made the following major recommendations on the theme of the meeting:

- (a) A master plan for developing sustainable ecotourism in East Africa spanning a period of 20 to 30 years should be developed;
- (b) A task force should be set up to support the formulation of the master plan; and
- (c) The master plan should be validated through consultations with stakeholders.

153. Three parallel special task force meetings were held on the margins of the ICE meeting to review the following non-recurrent publications: World Summit on the Information Society Summit+5: Outcome and Perspectives for Eastern Africa; Ecotourism in the Intergovernmental Authority for Development region; and New trends in South-South and Triangular Cooperation: Impact in the Eastern African subregion.

154. The Committee noted that cyber security is an area of concern to the subregion and underscored the need to develop joint approaches and strategies to maintain a safe, secure and resilient cyber environment through the creation of a subregional cyber security framework. The Committee requested the SRO to play a more active role in strengthening coordination mechanisms and institutional arrangements for Internet governance at the subregional level.

155. On South-South and triangular cooperation, the Committee recommended that East African countries and regional economic communities should put in place a South-South cooperation framework and integrate it into their national and regional development strategies. It also suggested that member States should establish a subregional forum to address their special needs, assess comparative advantages and harmonize their programmes for South-South and triangular cooperation. SRO-EA was requested to support the efforts of member States in this regard.

B. Preview of meetings to be held

1. Second meeting of the Committee on ICTs and Science and Technology

156. The second meeting of the Committee on ICTs and Science and Technology (CODIST-II) will be held from 2 to 5 May 2011 in Addis Ababa on the theme “Innovation for Africa’s industrial development”. The purpose of the meeting will be to explore the extent to which African countries have harnessed ICTs and other technological innovations to enhance industrial development on the continent, and the extent to which industrial development has been linked to their innovation systems.

157. The main objectives of CODIST-II are:

- (a) To provide broad-based recommendations aimed at ensuring an enabling environment for industrial development through innovation;
- (b) To raise awareness of the importance of innovation in industrial development and the need to invest in the necessary education, skills and training;
- (c) To formulate new guidelines for promoting the development and strengthening of innovation systems in African countries with the aim of improving their competitiveness in the global economy;
- (d) To propose new approaches for increasing and accelerating innovation in the industrial sector through the use of knowledge resources, ICTs, science and technology, geo-information and library services in order to make products and services from the continent globally competitive; and
- (e) To act as a platform for reviewing and sharing knowledge and best practices on the develop-

ment of innovation systems and their linkages to industrial development.

158. As part of CODIST-II, ECA will also organize the 2011 Technology in Government Awards with the support of the Government of Finland. These awards recognize African governments' effective use of ICTs for public service delivery. The awards will go to African governments and institutions which have made use of ICTs for public service delivery and as a result contributed to the development of the information society in Africa.

2. Second meeting of the Committee on Governance and Popular Participation

159. The second meeting of the Committee on Governance and Popular Participation will be held on 9 and 10 March 2011 to review the work of ECA in the area of governance and public administration and the proposed priorities for the 2012-2013 biennium. Approximately 60 participants representing governments, the private sector and civil-society from across Africa are expected to participate in the meeting.

160. The meeting will assess the impact and effectiveness of civil-society organizations and non-governmental organizations in promoting sound governance in Africa. They will also discuss progress in the implementation of the African Peer Review Mechanism and progress on the Mutual Review of Development Effectiveness in 2010.

161. The meeting will provide recommendations on how ECA could improve its working relations with regional, subregional and national institutions, including non-State actors and development partners, to enhance Africa's capacity in the areas of governance and public administration, civil-society, private sector development and support to the African Peer Review Mechanism. As a follow-up to the outcomes of the first meeting of the Committee, held in Addis Ababa in December 2009, the Committee will adopt its statutes at the second meeting in March 2011.

3. Seventh meeting of the Committee on Women and Development

162. The seventh meeting of the Committee on Women and Development will be held in Addis Ababa from 12 to 14 April 2011. The main objective of the meeting is to review progress in the imple-

mentation of the Beijing Platform for Action and other policy frameworks aimed at promoting gender equality and women's empowerment in Africa. The Committee will review a report on recent trends in promoting gender equality and women's empowerment, based on the seven priority areas identified in the Banjul Declaration on Strategies for Accelerating the Implementation of the Dakar and Beijing Platforms for Action, as well as a draft strategy and plan of action for implementing the commitments set out in the Banjul Declaration. It will also consider and endorse ECA's proposed work programme in the area of gender and women in development for the 2012-2013 biennium.

163. The main outcomes of the meeting will include the following:

- (a) Endorsement of the report on recent trends towards gender equality in Africa;
- (b) Endorsement of the strategy and plan of action contained in the Banjul Declaration;
- (c) Endorsement of a strategy to follow-up the conclusions of the review conducted on the fifteenth anniversary of the adoption of the Beijing Declaration and Platform for Action; and
- (d) Heightened awareness in Africa of the Secretary-General's Unite to End Violence against Women campaign and the interregional project on "Enhancing capacities to eradicate violence against women".

4. Fourteenth meeting of the ICE for Central Africa

164. The fourteenth meeting of the ICE for Central Africa will be held in Yaoundé, Cameroon, on 11 and 12 March 2011 under the theme "Challenges and opportunities of industrial policies in Central Africa". The Committee will review progress in formulating and implementing industrial policies in the subregion, identify success factors and share experience and best practices in order to develop appropriate strategies for accelerating the industrialization process in Central Africa.

165. The Committee will also review reports on the following topics:

- (a) Tracking progress made in macroeconomic and social development in Central Africa;
- (b) Challenges and opportunities in relation to industrial policies in Central Africa;

- (c) The status of regional integration in Central Africa;
- (d) Progress with implementation of regional and international agendas, including NEPAD and other special initiatives, in the subregion;
- (e) The work of ECA in Central Africa, including the status of implementation of the multi-year programme in Central Africa; and
- (f) Progress with implementation of the recommendations of the 2010 meeting of the ICE.

166. The main outcomes of the 2011 ICE meeting will include a set of recommendations on: the major challenges to be addressed in the context of recent economic and social trends in the subregion; accelerating the industrialization process in Central Africa, and promoting policies and programmes for employment generation; the need to give priority to the development of the agricultural sector; and efforts to improve public financial management supported by good political and economic governance.

5. Fourteenth meeting of the ICE for West Africa

167. The fourteenth meeting of the ICE for West Africa will be held on 11 and 12 March 2011 in Freetown, Sierra Leone, under the theme “A decade of the implementation of the MDGs in West Africa: achievements and shortfalls”. The theme, which was selected in consultation with the Commission of the Economic Community of West African States

(ECOWAS), underscores the need to redouble efforts towards the attainment of the MDGs, given that most countries in the subregion have made only limited progress towards many of the targets. The meeting will provide an opportunity for ECOWAS member States to review progress towards achieving the MDGs and share experience and best practices in order to agree on strategies and initiatives for accelerating progress towards the MDGs.

168. The fourteenth ICE meeting will be preceded by an Ad Hoc Expert Group Meeting focused on “Fragile States and development in West Africa” to be held on 9 and 10 March 2011 at the same venue. The expert group meeting will discuss the developmental challenges facing fragile States in the subregion and recommend appropriate action to address those challenges.

169. The meeting is expected to adopt recommendations on the following issues:

- (a) Stronger and time-bound commitments by member States to further strengthen initiatives for accelerating progress towards the attainment of the MDGs by 2015;
- (b) Heightened appreciation among member States of the economic and social challenges facing the subregion and the need to develop strategies to overcome them; and
- (c) More active engagement by member States in the work of SRO-WA and the programmes developed to assist member States.

CHAPTER III

Improving Administrative and Programme Management Processes

170. In 2010, ECA made steady progress in its efforts to bring about a new culture of doing business and achieving results for greater organizational effectiveness and accountability in line with the principles of results-based management. This section of the report contains information on the measures taken to build a more transparent, accountable and results-based organization, with particular focus on improving operational and strategic planning, including quality assurance; human resources development and improving service standards, including attracting and retaining human talent; and mobilizing and managing XB resources for an expanding work programme.

A. Improvements in programme planning, monitoring and evaluation

171. The year 2010 saw a renewed push towards strengthening the culture of results-based management at ECA. Continuous monitoring mechanisms, performance analysis and accountability are fundamental elements of this approach to management. Several initiatives helped to strengthen these elements at a strategic level and to enhance collaboration between and among Divisions/SROs, notably improvements in strategic planning processes and programme management, better coordination of flagship publications and enhanced resource management. In this regard, the Executive Secretary convened a programme performance review meeting during the year with Divisions and SROs to review performance and progress, discuss substantive priorities for 2011 and beyond, and review strategies and modalities of work and strategic partnerships, including highlighting key challenges and lessons learned for use in future programme planning and resource allocation.

172. Following a number of strategic planning rounds and bilateral working meetings held with Divisions

and SROs during the year, the Office of Strategic Planning and Programme Management (OPM) prepared two strategic planning documents, namely, the Strategic Framework/Biennial Programme Plan for 2012-2013 and the related Programme Budget and Priorities for 2012-2013. The Strategic Framework was approved in 2010, and the proposed Programme Budget will be submitted to the annual session of the Commission in March 2011 for its approval. The two documents set out the new proposed strategic priorities of ECA and the activities to be undertaken in the next biennium. The formulation of expected results, targets and indicators was improved in the course of several meetings in order to make them more relevant to the work programmes of the various Divisions and SROs.

173. In formulating the strategic priorities for 2012-2013, ECA sought to identify and exploit possible synergies between and among Divisions and subprogrammes to maximize the use of scarce resources. As a result, a new policy, *Delivering as One* was established to guide the work of the Commission and leverage the critical mass of expertise available in the programme Divisions and SROs, in the service of member States. Efforts are already underway to put the necessary building blocks in place for the Delivering as One framework.

174. In addition to pursuing continued improvement in programme planning during the year, ECA made efforts to strengthen the ongoing monitoring of progress with programme implementation. These efforts were complemented by a strong effort to enhance evaluation functions. OPM is finalizing an evaluation plan that is consistent with United Nations standards and serve as a mechanism for improving effectiveness and accountability. To that end, strategic evaluations of subprogrammes and subregional, regional and intra-regional projects will be carried out in the 2012-2013 biennium. Further, internal evaluation capacity was improved through support for division focal points to enhance their capacity to carry out internal reviews of specific outputs.

B. Quality assurance for better development results and impact

175. ECA reported in 2009 on its tentative efforts to establish a culture of quality within the institution and to make quality assurance (QA) an integral sustainable component of how it does its work.² These efforts intensified during the period under review. The Quality Assurance Section of OPM is gradually becoming fully operational. Additional resources have been made available to the section with more planned to be made available in the 2012-2013 biennium.

176. Quality has always been an important dimension of ECA work. The Commission's emphasis on QA is driven by the needs of member States and United Nations system efforts to improve the quality of its support to countries. As African economies become more diversified, complex and much more integrated into the global economy, improving the quality of policy and technical assistance to countries has become a unifying theme. The impetus for the "One United Nations" concept grew out of concern for the quality of the United Nations development support to member States. The objective of QA is to reduce waste and inefficiency to ensure that scarce resources for development assistance are used in a manner that delivers the most impact to countries.

177. A critical component of ECA ongoing efforts to integrate quality into all facets of its work is the recently adopted policy of "Delivering as One ECA." The idea of "Delivering as One ECA" is not new. However, with the repositioning of the Commission in 2006, the diverse demands on ECA by member States and partners, as well as the momentum of recent United Nations reforms gave impetus to efforts to make it ECA institutional policy.

178. Pursuant to this, following the repositioning of the Commission in 2006 when a series of measures was put in place to improve overall coordination and reduce internal transaction costs, joint programming exercises were organized to provide a platform for consultations among Divisions and SROs in the process of selecting activities for their respective work programmes and yearly Programme Implementation Plans (PIPs).

179. During the period under review, ECA undertook an in-depth review of its current QA arrangements to help identify its strengths as well as areas for improvement. A draft guideline for QA has been prepared and was pre-tested at the 2009 Joint meetings. In 2011, ECA will pilot-test the QA approach on a number of key outputs, including its research and analytical work, advisory services and divisional outputs.

180. The scope of the QA activities at ECA will include the following main areas: analytical and advisory activities, technical assistance for operational activities, and advocacy. Based on the experience from the pilot testing, QA guidelines and procedures will be finalized for subsequent mainstreaming Commission-wide (including at SROs and at IDEP). Prior to this, ECA will also assess the capacity of SROs and IDEP to implement the QA system in their respective domains and identify any technical assistance to be provided by the QA section or by external sources to enhance their capacity for sustaining this work into the future.

181. It is envisaged that quality assessments will be undertaken periodically on selected completed tasks or clusters of tasks to establish trends. This will help identify areas of strength and areas for improvements as well as systemic lessons learnt. As ECA capacity and ability to undertake QA grows and as it accumulates valuable experience in this regard, the medium- to long-term plans is to share this capacity and resource with member States, the RECs, and, ultimately, AU and its agencies.

C. Improvements in human resources management and services

182. The United Nations introduced major reforms in 2010 in the area of human resources management, which included a new staff selection and performance management system. A new talent management tool, Inspira, was also launched during the year. The reforms made it necessary for ECA to undertake several training programmes for staff of the ECA Human Resources Services and for programme managers to familiarize themselves with the new procedures and policies, particularly with regard to making the transition from the Galaxy system to the new Inspira.

183. In 2010, 209 international staff (172 of whom were under the regular budget of the Commission) and 449 national staff were on-board, representing a total of 80 per cent of the approved strength of the Commission under various funding sources. Staff

² More detailed information on specific technical cooperation activities as well as main achievements can be found online at www.uneca.org/

funded under the regular budget, have a geographical status represented by 61 nationalities. Also during the period, a total of 148 cases of selection and on-boarding were completed, including for 59 Professional posts and 72 General Services posts on fixed term, and 17 temporary appointments. As of 31 December 2010, ECA had a vacancy factor of 26 per cent in the internationally recruited staff category and 10 per cent in the national posts category.

184. In the area of staff training and development, the Commission successfully implemented 87 per cent of its planned training programmes for the year and utilized 98 per cent of the overall training budget both from the Centrally Coordinated Programmes and from Upgrading. Staff participation in training programmes increased by 12.3 per cent and the rate of drop-outs decreased by 9 per cent compared to the previous year. All the mandatory training programmes, including Ethics, the Management Development Programme and the Leadership Development Programmes were successfully completed.

185. The Commission was also successful in making a gradual shift from the conventional training option to e-Learning. It positioned itself more effectively in terms of using online resources and courses from the UN SkillPort. ECA was also instrumental in the development of the human resources Knowledge Management Strategy, implementation and use of the United Nations-wide Knowledge Management Platform (Teamworks). It also pursued alternative and customized learning options made available to staff including interactive training resources and scholarship programmes covering 23 per cent of staff-training requirements. There was improved participation of the SROs in the training programmes with more than 30 per cent participation in different training programmes organized onsite and from ECA headquarters in Addis Ababa. There was an intensive utilization of UN internal resources to implement some of the learning programmes, leading to significant cost savings. Similarly, significant progress was made in implementation of the electronic performance appraisal system of the Organization (e-PAS), including the launching of e-processes in several areas, in line with the initiative of greening the Organization by means of e-leave, e-clearance, e-attestation, e-assignment grant, e-salary advance, among other measures.

186. While continuing with timely and efficient services in terms of administration of entitlements, performance management, provision of career development support to staff members and managers, a total of 301 ECA staff members (233 staff members on regular budget and 68 on non-regular budget)

were recommended for consideration of permanent staff status. By the end of 2010, 296 of these cases were approved by UN headquarters. In a similar vein, various steps were taken to ensure job security for staff under the General Temporary Assistance Fund including provision of specialized training programmes. The number of staff under the Fund has decreased during 2010 from 51 to 39 as a result of the efforts Extended. In addition, a draft policy on staff mobility and another on the employment of persons with disabilities are being finalized and will soon be issued.

187. The year 2010 was very fruitful in terms of staff-management relations, which remained cordial throughout the year. A new approach to resolving disputes and staff grievances through dialogue was adopted and a Joint Negotiations Committee was established, comprised of representatives from the staff and management to work together on policies that impact on the professional and personal lives of staff members.

D. Update on the New Office Facilities project

188. In recent years, the number of United Nations offices, funds, programmes and agencies located in Addis Ababa has grown substantially in response to Africa's development agenda and the need to be co-located with AUC. Moreover, the expansion in the number of ECA programmes and staff made it necessary to provide additional office space as the existing structures in the United Nations compound cannot accommodate the needs of the system in Addis Ababa. The space shortage was further aggravated in 1998 when some agencies were urgently relocated to the premises owing to the security concerns sparked by the hostilities between Ethiopia and Eritrea. The New Office Facilities is the latest initiative for alleviating the problem of insufficient office space for the agencies, with some currently housed outside the United Nations premises. For these reasons, and in view of the projected increase in the number of staff over the next 10 to 15 years, the Government of Ethiopia granted ECA exclusive use of 9,550 square metres of land adjacent to the existing ECA compound on a freehold lease.

189. Following a rigorous and competitive tender process, the contract was awarded to an Ethiopian construction firm in April 2010, with another local company as the project consultant. The project is scheduled for completion by February 2012. Upon completion, the facilities will provide office accommodation for an estimated 600 staff from various

UN Agencies. Among other benefits of the project is the employment of some 230 skilled and unskilled labourers and professionals during the construction period. In addition, the project will source most of the materials and supplies locally to ensure minimal costs. In keeping with the UN commitment to mitigate the effects of climate change, the building is designed to be environment-friendly as the heating, ventilation, and cooling systems will be powered mostly using solar energy.

E. Mobilization and management of extrabudgetary resources

190. During the period under review, ECA began to implement its Business Plan for the period 2010-2012, aimed at consolidating and continuing the gains of the 2007-2009 Business Plan. The plan articulates the expected results and impact of ECA activi-

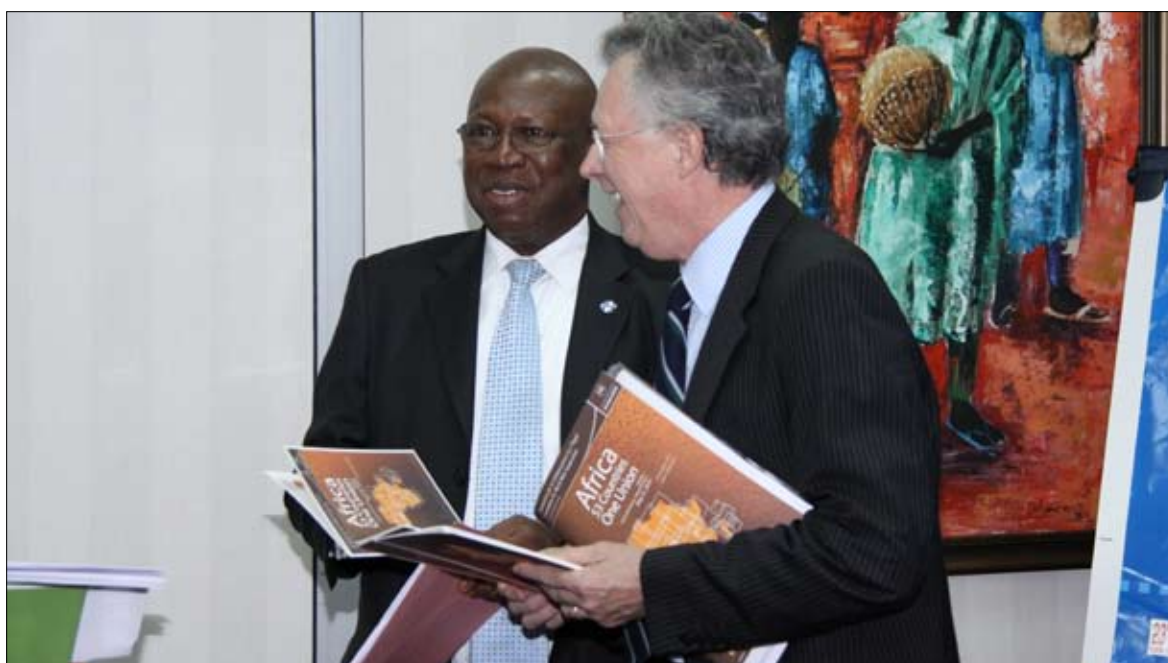
ties in support of Africa's development over the next three years, within the context of the approved programme of work. To support implementation of the ECA work programme, a regular budget of \$193.2 million sourced from mandatory assessed contributions from UN member States was approved by the General Assembly for the 2010-2011 biennium, and a resource envelope of a little over \$100 million was funded from XB resources mobilized from various sources, including new and traditional development partners as well as ad hoc and in-kind contributions to trust funds.

191. In 2010, ECA continued to enjoy growing donor confidence with the Pool Fund Partners increasing their funding and other countries contributing to support the work of ECA in the context of the Business Plan 2010-2012. Despite the global financial crisis, the Commission's XB funding increased significantly in 2010, bringing the resources available to a total of \$22.04 million in support of the work programme, an increase of \$7.98 million or 57 per

Table 2: Extrabudgetary contributions received from Partners, 2008-2010 (\$USm)

Donors / Partners	2008 (\$USm)	2009 (\$USm)	2010 (\$USm)
AfDB	0.09	0.53	
Canada	3.54	1.62	3.27
Denmark	0.85	0.74	0.77
DFID	1.50	7.22	0.15
EU			2.84
FAO			0.09
Finland	1.59		1.33
France	0.02	0.03	
Republic of Korea	0.10		0.10
IDRC			0.11
International Fund for Development		0.63	
International Federation of Library Associations and Institutions		0.09	
ILO	0.05		
Italy	0.27	0.10	
Netherlands		0.80	
Norway	0.30	1.50	1.73
OECD	0.17		
Swiss Agency for Development and Cooperation	0.09		
SIDA	4.47		10.24
Spain		0.13	
Turkey	0.10		0.10
UNDP/UNOPS	0.25	0.03	0.68
UNEP	0.03		
UNFPA		0.48	
UNICEF	0.05	0.08	0.18
UNIFEM	0.10		
WFP			0.30
WHO			
WTO			
Others	0.11	0.08	0.15
Total	13.68	14.06	22.04

Source: ECA



cent over FY 2009. This reflects not only the heightened confidence in ECA but also the improved resource mobilization strategy adopted by ECA management. The funding from partners remained critical for implementation of the activities related to economic development policies, regional integration, governance, gender mainstreaming, climate change and other priority sectors. The partners of the Joint Funding Arrangement represented by Denmark, Sweden, Norway and the United Kingdom, provided \$11.8 million, and additional contributions in 2010 came from Canada (\$3.3 million) to support the ongoing work in the context of ATPC, the EU (\$2.8 million) in support of land policy development and implementation in Africa, Finland

(\$1.3 million) in support of ECA work in harnessing ICT for development, Sweden (\$1.1 million) for the African Research Policy NEXUS, Korea (\$ -0.1 million) for effective application of PPPs in Africa, and Turkey (\$0.1 million) for special events.

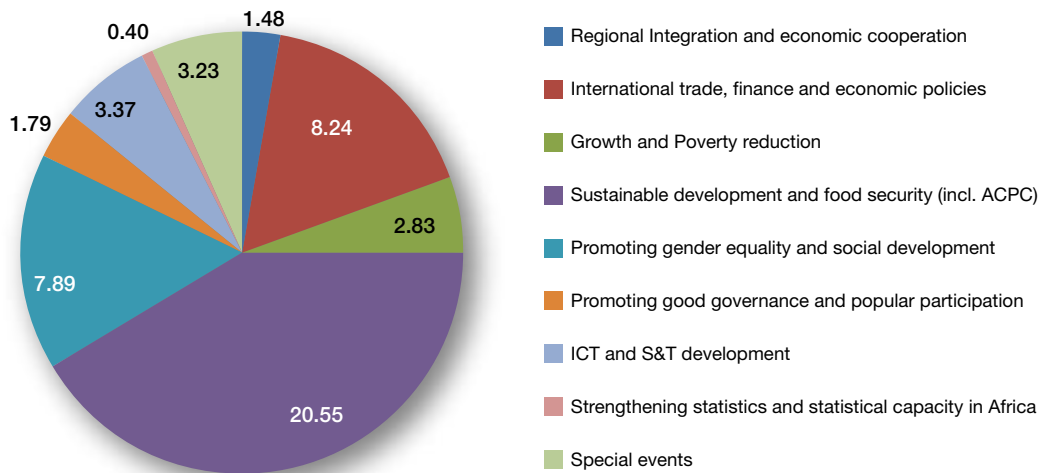
192. ECA has also continued to receive support from non-traditional donors such as Google Inc, and from UN Agencies such as UNDP, WTO, FAO WHO, UNICEF and International Development Research Centre (IDRC). Negotiations are currently underway with United States Agency for International Development, India and EU to support the African Climate Policy Centre (ACPC). ECA also participated in the United Nations Pledging Conference in New York

Table 3: Thematic distribution of extrabudgetary resources, 2008-2010

Thematic Areas	2008 (\$USm)	2009 (\$USm)	2010 (\$USm)	Total (\$USm)
Regional integration and economic cooperation	0.63	0.42	0.43	1.48
International trade, finance and economic policies	3.07	1.72	3.45	8.24
Growth and poverty reduction	0.93	0.08	1.82	2.83
Sustainable development and food security (incl. ACPC)	0.23	7.29	13.03*	20.55
Promoting gender equality and social development	3.75	3.49	0.65	7.89
Promoting good governance and popular participation	1.07	0.2	0.52	1.79
ICT and science and technology development	2.03	0.01	1.33	3.37
Strengthening statistics and statistical capacity in Africa	0.22	0.11	0.07	0.40
Special events	1.75	0.74	0.74	3.23
Total	13.68	14.06	22.04	49.78

*Note: Some 76% of the amount under Sustainable Development and Food Security is for ACPC in 2009 and 2010.

Figure 2: Thematic distribution of extrabudgetary resources, 2008-2010



Note: Some 76% of the amount under Sustainable Development and Food Security is for ACPC in 2009 and 2010.

with a view to broadening its resource base and lobbying for the increased participation of African countries and other developing countries.

193. Table 2 reflects the sectoral allocation of XB resources during the period under review and out of the total amount of \$22.04 million mobilized in 2010, \$13.03 million or 60 per cent was for sustainable development and food security, out of which \$9.79 million or 76 per cent was for ACPC and \$2.84 million or 22 per cent was for capacity building in support of land policy development and implementation in Africa. The remaining \$0.40 million or 0.03 per cent was for sustainable development and food security. The detailed allocation by sector is as follows:

194. As part of efforts to enhance relations with its Partners, ECA organized a number of Partners Forums during the year to sensitize and share information with all stakeholders on implementation of the Business Plan and the ECA strategic direction. Other measures taken to strengthen XB resources manage-

ment and to sensitize partners included preparation of the 2007-2009 Technical Cooperation Report, a Technical Cooperation Project Management Manual that will improve internal work flow, planning, management and reporting on Trust Fund projects. As the Commission looks forward to renewing existing partnerships and building new ones in support of the 2010-2012 Business Plan, the *ECA Partners Profile* was published to aid the partnership and resource mobilization drive. The ECA Donor Portal was developed to further enhance information sharing with partners on the management of Trust Funds activities. The Donor Portal became fully operational in 2010 and is being regularly updated.

195. The initiative started in 2009 to develop and customize the flexible Technical Cooperation Management System (e-TC), currently at an advanced stage and expected to be completed in 2011. When it becomes fully operational, the system will allow partners and clients to access up-to-date information regarding project implementation, status of disbursement and results achieved.