



Economic Commission for Africa



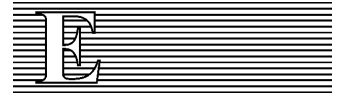
# Annual Report 2008







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ECONOMIC AND SOCIAL COUNCIL**



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Planning and Economic Development/Forty-first  
session of the Commission

*Twenty-seventh meeting of the Committee of Experts*

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# Annual Report 2008



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or contact:

Publications and Conference Management Section  
Economic Commission for Africa  
P.O Box 3001  
Addis Ababa  
Ethiopia

Tel: +251-11-544-9900  
Fax: +251-11-551-4416  
Email: [ecainfo@uneca.org](mailto:ecainfo@uneca.org)

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# Acronyms

ACABM	Advisory Committee on Administrative and Budgetary Matters	IADG	Internationally Agreed Development Goals
ACPC	African Climate Policy Centre	IAEG	Inter-Agency and Expert Group
ACS	African Centre for Statistics	IAGs	Internationally Agreed Goals
ADF	African Development Forum	ICE	Intergovernmental Committee of Experts
AEC	African Economic Conference	ICF	Investment Climate Facility
AfDB	African Development Bank	ICGLR	The Great Lakes Parliamentary Forum of Peace
AGDI	African Gender and Development Index	ICT	Information and Communication Technology
AMR	Annual Ministerial Review	IDEA	International Institute for Democracy Electoral Assistance
APF	Africa Partnership Forum	IDRC	International Research Centre
APRM	African Peer Review Mechanism	IGAD	Intergovernmental Authority on Development
ARIA	Assessing Regional Integration in Africa	IMDIS	Integrated Management and Document Information System
ATPC	African Trade Policy Centre		
AU	African Union	IOC	Indian Ocean Commission
AUC	African Union Commission	IPCC	Intergovernmental Panel on Climate Change
CBD	Convention on Biological Diversity	MDGs	Millennium Development Goals
CCAA	Climate Change Adoption in Africa	MoU	Memorandum of Understanding
CDIST	Committee on Development Information, Science and Technology	NEPAD	New Partnership for Africa's Development
CEMAC	Economic and Monetary Community of Central Africa	NGOs	Non-governmental Organisations
CEN-SAD	Community of Sahel-Saharan States	ODA	Official Development Assistance
CEPGL	Economic Community of the Great Lakes Countries	OECD	Organisation for Economic Cooperation and Development
CFSSD	Committee on Food Security and Sustainable Development	PDIU	ECOWAS Programme Development and Implementation Unit
CGPP	Committee on Governance and Popular Participation	RBM	Results-Based Management
CHSD	Committee on Human and Social Development	RCM	UN Regional Consultation Mechanism
Clim-Dev Africa	Climate Information for Development in Africa	RCs	UN Regional Commissions
CoDA	Coalition for Dialogue on Africa	RDT	Regional Directors Team
COMESA	Common Market for Eastern and Southern Africa	RECs	Regional Economic Communities
CoP	Communities of Practices	REFEPA	Réseau des femmes pour la paix
CS	Committee on Statistics	RRSF	Regional Strategic Framework for Statistical Capacity Building in Africa
CSO	Civil Society Organisations	SADC	Southern African Development Community
CTRCI	Committee on Trade, Regional Cooperation and Integration;	SEAMIC	Southern and Eastern Africa Mineral Centre
CWD	Committee on Women and Development	SROs	ECA Subregional Offices
DCF	Development Cooperation Forum	SSATP	Sub-Saharan Africa Transport Programme
EAC	East African Community	StatCom-Africa	African Statistical Commission
ECA	Economic Commission for Africa	TERI	The Energy and Resources Institute of India
ECCAS	Economic Community of Central African States	UMA	Maghreb Arab Union
ECCAS	Economic Community of Central African States	UNCCD	United Nations Convention to Combat Diversification
ECOSOC	United Nations Economic and Social Council	UNCTs	United Nations Country Teams
ECOWAS	Economic Community of West African States	UNDP	United Nations Development Programme
EISA	Electoral Institute of Southern Africa	UNEP	United Nations Environment Programme
ERA	Economic Report on Africa	UNHQ	United Nations Headquarters
FDI	Foreign Direct Investment	UNSD	United Nations Statistics Division
		WACSOFF	West African Civil Society Organisation Forum
		WTO	World Trade Organisation





# Introduction



**T**his report covers the period April 2007 to March 2008. It provides a synoptic overview of the major activities undertaken by the United Nations Economic Commission for Africa (ECA) in fulfilling its mandate of supporting the social and economic development of Africa. It highlights the key achievements of the Commission during this period, in the implementation of its work programme and the new strategic orientation as approved by the 2007 Session of the Commission.

During the period under review, ECA consolidated the key strategic directions derived from the 2006 repositioning exercise and successfully moved to a new programme structure of ten subprogrammes; strengthened its subregional offices (SROs) to enhance its presence at the subregional level; and restructured its intergovernmental machinery to align it to new institutional challenges and priorities on the continent. ECA also continued to intensify its collaboration with strategic partners particularly, the African Union Commission (AUC), the African Development Bank (AfDB), and the eight major regional economic communities (RECs) approved by the African Union in order to better harness regional resources for Africa's development.

Chapter I of this report highlights the main achievements of ECA's repositioning, including efforts made during the year to further deepen and build on the progress made in 2006, especially measures taken to strengthen our five subregional offices (SROs). The chapter also reviews some new policy and major programme initiatives, which have resulted from the repositioning among which are: strengthening statistics and statistical capacity; addressing the challenge of climate change in Africa; and, through the organization of the African Economic Conference (AEC), surfacing major development challenges facing Africa. Undergirding these efforts is our firm commitment to leveraging partnership with other organizations, in particular the AUC and AfDB, other UN agencies, bilateral partners and civil society organizations to advance the African development agenda.

Chapter II provides an account of major ECA accomplishments in key selected areas, focusing on the two pillars of its work, namely promoting regional integration in support of the African Union vision and priorities, including its NEPAD programme; and meeting Africa's special needs and emerging global challenges.



## Deepening ECA's repositioning

**1** Efforts to reposition ECA, which began in 2006 continued in 2007. Many of the initiatives and strategic directions emanating from the repositioning exercise have been completed and efforts are now focused on consolidating the achievements. The repositioning exercise covered a broad front and orchestrated significant changes in virtually every aspect of the organization. It has encompassed programmes and priority setting; institutional and organizational restructuring; and administration and managerial improvements. The process has also been characterized by continuous and extensive consultations with various stakeholders, including in particular African policy makers, the private sector, civil society and Africa's development partners. The repositioning exercise has been guided by the imperative of making ECA more relevant and responsive to the needs of its member States. At its core is the palpable recognition of the critical role that effective partnerships with other organizations can play in support of the AU vision and priorities, including its NEPAD programme.

**2** Efforts were begun in 2006 to align and adapt ECA's programmes, organizational and institutional structures to new demands. As a result, the new organizational structure is now aligned

with the Commission's programme orientation. At the same time, measures were taken to strengthen the SROs; additional human and financial resources were made available to them to enable them to fulfill much more effectively, their role of supporting development priorities at the subregional level. The institutional changes necessitated a review of the Commission's intergovernmental machinery in 2007, in order to align it with the new programme orientation. The impetus for the review came from two main sources. The first was the need to respond to changes made to the programme structure in 2006 as traditionally, the review of the intergovernmental structure has always followed the review of programmes,. The second impetus was the demand by member States, as expressed in the resolutions and decisions of the Commission and the AU, to ensure greater coordination and coherence between the intergovernmental bodies of ECA and those of the AUC in order to avoid duplication and bring about more complementarity.

**3** The review of the intergovernmental machinery has resulted in the elimination of overlapping organs, creation of new organs and greater congruence between the intergovernmental organs of ECA and those of the AUC. Consequently, the intergovernmental



machinery of ECA now consists of organs focused on overall development issues at the sub-regional and regional levels and several expert-level subsidiary organs. The approved organs are in the two broad clusters described below: Organs dealing with overall development issues

### **A. Organs dealing with overall development issues**

(i) Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts: The Conference, will continue to serve as the principal legislative organ of the Commission, and will be organized jointly with the AU Conference of Ministers of Economy and Finance as from 2008; and

(ii) Annual subregional ministerial conference: This is an innovation which will replace the Intergovernmental Committee of Experts (ICE) of the SROs and further efforts began in 2007 by the SROs to elevate their ICE meetings to subregional ministerial conferences. However, this organ is yet to come into being because of

a number of challenges which need to be overcome, including constraints related to the governance structures of some partnering RECs, overlaps in the geographical coverage of the RECs and the SROs, and difficulties in timing the co-organization of the subregional conferences. Three SROs, namely SRO- North Africa; SRO-Central Africa; and SRO-East Africa, were able to hold their ICE meetings in March 2008 as a prelude to the subregional ministerial conferences that will commence in 2009.

### **B. Functional and sectoral subsidiary organs of the Commission**

- (i.) Committee on Women and Development;
- (ii.) Committee on Development Information, Science and Technology;
- (iii.) Committee on Food Security and Sustainable Development;
- (iv.) Committee on Human and Social Development;
- (v.) Committee on Trade, Regional Cooperation and Integration;
- (vi.) Committee on Governance and Popular Participation; and
- (vii.) Committee on Statistics.

## Deepening ECA's repositioning

**4** Since the last session of the Commission in April 2007, some of the re-organized subsidiary organs have met to consider and adopt their new mandates. These include the fifth session of the Committee on Development Information (CODI-V), transformed into the Committee on Development Information, Science and Technology (CODIST-I); the fifth session of the African Committee on Sustainable Development (ACSD-5), the Committee on Food Security and Sustainable Development (CFSSD); the fourth session of the Committee on Human Development and Civil Society (CHDCS); the fifth session of the Committee on Trade, Regional Cooperation and Integration (CTRCI); and the first session of the African Statistical Commission (StatCom-Africa).

**5** Other important elements of the repositioning exercise include measures taken to strengthen programme planning, budgeting, financial control, monitoring and evaluation; human resources management; and improved management of physical facilities, procurement and general services. Special attention was also given to the establishment of a more effective internal and external communications strategy.

The revised management structure has been complemented by other fora and processes to ensure that there is greater coherence in service delivery and that appropriate attention is paid to critical issues. In this regard, six new management supporting committees have been established or re-activated as subsidiary bodies of the Senior Management Team with the mandate to: advise the Executive Secretary and senior management on policy, programme and resource mobilization and allocation issues; ensure compliance with ECA policies, guidelines, priorities, quality standards (e.g relevance, efficiency, effectiveness, impact, sustainability), regulations, rules and decisions of the Commission; and ensure coordination of activities. With these measures, all senior managers are now actively involved in the decision-making process of the organization.

**6** ECA has also developed a number of tools and guidelines on internal programme management in several areas. These guidelines provide guidance on the rules and procedures within which programme managers plan their strategic directions, programme their activities, budget and allocate resources and ensure that the work produced is timely, cost effective and meets the highest standard of quality. The guidelines



cover all essential areas of ECA's work such as: programme planning and budgeting; programme and budget implementation; monitoring and evaluation; regional advisory services; delegation of budget and financial authority; human resources management; service standards; procurement and publications policy.

## 1.1. New policies and major programme initiatives

**7** The repositioning exercise has also resulted in some new policies and programme initiatives, namely: strengthening ECA subregional offices; addressing emerging priority policy issues on Africa's development agenda; using the Commission's convening power to foster policy dialogue and build consensus on relevant development issues; and partnership with international and

regional organizations in support of regional development priorities. Some of the major initiatives are discussed next.

### Strengthening ECA subregional offices

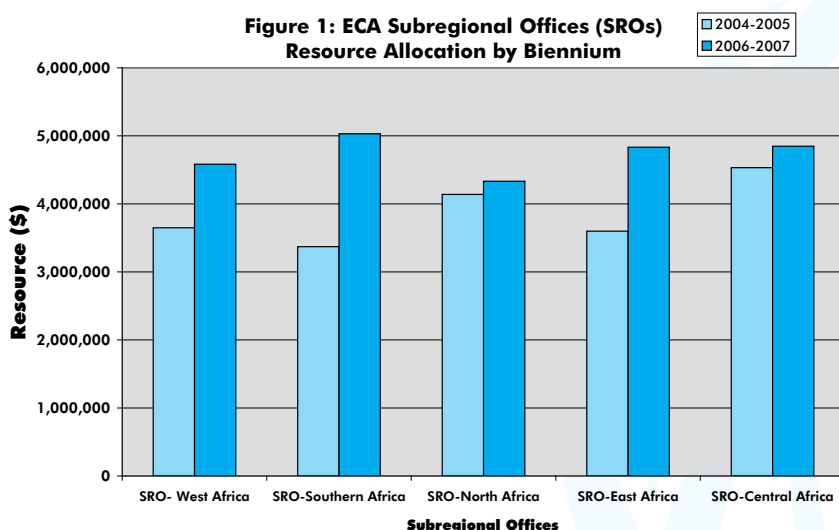
Since its repositioning in 2006, ECA has placed special emphasis on the implementation of the Secretary-Generals report on "Enhancing the role of the subregional offices of the SRO Action Plan, which was endorsed by the UN General Assembly in December 2005. It is envisaged that the process of strengthening the SROs will result in a markedly stronger subregional presence by empowering them to play an enhanced role in the delivery of ECA's work programme. It will also ensure that SROs effectively lead in shaping ECA's agenda at the subregional level, promote and support specific subregional priorities and programmes, and operate as subregional nodes for knowledge management and networking.

# Deepening ECA's repositioning

SROs are already working closely with major RECs to identify and promote identified specific sub-regional priorities and programmes. This has

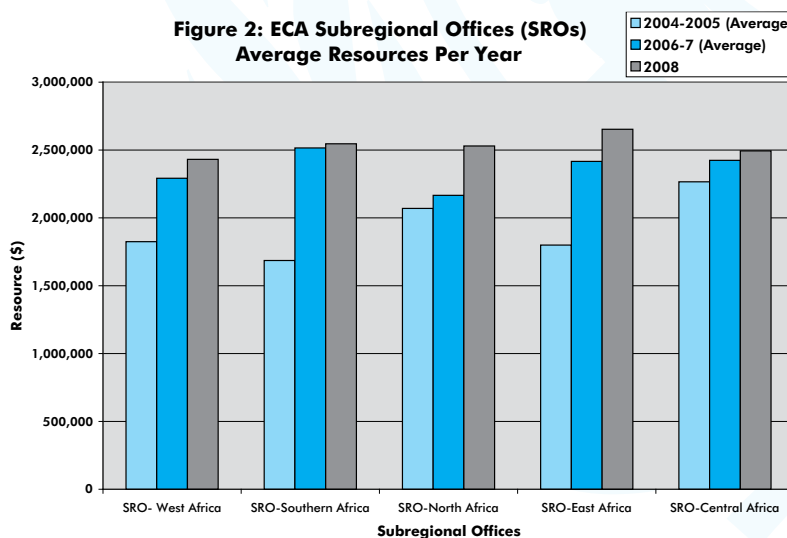
the UN Regular Budget. This increase in resources, approved in 2006 by the General Assembly was exceptional in view of the zero budget growth stance of the UN. But it was also an important affirmation of the confidence that mem-

ber States have in the repositioned ECA. Financial resources allocated to the five SROs increased from \$19,290,700 in the 2004-2005 biennium to \$23,626,900 in the 2006-2007 biennium, a level which is likely to be maintained in 2008 or if current



enabled each SRO to concentrate on the priority sectors of its subregion. To cement this delivery modality, the SROs and RECs signed partnership agreements on multi-year programmes, discussed in the next Chapter. This intensified engagement between the SROs and RECs gave impetus to the significant increase in the volume of resources allocated to the SROs to support their work, the bulk of which came from an increase in allocation under

trends continue, marginally increased (see Figures 1 and 2).





10

As part of its determination to strengthen the SROs, ECA has embarked on a full-fledged regional information and communication technology (ICT) capacity building programme with a budget of \$400,000. The programme, whose implementation is ongoing, is designed to scale up the ICT capacities of SROs with the view to enhancing their linkages with stakeholders, especially member states and RECs. The objective of the project is to provide ICT support to SROs and build their capacity to use electronic space to enhance knowledge sharing and consensus building. The project also aims at strengthening collaboration with partners, and developing ICT instruments such as Collaborative Workspaces, social networks, and Communities of Practices (CoP). The main activities undertaken within the framework of this project include: procurement of appropriate hardware and software; recruitment of a Project Coordinator and National IT Officers for the SROs; and providing training for

SRO national networks and RECs focal points on content management, desktop publishing tools and infrastructure.

## Recent initiatives to strengthen statistics at ECA

11

There is a compelling case for the increasing attention to statistical development in Africa because a majority of African countries do not have sufficient capacity to generate credible, reliable and comprehensive data for evidence-based planning and decision-making. ECA has a particularly strong mandate to work on statistics. One of the main outcomes of the 39th session of the Conference of African Ministers of Finance, Planning and Economic Development held in Ouagadougou, Burkina Faso, was the decision for ECA to revitalize its statistics programme. Since then, a number of resolutions and decisions of the Commission have further reinforced the need for ECA to scale-up its assistance to African countries to

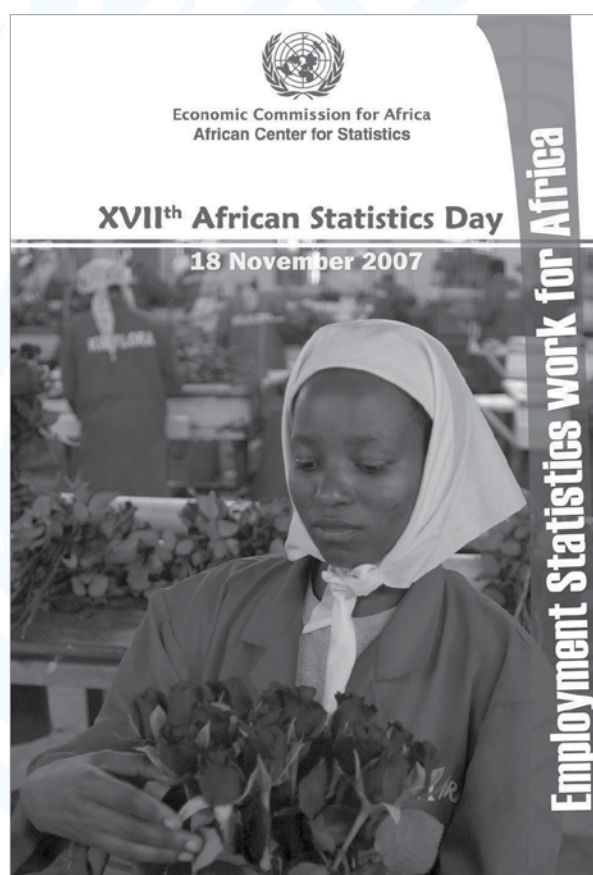


## Deepening ECA's repositioning

strengthen their statistical capabilities for the production of quality statistics in a manner consistent with international standards. ECA's contribution in this regard focuses on monitoring progress of statistical capacity building; strengthening the coordination and harmonization of statistical development activities; supporting the implementation of national strategies for the development of statistics; and providing technical assistance and capacity building to member states.

12 The African Centre for Statistics (ACS) has made steady progress in meeting the increasing demands of member States in the area of statistics and statistical capacity building since it was established in 2006 as a full-fledged subprogramme of ECA. The ACS has expanded the scope of its work to meet the expectations of stakeholders, especially with respect to assisting member States to increase their capability to compile quality economic and demographic data, MDGs indicators and gender statistics. Regarding MDG-specific activities, ACS and the World Bank are the co-conveners of the statistics cluster of the MDG Africa Working Group which is providing technical support to the Secretary-General's Africa MDG Steering Group. The Centre regularly updates databases and through meetings and conferences, provides a platform for the coordination

of statistical activities in Africa. Overall, the Centre is gradually building, through these activities an authoritative source of data on Africa. To ensure that the ACS remains at the forefront of supporting member States in their efforts to strengthen statistical capacity, efforts are underway to strengthen the



Centre with additional resources from the UN regular budget as part of the broader effort in strengthening the UN development pillar. This will permit the Centre to improve its staff complement and to enable it to scale up its support to member States.





## Climate change and development in Africa

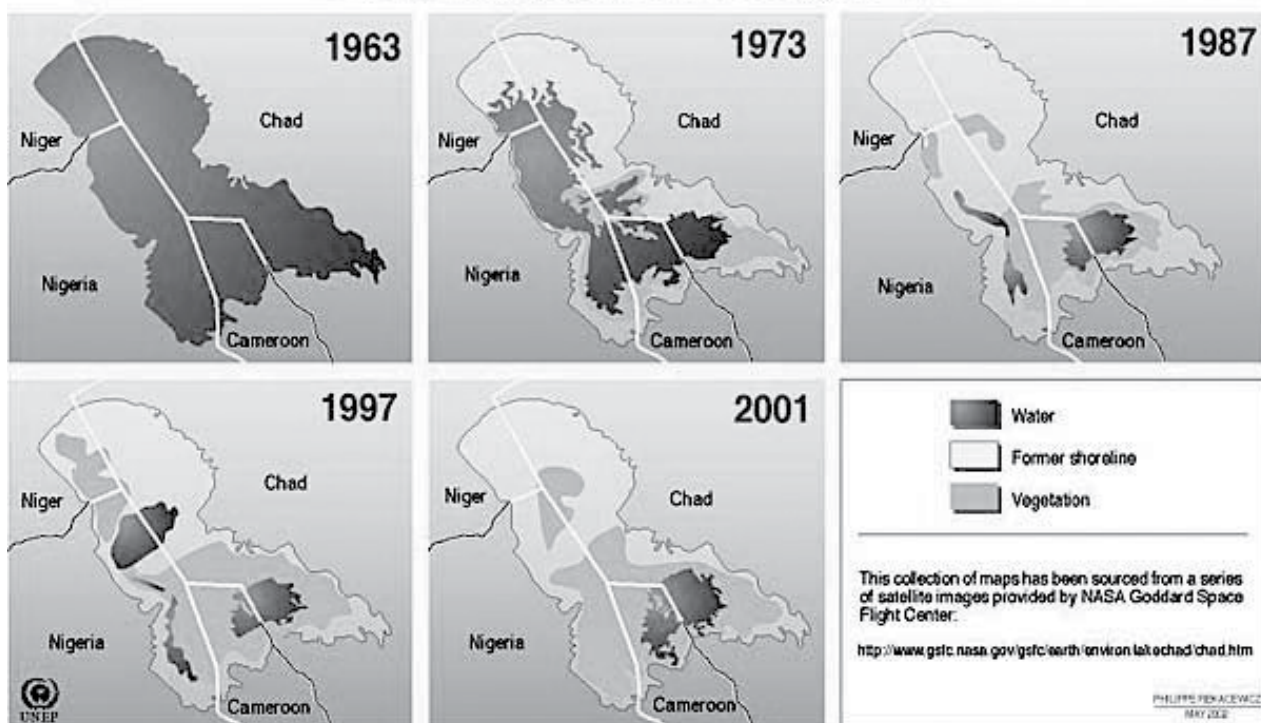
**13** Managing climate change has emerged as potentially one of the most pressing challenges for sustainable development in Africa. Although the continent contributes only about 3.8 per cent of total greenhouse gas emissions, it is among the most vulnerable regions to climate change in the world due to multiple stresses and low adaptive capacity. According to the Stern Review of the Economics of Climate Change and the fourth assessment review of the Intergovernmental Panel on Climate Change (IPCC), climate change would have severe negative impacts on hundreds of millions of Africans unless appropriate adaptive actions are urgently taken. Its direct and indirect adverse impacts could reverse decades of development efforts and promising trends of increased economic growth experienced in the region over the past seven years, including efforts to reach

the MDGs. Both reports also conclude that solutions to climate change are affordable – more affordable than the costs of inaction.

**14** Some of the current and projected impacts of climate change on Africa's development include exposure to increased water stress and water-related conflicts; food insecurity; energy insecurity; vector-borne diseases; and degradation of coastal areas, including their infrastructure and loss of biodiversity. Vulnerability to climate change in Africa is particularly high for the poor who tend to live in environments that are most susceptible to droughts, storms and other extreme weather events.

**15** Responding to the challenge of climate change requires effective integration and implementation of climate change adaptation and

## Deepening ECA's repositioning



A Chronology of Change, natural and anthropogenic factors affesting Lake Chad

mitigation strategies into regional and national development frameworks in Africa. The need to mainstream climate change concerns into national development strategies, plans and programmes was recognized by the eighth Ordinary Session of the AU held in January 2007 and debated at the ECA Conference of Ministers of Finance, Planning and Economic Development of April 2007. At both fora, ECA was directed to work closely with the AUC and the AfDB to support the efforts of member States to respond effectively to the challenge of climate change. The three institu-

tions are developing and implementing a major "Climate Information for Development in Africa" (Clim-Dev Africa) programme, which aims at improving climate-related observations and data, information services, risk management practices, and policies, with emphasis on priority climate-sensitive sectors. The partnership also aims, through strong analytical work and appropriate advisory and capacity development services, to support African countries in the negotiations towards a post-Kyoto climate regime that is beneficial to the region. .



**16** To further support to member States in managing climate change, ECA has commenced efforts to establish an African Climate Policy Centre (ACPC) in partnership with The Energy and Resources Institute of India (TERI) and the United Nations Environment Programme (UNEP). The proposed Centre's main charge will be to assist African countries in their efforts to address the challenge of climate change through policy research and capacity building. It will provide countries and their RECs with the knowledge and skills needed to mainstream climate related concerns in their development policies, strategies and plans; strengthen their capacity to participate in the emerging carbon trading system and adaptation/mitigation financing mechanisms, and enhance their capacity for effective participation in international policy discussions on climate change that will influence their economic and social development, particularly the development of a broad, ambitious and equitable post-Kyoto climate change regime.

## Second African Economic Conference

2007

African  
Economic  
Conference



15 - 17 November 2007

**17** In 2006, the AfDB and ECA agreed to jointly organize the annual African Economic Conference (AEC). The purpose of the AEC is to provide a forum where new ideas can surfaced and old ideas exchanged and cross-fertilized among economists and policymakers with a view to improving access to information and research on economic issues and the quality of economic policy-making in the region. To this end, the two institutions jointly organized the second African Economic Conference in November 2007 in Addis Ababa on the theme "Opportunities and Challenges of Development for Africa in the Global Arena". The Conference brought together

## Deepening ECA's repositioning

more than 500 participants – mainly researchers, policy makers and representatives from the private sector, regional institutions and international organizations to reflect on the development challenges facing the continent and examine policy options for addressing them, with particular focus on how the growth agenda could help the continent attain the MDGs. A total of 65 papers on various aspects of African development challenges were presented at the conference. The conference contributed ideas to the agenda of the 2008 joint meetings of the AU Conference of Ministers of Economy and Finance and the ECA Conference of Ministers of Finance, Planning and Economic Development.

**18** In addition to being a concrete example of the intensifying partnership and collaboration between ECA and AfDB, the conference laid the foundation for the establishment of an African Economic Association with a secretariat that will take on the responsibility of organizing the annual conference. A book of conference proceedings – containing the very best of the papers that were presented - will be published in due course. Overall, the conference provided a forum to surface new ideas on overcoming Africa's many development challenges and a platform for all key stakeholders – governments, the private sector, civil society, academia,

regional and international organizations to reaffirm their shared commitment to support Africa's development.

### Science and Technology for Development



**19** In recognition of the key role of science and technology in development and its potential contribution to the transformation of Africa, including contribution to efforts to meet the MDGs, ECA and several partners jointly organized a Science with Africa Conference in Addis Ababa from 3 to 7 March 2008. The conference was a follow-up to the AU Summit of January 2007, which was on the theme of Science, Technology and Scientific Research for Development. The Conference aimed to raise the level and range of participation and collaboration of African science-based entities in international research and development projects and also to inform a new science diplomacy within Africa. Through this process, it is hoped that a new dynamic will evolve to much more closely integrate



Africa into global science processes and improve its access to scientific knowledge that would support the scientific, social and industrial transformation of the continent.

Specifically, the conference considered and made recommendations on ways to: ensure strong linkages between industry and science; subject patent regimes to scrutiny; increase the quality standards in tertiary education in science and technology; coordinate efforts at national, regional and international levels in order to broaden access to data from public funded research and contribute to the advancement of scientific research and innovation; and ensure greater regional and international co-operation in science and technology to meet a broad range of challenges related to economic growth, better health, sustainable development, safety and security, as well as for implementing collaborative science projects.

It was evident from the massive and active participation that the meeting filled an existing gap including by providing an opportunity for dialogue between scientists and policy-makers. ECA is committed to advancing the major outcomes of the Conference. ECA's ICT and Science and Technology Division at ECA will soon initiate efforts to operationalize the recommendations of the conference in concert with partners and member States.

### Leveraging through partnerships

Building and strengthening partnerships with other organizations is one of the key principles underpinning the ECA repositioning. This reflects the recognition that collaboration with other actors in support of Africa's development is key to harnessing the required resources, ensuring coherence and maximizing impact. To

## Deepening ECA's repositioning

this end, ECA continued to strengthen its collaboration with its traditional partners, namely Africa's main intergovernmental organizations – RECs, AU, AfDB, other UN agencies, bilateral partners, and research and academic institutions. ECA also embarked on efforts to engage new partners. The partnership framework is anchored on the ECA business plan, developed in 2006 which sets out the Commission's priorities and activities, including expected results over the period 2007-2009 in line with its new strategic orientation. Some early results of the Commission's renewed drive to strengthen partnership with a cross section of organizations are highlighted below:

### Cooperation with AU and AfDB

23 Collaboration with the AU and AfDB was re-institutionalized in 2006 with the revitalization of the Joint Secretariat of the AUC/ECA/ADB. ECA and AfDB signed an Aide Memoire in 2006 identifying principal areas of collaboration between them. In 2007, the three institutions continued to strengthen their partnership across the board through active dialogue and consultations as well as joint programmes and activities, including collaboration in the production of major flagship reports. The three institutions jointly produced a report "Assessing Africa's Progress

towards the MDGs, 2007" for the Accra AU Summit and are working on the 2008 report for the July AU Summit in Sharm el-Shek Egypt. ECA and the AfDB are collaborating on the 2008 issue of the African Economic Outlook. Similarly, ECA and the African Union Commission are collaborating on a number of publications, including the report on Assessing Regional Integration in Africa (ARIA), and the Economic Report on Africa (ERA).

24 The three institutions have also collaborated on a wide range of other issues in response to specific man-





dates of the AU Summit, such as the joint work in support of the development and implementation of the ClimDev Africa programme to address the challenge of climate change in Africa. They have also collaborated to provide guidance through governance on legal and institutional mechanisms of insuring an effective coexistence of formal and customary systems of land tenure. In addition, together, they jointly supported African countries in the development and adoption of the African Charter on Statistics, aimed at guiding the collection, dissemination and use of comparable statistical data across the continent for monitoring and tracking development targets, including the MDGs. Furthermore, ECA and the AU are collaborating in the preparation of the first joint Meetings of the AU Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development to be held in Addis Ababa in April 2008. Other concrete examples of ECA's collaboration with the sister Pan African institutions are given elsewhere in this report.

### Cooperation with RECs

During the period under review, ECA developed an extensive programme of collaboration with the major RECs to accelerate the process of fostering subregional integration and development on a wide range of issues. Central to ECA's partnership with the RECs are its five SROs, which have been significantly strengthened to work as privileged partners of the RECs and provide them with technical support in addressing specific subregional development priorities and challenges. In this connection, all the SROs made steady progress in 2007 in developing and finalizing multi-year programmes of work and MoUs with their respective RECs covering a wide range of development issues, including the MDGs, gender, governance, trade, regional integration, statistics, ICTs and science and technology. ECA supported SADC in the articulation and development of its regional poverty reduction strategy framework. ECA intends to intensify



## Deepening ECA's repositioning

its support to RECs in the years ahead. To this end, it has already taken steps to assign senior Liaison Officers and Regional Advisors to major RECs, starting with SADC, ECOWAS, and ECCAS, and to the NEPAD Secretariat as a way of helping them to up their capacity in some critical areas. This is expected to facilitate liaison and deepen collaboration between ECA, RECs and NEPAD Secretariat, especially in the context of the multi-year programmes and operationalizing the MoU signed with NEPAD.

### Cooperation with other UN organizations

26 ECA continued to work closely with other UN agencies to enhance coordination of UN activities

in Africa in the context of a strengthened Regional Consultation Mechanism (RCM) in support of the African Union and its NEPAD. To this end, ECA convened the 8th Meeting of the RCM in Addis Ababa in November 2007 chaired by the Deputy Secretary-General, Mrs Asha-Rose Migiro, to underscore the commitment of the UN's leadership to strengthening the RCM. A number of measures have been taken to strengthen and expand the RCM, which now includes the AU. Additional measures are being implemented to follow-up on other decisions of the 8th RCM. Among these are measure to strengthen the 11 clusters and align their activities with the strategic vision of the AU; foster coordination and integration of UN activities at the subregional level; monitor the effectiveness of UN interventions in coordinating support



The UN family with the Deputy SG at the Eighth RCM meeting in Addis Ababa, November 2007

## ECA-CEA



to AU/NEPAD; enhance capacity and resource mobilization to improve inter-agency collaboration; and strengthen the coordination role of ECA and the Executive Secretary as Convenor of the RCM. The decision of the March 2008 Oslo meeting of the Global Regional Directors Team (RDT) of UN specialized funds and programmes, to invite ECA to active membership of the Team, will help strengthen and deepen collaboration with UN agencies. In this capacity, ECA will bring to bear its normative and analytical capacity and serve as a bridge between the RCM and RDT. This is important because the RDT plays the important role of ensuring coherent and effective support to UN Country Teams (UNCTs) from the regional level; providing oversight on the quality of programme design and implementation at the country level; providing oversight and appraising performance of the UN Regional Commissions/UNCTs; facilitating regional alignment and co-location of regional support; and providing a platform to take actions on specific regional issues.

The broadening partnerships and cooperation with other UN agencies included active participation in the UN Development Group mechanisms and UNCT activities through the SROs. This enabled ECA to make substantive inputs to the development and implementation of CCA/UNDAF processes. In addition, an umbrella MoU has been signed with UNDP (jointly with the other regional commissions) to improve collaboration in common areas of work. Similarly, ECA signed MoUs with the Secretariats of the UN Convention on Biological Diversity (CBD) and the UN Convention to Combat Desertification (UNCCD) to address the issues of climate change, desertification and land degradation through effective action at the regional and subregional levels.

ECA also collaborated closely with other UN agencies on sectoral issues, especially on statistics, during the period under review. For instance, ECA, the UN Statistics Division (UNSD)

## Deepening ECA's repositioning

and the UNEP jointly organized a workshop on environment statistics in July 2007 in Addis Ababa. Similarly, ECA and UNSD jointly organised a regional workshop for African countries on the compilation of basic economic statistics in Addis-Ababa in October 2007.

### Cooperation with bilateral partners

Strengthening partnership with Africa's development partners is an important anchor of ECA's efforts to help advance the African development agenda. Many of the partners have responded to our efforts by supporting us with additional financial resources because they share with us the understanding that our joint work cannot be done without adequate resources to support the expanded work programme of the Commission during the period under review. In 2007, ECA continued to scale-up efforts to mobilize additional resources and broaden its partnership in a manner consistent with the Business Plan, which as mentioned earlier, was developed in 2006 and sets out the Commission's priorities over the period 2007-2009. The support of ECA's core group of bilateral partners remained vital in this regard, as it complemented funding from the UN regular budget and enabled the Commission to fully

implement its work programme. ECA's efforts to mobilize additional resources received a significant boost with the signing of a MoU with its Pooled Fund Partners - Denmark, Sweden and the United Kingdom in late 2007. Similarly, negotiations are in final stages with the Government of Canada to continue its funding support to the African Trade Policy Centre (ATPC). The Netherlands continues to be a most steadfast supporter. Furthermore, Finland and Germany are supporting ECA's programmes on ICTs and governance, respectively. ECA has also received significant support for the implementation of its work programme from India, Korea, Switzerland, Norway, Italy, Japan, France and the EU. In addition, increased interest in funding ECA activities in the areas of gender, governance, climate change and sustainable development has been received from a number of new partners. It is hoped that African countries will also begin to provide some support to the ECA.

Five Partner Forums were organized during the period under review to share information with partners and stakeholders on the ECA repositioning and its new strategic orientation as reflected in the ECA Business Plan, 2007-2009. A draft partnership strategy document has also been finalized to structure and streamline ECA's partnership efforts

## ECA-CEA



for better results. Of equal significance were measures taken in 2007 to improve the management of extrabudgetary resources. These include the development and customization of a flexible electronic technical cooperation management system (e-TC) to enhance internal planning, management and reporting on Trust Funds management and other technical cooperation services. Work on the ECA Donor Portal will soon be completed and is due to be launched in April 2008.

was a key partner in organizing the Africa Economic Conference in November 2007. Another example of ECA's growing partnership with non-governmental actors was its collaboration with the International Research Centre (IDRC) and other partners to organize the Inception Workshop of the Climate Change Adoption in Africa (CCAA) in April 2007 in Addis Ababa. ECA continues to engage stakeholders, including CSOs through major ECA-led initiatives in particular the African Development Forum (ADF).

### Cooperation with NGOs and other organizations

**31** ECA continued to strengthen its partnership with non-governmental actors such as African Universities, research institutions and civil society organizations (CSOs). The Commission provided advisory services to non-governmental actors, including gender networks, an ensured their participation in its events. As already mentioned, the African Economic Research Consortium

### 1.2. ECA's contribution to ongoing efforts to strengthen the UN development pillar

**32** In recent years, member States have increasingly demanded the United Nations to play a key role in their economic and social development.

## Deepening ECA's repositioning

This is reflected in the enormous growth of the legislative mandates given to it by its governing bodies in that regard. For instance, the 2005 World Summit Outcome emphasized the UN's role in development. The UN is being called upon to actively contribute to the achievement of the MDGs and other internationally agreed goals (IAGs), and expectations from member States is growing for it to be involved in tackling global challenges and threats such as global imbalances, climate change, scarcity of water and depletion of energy, all of which have environmental, economic and social development implications.

33 Despite the ever-increasing demands from member States for UN to be the key global driver for development and for the Regional Commissions (RCs) to be the regional locomotive for UN efforts at the regional level, resources allocated to implement the UN Development Agenda, in terms of share of total regular budget and number of posts, have been downsized. The RCs in particular have experienced substantial reduction in development resources over the last decade, losing 220 regular budget posts or more than 10% of their capacity since 1990-1991, as compared to the overall UN reduction of 1.2%. To address this challenge, the UN Secretary-General launched a new

initiative aimed at strengthening the UN Development Pillar, including the regional dimension.

34 As a contribution to the Secretary-General's initiative, the RCs have carried out extensive consultations among themselves, under the coordination of ECA, to identify gaps and priority regional and sub-regional development issues requiring strengthened capacity. The outcome of the consultations was a proposal to strengthen the UN Development Pillar by focusing on (1) strengthening the analytical capacity of RCs; (2) improving the UN's strategic planning and integration capacity by enhancing coherence of UN support at the regional level; (3) strengthening the regional dimension of the work of RCs by enhancing UN sub-regional presence and bringing the regional dimension of its work to the country level; (4) understanding new trends in development cooperation; (5) supporting the enhanced intergovernmental process; and (6) supporting capacity development.

35 Based on the above perspective, and in line with new mandates from its governing bodies, ECA has identified the following areas for immediate attention: continued

## ECA-CEA



strengthening its SROs; building the statistical capacity of member States; coordinating UN support at the regional level for the implementation of the ten-year capacity building programme for the African Union and its NEPAD

programme; and implementing the ECA Knowledge Management strategy, which aims at transforming the Commission to a knowledge-based organization at the cutting-edge of development thinking in Africa.



United Nations Economic Commission for Africa headquarters in Addis Ababa, Ethiopia

## Achieving results in selected areas of ECA's work

### 2.1. Overall Programme Performance of ECA for the 2006-2007 Biennium

36 The overall objective of the ECA programme for the 2006-2007 biennium was to assist African countries and their development organisations to formulate and implement appropriate policies and programmes for accelerated growth in line with the goals and priorities of the New Partnership for Africa's Development (NEPAD) and internationally agreed goals, including those contained in the MDGs and those contained in the outcomes of major United Nations conferences and international agreements. This objective was achieved through the implementation of activities in eight interdependent and complementary subprogrammes, broadly reflecting the development priorities of the region. The modalities for implementation of these activities included research; peer-learning and experience sharing among member States, advocacy and awareness-raising; policy analysis; organisation of policy debates to facilitate consensus-building and adoption

of common regional positions on key issues; and the provision of technical assistance in the form of policy advice, group training programmes and field projects to disseminate best practices for wider replication in the region.

37 As part of its effort to become a fully results-oriented organization, ECA has strengthened its monitoring and evaluation, policy and programme planning, and coordination functions within a results-based management framework. The Commission also strengthened its budgeting and management control, technical cooperation and project management functions by preparing necessary operational guidelines and electronic tools. In addition, ECA is making an effort to provide commensurate resources for sustained evaluation, both internal and external, with the view to tracking progress in the achievement of its expected accomplishments.

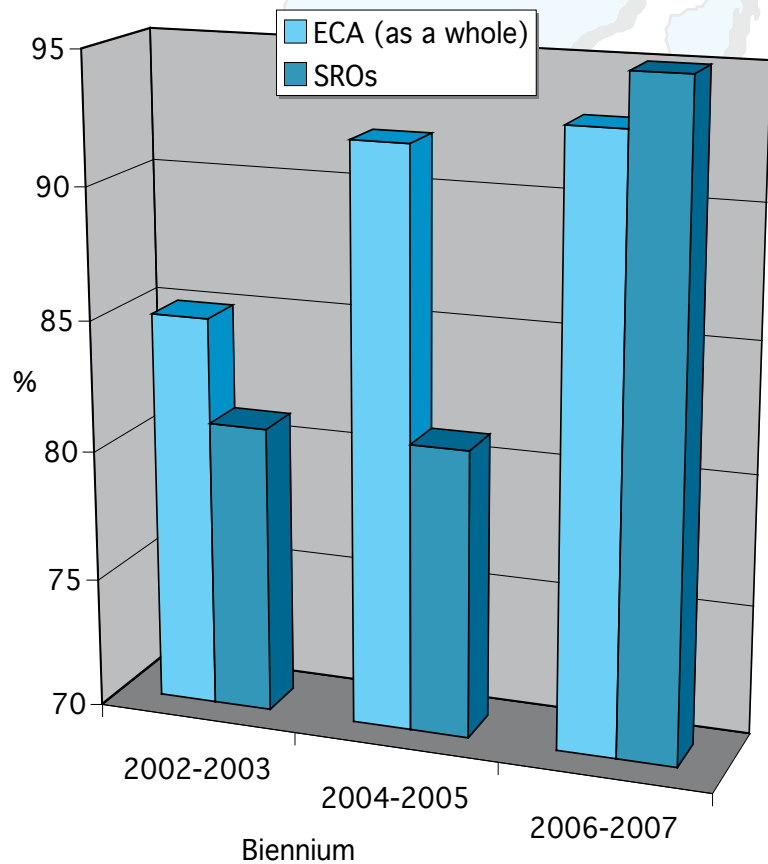
38 The repositioning exercise that started in 2006 is already paying dividends as evidenced by the 93% implementation rate of ECA's outputs for the 2006-2007 biennium. The SROs put up a particularly impressive performance, achieving a



95% implementation rate in the 2006-2007 biennium compared to the 81%, in both the 2002-2003 and the 2004-2005 biennia. The markedly improved performance of the SROs is indicative of the early gains of ongoing efforts to strengthen them as set out in the Secretary-General's report mentioned earlier in this report. The implementation rate of the SROs improved from being below the ECA average in the 2002-2003 and 2004-2005 biennia respectively to surpassing the Commission average in the period under review (see figure 3).

in the period under review. It is also encouraging to note that, in contrast to the 2004-2005 biennium, where the rate of implementation of outputs varied between the SROs, a more evenly implementation rate was observed in

Figure 3: Trend of ECA Performance by Biennium



39 It is encouraging to note that the improved performance is across the five SROs. Unlike in the previous biennia, all the SROs achieved implementation rates above 90%



## Achieving results in selected areas of ECA's work

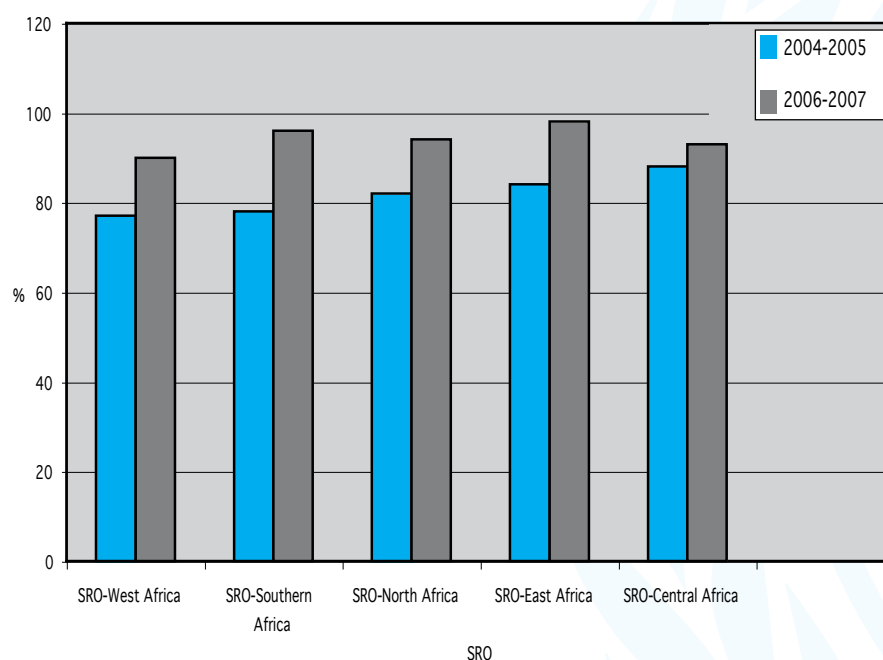
the 2006-2007 biennium (see figure 4). This reflects the fact that they are all being provided with human and financial resources commensurate with their expanded workload and the shift of ECA operational activities from headquarters Divisions to the SROs.

promote the good work of ECA among a broader range of stakeholders, particularly beyond the community of experts and officials who are aware of or involved in what the Commission does. Another challenge facing the Commission is related to fostering RBM in the organi-

zation. To that end, ECA will devote increased attention to its subprogramme level expected accomplishments, indicators of achievement and performance measures in order to effectively identify, track and monitor its contribution to advancing the African development agenda. In this regard, the support of its member States is critical. The Commission would require their sup-

port in the timely provision of relevant data to enable credible monitoring and evaluation of progress in programme implementation and show evidence of the impact of its work. ECA will on its part, explore the possibility of integrating different performance databases (e-Technical Cooperation, Donor Portal, IMDIS among others) in order to improve its coherence and avoid duplication and double entry in reporting.

Figure 4: Performance of ECA Subregional Offices (SROs)



**40** ECA continues to strengthen efforts to diffuse and entrench Results-based management (RBM) in its programme delivery. Despite the Commission's impressive progress in its overall programme performance as reflected by the growth of the implementation rate of its outputs, there is a view that much more can still be done to



**41** In addition, ECA will further strengthen its evaluation function by developing more detailed guidelines on practical aspects of conducting evaluations, and establishing routines to ascertain a management response to external evaluations, including action plans for implementation of recommendations. Efforts also have to be made to ensure central monitoring of such implementation.

## 2.2. Notable achievements

**42** In line with the new strategic orientation of the Commission, the secretariat's work during the period under review was focused on providing assistance to member States in designing and implementing policies for achieving faster growth for poverty reduction within the context of

the two pillars of ECA's work, namely Promoting Regional Integration in support of the AU vision and priorities, including the NEPAD programme; and Meeting Africa's special needs and emerging global challenges and the ten programme themes. A summary of the most significant programme accomplishments in selected areas of the Commission's work is highlighted in the next section.

### Meeting Africa's special needs and emerging global challenges

**43** Achieving the Millennium Development Goals (MDGs), which include poverty reduction as the first goal, is increasingly being recognized and accepted as the overriding objective of any development intervention in Africa. This is because the MDGs address the development issues in a comprehensive and holistic manner by considering

## Achieving results in selected areas of ECA's work



the broad dimensions of poverty and not income poverty alone. As such, any successful strategy for achieving the MDGs must take into account the interdependence among the goals. In this context, since its repositioning in 2006, ECA's work programme is devoted to addressing interlocking aspects of the MDGs at the regional level in areas such as trade, finance, food and agriculture, infrastructure, governance and peace-building, technology, gender and statistics.

### Monitoring and Tracking Africa's progress towards the MDGs

44 Central to its work on the MDGs are the various flagship publications, which provide the tool for monitoring country and regional performance on achieving the goals. During the period under review, ECA prepared, in collaboration with the AU Commission, a progress report on the MDGs, which will be submitted to the Joint Meetings of the



AU Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development in April 2008. The report notes that significant progress was made towards the MDGs in Africa in 2007 as reflected in the increased growth rate of recent years and the improved economic fundamentals in many African countries. The report further notes that if the rate of progress is sustained, the many countries of the continent will meet a significant number of the MDGs by the target date, but progress depends critically on overcoming a number of key constraints and challenges particularly in the areas of financing, infrastructure, preventing a growth collapse, governance and managing peace and security.

domestic resource mobilization strategies must be complemented by credible resource commitments by development partners to support national strategies for development. Resources must be directed at promoting shared growth to create jobs, reduce inequalities and to improve infrastructure, healthcare and agricultural productivity. To this end, developed countries need to follow through on their commitments to scale up aid as expressed in their Gleneagles Summit communiqué. They also need to remove barriers to Africa's exports and change some of their

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**45** To achieve the MDGs, the report emphasized the need for nationally-owned development strategies that are aligned with the MDGs, backed by adequate financing, including Official Development Assistance (ODA). Robust



## Achieving results in selected areas of ECA's work

policies (such as the agricultural policies) that are detrimental to Africa's efforts to use trade as a locomotive for growth. Stronger national statistical systems and associated capacity building are also essential to inform and evaluate policies and monitor progress towards the MDGs. Similarly, efforts need to be scaled-up to address the challenge of climate change as an integral element of each national development strategy.

**46** Another example of ECA's monitoring and reporting efforts in 2007 was its work on the MDG Mapper, an innovative tool developed and launched in 2007, to assist policy makers and planners at the country level to monitor progress towards the MDGs. The Mapper generates country-specific maps at national, sub-national and local levels to support decision-making. The Mapper was showcased at an innovation fair in July 2007, organized as part of the substantive session of ECOSOC in Geneva. More than 200 participants, including the UN Secretary-General visited the ECA stand and expressed appreciation for ECA's work on the Mapper. In addition, ECA launched a new website devoted to Poverty Reduction strategies and the MDGs (<http://www.uneca.org/africanprsp/>), which provides a platform for networking and sharing experiences among practitioners involved in the design and implementation of PRSs

and MDGs in Africa. In this context, ECA provided training on knowledge sharing and knowledge management on poverty reduction strategies to member States in September 2007. In response to growing demand from member States, ECA's work on the Mapper in coming years will focus on improving it to include mapping of progress towards the MDGs at the subnational level and building capacity in countries and RECs on the use of the Mapper.

**47** ECA has been working closely with other partners from within and outside the UN system to provide support to African countries towards realizing the MDGs. With support from ECA and other organizations, many African countries have advanced in preparing strategies to achieve the MDGs. As of December 2007, 41 countries had started or concluded the process of preparing national development strategies aligned with the MDGs.

**48** The scope for peer learning, experience sharing, and resource mobilization was broadened through ongoing reforms of the UN Economic and Social Council (ECOSOC) with the establishment of an Annual Ministerial Review (AMR) and the Development Cooperation Forum (DCF). The AMR presents an



opportunity for countries, both developing and developed, to make voluntary presentations and exchange lessons on their efforts to meet the internationally agreed development goals (IADG), including the MDGs, while the DCF provides a platform for exploring how best to scale up development cooperation in order to meet the commitment to developing countries. ECA participates actively in these processes. For instance, it provided technical assistance to Ethiopia and Ghana in the preparation of their MDGs country reports presented at the AMR in July 2007.

### **Enhanced advocacy for achieving the MDGs: Role of the ECA Conference of African Ministers of Finance, Planning and Economic Development**

the MDGs in Africa, with the launch of the MDG Africa Steering Group, supported by the MDG Africa Working Group to mobilize resources and sustain international support for achieving the MDGs in Africa. In addition to its active participation in the MDG Africa Working Group, ECA has undertaken other initiatives of its own to scale up advocacy around the MDGs. Key in this regard are conferences and meetings, including the annual ECA Conference of Ministers. Over the past three years, the follow-up to the internationally agreed development goals, including the MDGs has been a central theme of discussions at the ECA Conference of Ministers. In addition, ECA worked closely with the AUC and AfDB in preparing the annual progress report on the MDGs in Africa submitted to the AU Summit of July 2007 in Accra.

**49** In 2007, the United Nations system also intensified its advocacy role for the achievement of

# Achieving results in selected areas of ECA's work

## Gender and women in development



**50** The MDGs also have a gender dimension, a challenge that calls for vigorous action both to address the impact of poverty on women and maintain the momentum of the global and regional gender-awareness mechanisms, in particular, the Beijing and Dakar Platforms for Action. In an effort to address the gender dimension of poverty and implement the MDG related to gender equality, the Commission undertook a series of activities aimed at strengthening capacity for mainstream-

ing gender concerns in development policies and programmes.

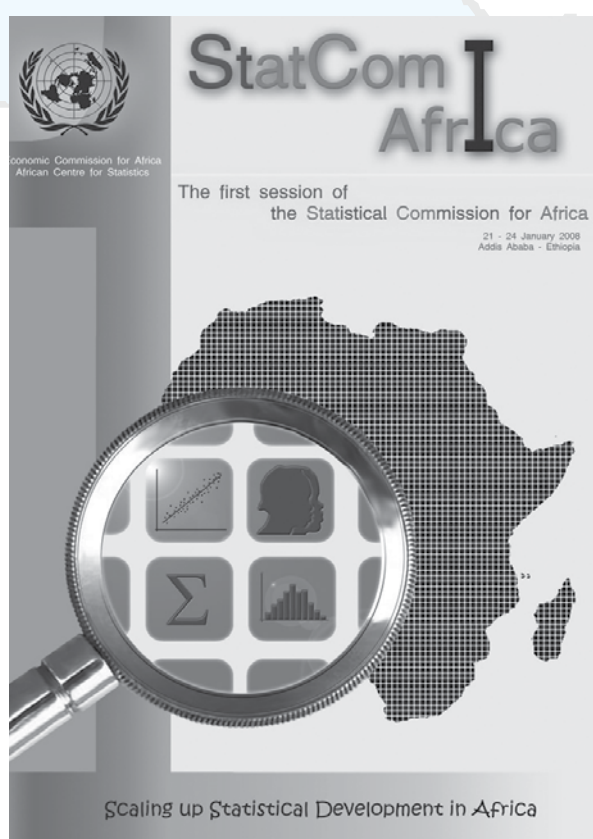
**51** The African Gender and Development Index (AGDI) developed by ECA has become a key instrument for tracking progress in gender equality and women's empowerment. Five additional countries adopted the AGDI in 2007 bringing the total of countries using the AGDI to 20. The Commission also provided technical assistance to several national institutions in the use of the index to mainstream gender into sectoral policies. Another major achievement in the past year was a workshop, jointly organized with UNDP and UN-Habitat, to agree on a common framework for assessing progress in implementing the MDGs, in relation to gender equality in Africa and ensuring gender-responsive reporting on all the MDGs. In this regard, the workshop underscored the need for reliable data disaggregated by sex.

## Promoting statistics and statistical capacity-building for meeting the MDGs

**52** Reliable data and statistics at the national and local levels are indispensable to informing



policies, identifying and measuring the effectiveness of key interventions, and monitoring progress towards the MDGs. However, the majority of African countries continue to face severe challenges of capacity to collect, process and use quality and relevant statistics in support of their development objectives. ECA launched a number of initiatives in 2007 to address these challenges and strengthen the capacity of African countries to produce, analyse and disseminate reliable data. A major step in this direction was the establishment of the African Centre of Statistics in 2006 as part of the ECA repositioning. This was followed in 2007 with the establishment of the Statistical Commission for Africa (StatCom-Africa) as the apex body responsible for promoting statistics and statistical development in Africa. StatCom-Africa held its first meeting in January 2008 to define priorities for statistical capacity-building in Africa and make recommendations for improvements in the delivery and coordination of statistical assistance to member States.



**53** Other important achievements in the area of statistics include the endorsement of the Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)



## Achieving results in selected areas of ECA's work

by the ECA Conference of African Ministers of Finance, Planning and Economic Development in April 2007; the development of a regional statistical database, which will serve as an authoritative source of statistical data on African countries directly accessible to users; and the preparation of the 2007 African Statistical Yearbook. Both the statistical yearbook and regional database are widely used by development practitioners, policy makers, research and academic institutions as well as the general public in the region. In addition to participating in the Inter-Agency and Expert Group (IAEG) on MDG Indicators, ECA also participates actively in the work of the cluster on statistics of the MDG Africa Working Group established by the Secretary-General in September 2007 to scale up advocacy and assistance to Africa in statistical capacity-building within the framework of the RRSF.

### Aid for Trade

#### Mobilizing Aid for Trade

Focus Africa - 1-2 October 2007, Dar Es Salaam



54 Many developing countries face supply-side constraints that severely limit their ability to benefit from the multilateral trading sys-

tem. In recognition of these challenges, the Sixth WTO Ministerial Conference created a new work programme on Aid For Trade. ECA has worked closely with the AUC, the AfDB, the World Trade Organization (WTO) and the international development community to help African countries and RECs define their national and regional aid for trade frameworks.

55 In that regard, ECA, AfDB and AUC jointly organized an African review meeting on Aid for Trade in Dar-es-Salaam, Tanzania, on 1 and 2 October 2007. The presence of a broad range of African Trade Ministers and senior policy makers from across the continent and from its development partners was visible evidence of the emphasis placed on overcoming the constraints and expanding the possibilities that trade presents for meeting the MDGs. The gathering provided a unique opportunity for dialogue on how Aid For Trade can help Africa to use trade as an engine for development. In particular, it provided an opportunity for key decision-makers to share their views on operationalizing aid for trade. The meeting concluded that the concrete implementation of the Aid For Trade in Africa should focus on the following: infrastructure, trade facilitation, and standards.



## Financing for Development

**56** To the extent that it enables better use of trading opportunities and facilitation of trade flows, Aid for Trade has great potential to contribute to the acceleration of Africa's growth. It will do so if it promotes the ability of African countries to take full advantage of unilateral and negotiated trade liberalization, an area where there is significant scope for improvement on the African side. Through its involvement in the organization of the Dar es Salaam meeting, ECA contributed to providing a platform for the careful consideration, by its member States, of areas in which intervention will yield the best results and how to ensure that there is adequate finance for achieving desired objectives. ECA also contributed to ensuring coherence in objectives and across sectors and that priority is given to using Aid for Trade to promote the desired goal of regional integration in Africa. The African review meeting together with other regional meetings held in Latin America and Asia fed into the 2007 global review on Aid for Trade held in Geneva in November 2007, in which ECA participated actively.



**57** A key development challenge that Africa faces today is the mobilization of domestic and international resources to enhance productive investments, boost growth, and reduce poverty. This critical

## Achieving results in selected areas of ECA's work

role of finance in the development process was recognised by world leaders in the 2002 Monterrey Consensus on Financing for Development. ECA recognizes that improving access to finance will play a critical role in moving the African development agenda forward. That is why the Commission has assisted in developing capital markets in African countries through strengthening the capacity of practitioners and regulators and improving networking and collaboration among African stock exchanges so as to enable capital markets mobilize sufficient financial resources for development.

**58** In furtherance of this, ECA organized a meeting on “Capital Flows and Development of African Economies: Towards an Action Plan for Financing Investment in Africa” in Zanzibar on 24 and 25 April 2007. The meeting helped to establish the Forum on Financing Development in Africa that will be convened annually by ECA and AUC, in collaboration with the Africa Partnership Forum (APF), NEPAD, AfDB, United Nations Development Programme (UNDP), Investment Climate Facility (ICF), Africa Investor, and the RECs. The Forum will be an arena where senior policymakers, representatives of African stock exchanges, regulators, central bankers, and the private sector, among others, will surface and exchange ideas on financing Africa's development. The Forum will also serve as an advocacy tool to highlight important issues and its outcomes will

feed into discussions at high-level meetings such as those organized by AU, ECA, the G8, and OECD.

**59** ECA also played an important role in the organization and substantive servicing of the African Ministerial Meeting on Financing for Development held in Accra, Ghana, from 30-31 May 2007 on the theme: “Infrastructure for Growth—the Energy Challenge”. The Conference adopted a Communiqué which called on African countries to strengthening planning frameworks that take into account energy needs for economic growth and poverty reduction as well as to integrate energy into national and sectoral development strategies. They also called for increased private sector participation in the energy sector in Africa. The Conference also mandated ECA and the AfDB to provide a joint Secretariat to support the Conference series and to support member States hosting the Conference. To this end, ECA and AfDB set up the joint Secretariat in late 2007 and are currently supporting Rwanda, the host of the 2008 Conference. A joint ECA/AfDB mission to Rwanda in January 2008 discussed the planning as well as the technical preparations for the 2008 Conference.

**60** Also as part of the United Nations regional review of progress made in the implementation of the



Monterrey Consensus on Financing for Development, ECA conducted a survey of African countries. The results of the survey shows that most African countries are of the view that a lot more still needs to be done to achieve the outcomes set out in the Monterrey Consensus. Details of this survey are reported in the 2008 ECA/AUC Economic Report on Africa.

## Harnessing ICTs for development



development during the past year was geared towards improving the capacity of African countries to formulate, implement, coordinate and evaluate policies and strategies on the use of information for development. As a result of ECA's technical assistance, eight African countries were able to initiate or consolidate their national ICT policy process. Some of these countries, including Burundi, Gambia and Swaziland have indeed started implementing their ICT plans. In addition, ECA sensitised member States on the importance of gender in the ICT policy process. Furthermore, the Commission undertook country studies on linkages between ICT, trade and economic growth in several African countries, with the view to building African capacity in creating policy frameworks for use and adoption of ICT in trade.

61 In view of the important role of ICTs for development, ECA's work on harnessing ICTs for

62 Regarding regional initiatives, ECA provided support to RECs in formulating regional ICT programmes and for the harmonisation of their poli-

## Achieving results in selected areas of ECA's work

cies and regulatory frameworks. RECs that benefited from ECA support include CEMAC, COMESA, EAC, ECCAS, ECOWAS, and UMA. Specific areas of support to RECs include developing legal frameworks for e-commerce, identifying ICT indicators, and geo-information development, among others.

### Supporting good governance

63 During the period under review, ECA contributed in enhancing the capacity of African countries to formulate policies and programmes to strengthen institutions of governance. This was mostly achieved through research and publications and the organisation of workshops to validate key findings of its studies. In this regard, key issues addressed by the Commission included fighting corruption, harnessing traditional institutions of governance, promoting codes and standards of economic and corporate governance, and political parties and good governance in Africa.

64 ECA also established a strong partnership with the relevant African NGOs, including civil society organisations working on governance. This has contributed to improving the policy environment for enhancing stakeholder

participation in African countries. This partnership has also contributed to enhancing a sense of responsibility among the private and public sectors and civil society in the formulation and implementation of national policies.



65 In addition, the Commission has continued to contribute to the APRM process – a process that is helping the continent make faster progress towards the MDGs. It participated actively in review missions to a number of countries during the period under review and will continue to provide technical support to some other key reviews taking place in 2008. Although a formal MoU



was never signed between ECA and the APRM secretariat, the Commission took the lead in the economic governance, socio-economic developments and political governance pillars of the APRM process during the review missions. To respond systematically to the growing demand of technical support, ECA put in place the necessary institutional arrangements, by creating, in September 2006, a specific APRM Support Unit within its organizational structure. This Unit has continued to provide its technical advisory services, training workshops, advocacy for the process and developed a database of independent African Experts and those in the Diaspora on governance for the APRM Secretariat. ECA support to the APRM is resource intensive and time consuming. So far, ECA has undertaken over 20 APRM missions, each involving several staff and lasting for up to a month, in some cases. Through these activities, APRM participating countries have become more effective in addressing the challenges of good governance leading to the adoption of best practices in codes and standards.

### **Promoting Regional Integration in support of the AU vision and priorities**



ECA convened the Fifth Session of the Committee of Trade, Regional Cooperation and Integration (CTRCI) from 8 to 10 October 2007 at the United Nations Conference in Addis Ababa. Participants included a number of Ministers and Deputy Ministers. The Committee made several recommendations consistent with ECA's strategy to support the implementation of the AU's regional integration agenda, viz:

## Achieving results in selected areas of ECA's work

research and policy analysis on regional integration issues; strengthening the capacity and providing technical assistance to institutions driving the regional integration agenda including RECs; and working on a range of cross-border activities and initiatives in several sectors that are vital to regional integration.

67 ECA made significant contributions to ongoing efforts to rationalize Africa's RECs. The second edition of ECA's flagship publication *Assessing Regional Integration in Africa (ARIA II)* jointly produced with AU provided significant basis for AU missions and consultations that led to a final decision by the AU Summit in Accra in July 2007 not to recognize any more RECs beyond the 8 currently recognized by the AU. This is a huge step in the long-standing issue of rationalization of the RECs. The third edition of the report, *ARIA III*, assessed progress in the harmonization of macroeconomic policies by RECs and the extent to which commitments to monetary unification are being met in the RECs. The publication is in high demand as a major reference material and serves as a knowledge base for member States, RECs and other partners on Africa's integration challenges, best practices and solutions.

68 Since April 2007, ECA, AU and AfDB have jointly organized a number of high-level conferences. At the ministerial level, the three institutions collaborated in organizing the conference of African Ministers responsible for integration in Kigali, Rwanda in July 2007. ECA also collaborated with AU to organize the first AU Conference of Ministers responsible for road transport in Durban in October 2007, leading to a commitment to improve road transport networks in Africa. Several other meetings were organized at the level of experts in sectors key to the regional integration process including transport, water, energy and mineral resources.

69 The outcome of the meetings on transport included recommendations, aimed at strengthening infrastructure, dismantling non-physical barriers, and improving services in air, railway, road and maritime transport as well as on road safety. Still on transport, and working within the framework of the Sub-Saharan Africa Transport Program (SSATP), ECA assisted RECs to promote greater coordination of their transport policies and programs. In addition, ECA actively participated in the implementation of the *Almaty Programme of Action*, and preparations



are underway for the Commission to host the African midterm review of the Programme in 2008.

tion to UN Commission on Sustainable Development (CSD14 and 15), and several studies.

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**70** In the mineral sector, ECA conducted studies on mineral clusters in Tanzania, South Africa and Mozambique that led to better mineral cluster development policies and strategies. In addition, ECA provided technical assistance to the governments of Liberia and Angola to reform their mining policies, legal and regulatory frameworks, and fiscal regimes. Technical support was also provided to the Southern and Eastern Africa Mineral Centre (SEAMIC)

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**71** ECA coordinated the activities of the UN inter-agency collaboration in water and energy sectors in support of AU/NEPAD. Some of the activities undertaken included: capacity building in energy planning, contribu-














# Achieving results in selected areas of ECA's work

## 2.3. SROs major accomplishments in the context of the SG Action Plan

by extension the Secretary-General's report on strengthening the SROs, the ECA North Africa Office improved its visibility and increased its effectiveness by convening regular consultations with member states and

• West Africa Niamey, Niger	• North Africa Rabat, Morocco	• Southern Africa Lusaka, Zambia	• East Africa Kigali, Rwanda	• Central Africa Yaoundé, Cameroon
				
<b>Member Countries</b> Burkina Faso, Benin, Cape-Verde, Côte d' Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo	<b>Member Countries</b>  Algeria, Egypt, Libyan Arab Jamahiriya, Morocco, Sudan, Tunisia	<b>Member Countries</b>  Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe	<b>Member Countries</b>  Burundi Comoros Dem. Rep. of Congo Djibouti Ethiopia Eritrea Kenya Madagascar Rwanda Seychelles Somalia Tanzania Uganda	<b>Member Countries</b>  Cameroon, Chad, Congo, Gabon, Equatorial Guinea, Central African Republic, Sao Tome and Principe.

This section presents the major achievements of SROs in the context of the Secretary-General's Report on enhancing the role of the SROs of ECA.

### SRO-North Africa (SRO-NA)

Within the framework of ECA's repositioning in 2006 and its 2007-2009 Business Plan, and

RECs (AMU and CEN-SAD) and by focusing on knowledge management. SRO-NA achieved important results during the period under consideration. For instance, discussions between ECA Executive Secretary and UMA Secretary General and follow-up meetings between ECA and UMA staff led to an agreement to sign a MoU aimed at defining a framework for collaboration between the two institutions. In this regard, activities to be undertaken by ECA and UMA in close collaboration



were defined in the areas of regional integration, trade, promotion of Foreign Direct Investment (FDI), agricultural development, and transport, among others.

### **SRO-West Africa (SRO-WA)**

SRO-WA and ECOWAS prepared and signed a multiyear cooperation programme as the framework for enhanced collaboration between the two institutions. In the context of the implementation of the programme, SRO-WA provided advisory services to ECOWAS in its strategic planning process; the establishment of the West African Business Forum (the first edition took place in October 2007 in Accra); the review of the ECOWAS macroeconomic convergence scheme; the establishment of the ECOWAS Programme Development and Implementation Unit (PDIU) with particular emphasis on the NEPAD

infrastructure short-term action plan; and the preparation of the West African Economic Report. Overall, the objectives of the multiyear programme are to support the ECOWAS capacity building efforts in line with its vision and strategic plan, and to strengthen cooperation between the two institutions on regional integration and economic cooperation issues.

In terms of improving networking among key stakeholders of sub-regional development, SRO-WA engaged significantly with RECs, IGOs and NGOs in knowledge sharing on a wide range of issues including, poverty reduction strategies, gender and climate change. SRO-WA also provided advisory services to the West African Civil Society Organisation Forum (WACSOFF); Réseau des Femmes pour la Paix (REFEPA); and the West African Intergovernmental Organisation Forum.

# Achieving results in selected areas of ECA's work

## SRO-Central Africa (SRO-CA)

76 During the period under review, SRO-CA strengthened its partnerships at the sub-regional and country levels to support policy advocacy, policymaking and implementation of sub-regional integration programmes in Central Africa. Several activities related to the statutory meetings of ECCAS and CEMAC were undertaken. SRO-CA also undertook several joint activities with sub-regional organisations including: a forum on investment; preparation of a flagship publication; implementation of the GIS on the Central Africa transport master plan; organization of meetings related to the implementation of the transport master plan and a regional seminar in partnership with the ILO sub-regional office for Central Africa.

77 Furthermore, several consultations were undertaken with RECs as a result of which a multi-year programme between SRO-CA, ECCAS and CEMAC was conceived. SRO-CA's participation in statutory meetings of sub-regional institutions and the organization of its ICE meeting permitted knowledge sharing on policies and programmes and contributed to the adoption and implementation of some of these policies. The enhanced partnership

between SRO-CA and key sub-regional institutions contributed to the adoption of a roadmap for improving the business climate of the sub-region; and a joint resource mobilization strategy on the Central Africa transport master plan by ECCAS, CEMAC, SRO-CA and member states. Similar, partnership with ECCAS and UNDP resulted in increased financial resources for the preparation and dissemination of the economic report on Central Africa.

## SRO-East Africa (SRO-EA)

78 SRO-East Africa strengthened its subregional partnership by undertaking policy research and analysis, convening regional forums and providing advisory services with the view to promoting capacity building among member States. One of the highlights of such advisory services was the support given to Rwanda for preparations of the Connect-Africa Summit on ICTs and the draft ICT law. During the period under review, SRO-EA strengthened its partnership with other UN agencies in Rwanda through active participation in a number of meetings and working groups geared towards the establishment of the One UN in the country. This process culminated in the signing of the One UN agreement on 28 November 2007 between the UN Country Team,

## ECA-CEA



including ECA-SRO-EA as a signatory, and the government of Rwanda.

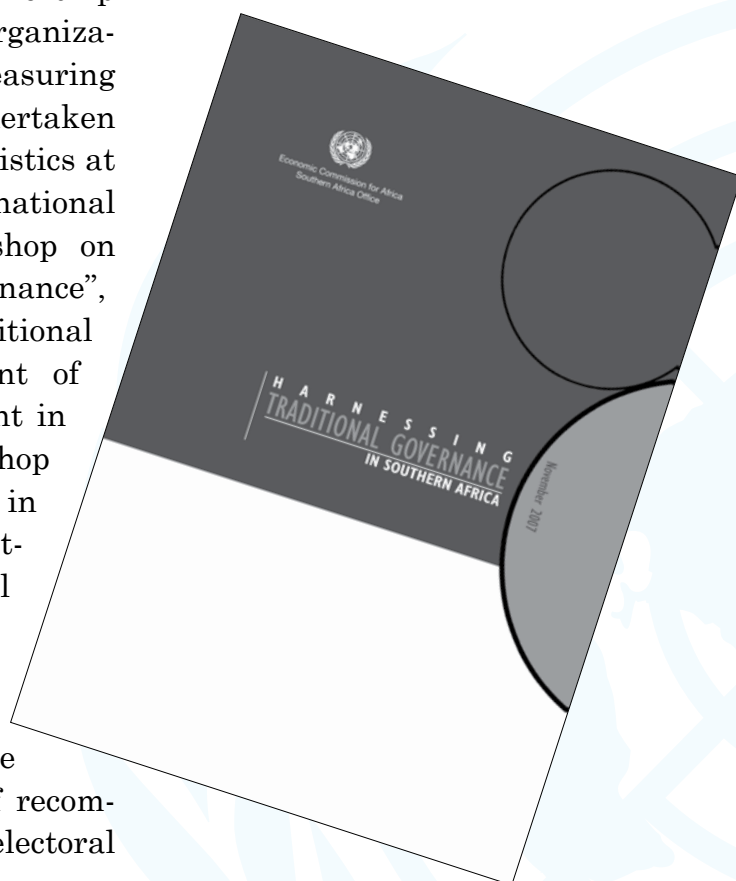
### SRO-Southern Africa (SRO-SA)

**79** SRO-EA undertook a number of studies and ad hoc experts meetings on policy harmonization among which was the meeting on policy convergence in EAC, CEPGL and COMESA. SRO-EA also organized a sub-regional meeting, in November 2007, aimed at formulating partnership programmes. Experts from EAC, IGAD, CEPGL, IOC and ICGLR attended the meeting and adopted a number of multi-year programmes to be jointly implemented with SRO-EA. They also formulated draft MoUs charting the modalities for collaboration on the multi-year programmes. Furthermore, SRO-EA undertook Knowledge Management initiatives including the sharing of e-tools to Eastern Africa countries. The eventual launching of these tools will enable the subregion to achieve the goal of establishing an electronic platform among the member States and between them and SRO-EA.

**80** SRO-SA made progress in strengthening partnerships at the sub-regional and country levels to support policy advocacy, policy making and the implementation of multi-year programmes with key partners and stakeholders including SADC, NEPAD Secretariat, and the Southern Africa Development Bank. During the period under review, SRO-SA recorded an increased participation of these partners and stakeholders as well as other UN agencies, AU and AfDB in its activities. Regarding the multi-year programme, a collaboration plan for the implementation of activities earmarked for 2008 was prepared covering the following areas: trade; gender development challenges and MDGs; social development challenge; regional cooperation, infrastructure and services; food security and sustainable development; monitoring and evaluation; and capacity building programmes for identified priority areas.

## Achieving results in selected areas of ECA's work

**81** Other activities undertaken by the office, often in partnership with ECA Divisions and other organizations, include a project on “Measuring the informal sector in Africa” undertaken with the African Centre for Statistics at ECA headquarters and the International Labour Organisation; a workshop on “Harnessing Traditional Governance”, which addressed the role of traditional governance in the achievement of economic and social development in Southern Africa; and a workshop on “Improving Electoral Quality in Southern Africa”, which was jointly organized with the Electoral Institute of Southern Africa (EISA) and the International Institute for Democracy and Electoral Assistance (IDEA). The workshop adopted a number of recommendations for improving electoral systems in the region.



**ECA-CEA**



Conference Facilities at ECA: delegates attending the Science With Africa Conference.

## Strengthening ECA's programme support initiatives

### Evaluating ECA to improve programme performance

ECA has recently undergone internal and external evaluations. Early in 2006, the Commission reviewed its strategic direction, organisational structure, management and administrative processes with the view to repositioning itself so as to better respond to Africa's emerging challenges. The purpose of the evaluations was to deploy lessons learned and recommendations emanating from them as a basis for improving the institution's performance. The main outcomes of the review process were considered and fully endorsed by the 39th session of the ECA Conference of African Ministers of Finance, Planning and Economic Development in May 2006. Further, the African Union Summit, held in Banjul in July 2006 also adopted a decision, welcoming ECA's commitment to strengthening and repositioning itself to more effectively accompany the region in its development journey and reaffirming the important role of ECA as a key and necessary United Nations institution in Africa.

Another important review conducted in 2007 was the in-depth assessment of African Institute for Economic Development and Planning (IDEP) carried out by a Panel of external

reviewers to reposition the Institute and to make recommendations on the niche of IDEP in the context of a changing African knowledge generation and management landscape. The assessment was also designed to provide ideas on how best to strengthen IDEP capacity to serve the diverse interests and needs of African countries. The Panel has successfully completed its work and ECA will present the outcome of the review to the first joint annual meetings of the AU Conference of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development to be held in March and April 2008.

In sum, the repositioning exercise, which is currently being deepened, including reforms in ECA's organisational processes and culture, is the result of the various evaluations of the Commission and subsequent endorsement of their outcomes by its governing bodies and the AU.

### Improved organisational processes to better respond to programme demands

In deepening ECA's repositioning effort, steady progress has been made in reshaping the management



of the Commission's most valuable asset – its human resources – to match other improved support processes like financial management, general services, publications and conference services, Information and Communication Technologies (ICT), among others. For example, in the areas of Finance and Information Technology support, improved processing time for transactions in SROs using various e-tools has enabled the subregional offices to better respond to changing programme demands as they arise.

**86** In improving ECA's operations for greater organizational effectiveness and accountability, recent IT developments should also be understood in the context of the Commission's on-going efforts to adopt new management systems and tools as well as to improve existing ones, including revisions of its management operational guidelines and sub-guidelines for regional advisory services, mission travels and Monitoring and Evaluation Policy. Some

of the management tools developed include the Donor Portal, the e-Technical Cooperation Management System, and the electronic Mission Reporting System (MRS), among others.

### Knowledge Management Initiative

**87** During the period under review, ECA undertook initiatives to complement its overall efforts in knowledge management and quality of internal publications, which resulted in the full implementation of the Official Document System, and recovery and preservation of institutional memory. The Commission's programme directions continued to be underpinned by the commitment to make ECA a knowledge-based organization at the cutting-edge of development thinking in the region and a motivating force behind a network of researchers, practitioners and policy-makers engaged in the production, sharing and dissemination of knowledge.



## Strengthening ECA's programme support initiatives

Through the implementation of its Knowledge Management Initiative, ECA has strengthened and reinforced its foundations as a knowledge-based organization, by acquiring the necessary information management systems and tools, and building its human resources capabilities. ECA will now build on these achievements with the view to providing knowledge services to partners and clients effectively and to fully exploiting its position as a Centre of Excellence on knowledge about African development. ECA's knowledge management platform will continue to be strengthened along with existing IT networks so as to integrate it in a common network with the AUC and major RECs.

Overall, the operationalization of the knowledge management strategy put in place since 2007 is helping ECA to acquire, use and share knowledge effectively. In particular, ECA knowledge management strategy is ensuring that it has a significant impact on development policy in Africa, by creating communities of practice and knowledge networks including the RECs and partnering UN entities such as UNDP and other UN Regional Commissions, on substantive issues, with the contribution of key research-

ers, practitioners and policy-makers in Africa and globally. SROs are expected to serve as nodes in advancing ECA's knowledge management initiative at the subregional level and steps have been taken to ensure that they play that role effectively. Other notable initiatives include the enhancement of ECA network infrastructure to implement IT initiatives such as iSeek, Statbase, e-portals and web stations for statistical modelling.

### **IT Development for greater organisational effectiveness and accountability**

As part of its IT development effort, ECA has revitalized its Information and Communication Technology Committee (ICTC) that is chaired by the Executive Secretary and aims at setting and administering policy for IT development and support within the Commission. The activities of the Committee include developing ICT strategies, support mechanisms, an ICT business plan, and overseeing service level agreements, where applicable. The Committee, with financial support from the Government of India, is undertaking an in-depth evaluation and full technical review of ECA's business processes and ICT technical requirements of the processes.

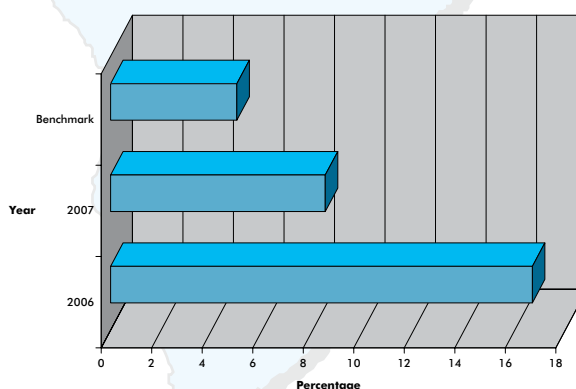


## Management of extra-budgetary resources

To further enhance oversight of its strategic management of extra-budgetary resources (XB) and ensure integrated planning, budgeting and management of core and extra-budgetary resources, ECA established an Advisory Committee on Administrative and Budgetary Matters (ACABM) in 2006. The Committee oversees the management and allocation of XB resources with the same due diligence as for resources from the regular budget, ensures distribution of XB resources linked to strategic ECA and Donors priorities, and encourages multi-disciplinary programme implementation. This Committee, chaired by the Deputy Executive Secretary, meets regularly since its establishment.

## Timely recruitment and placement of staff

Figure 5: Trend of ECA Vacancy Rate



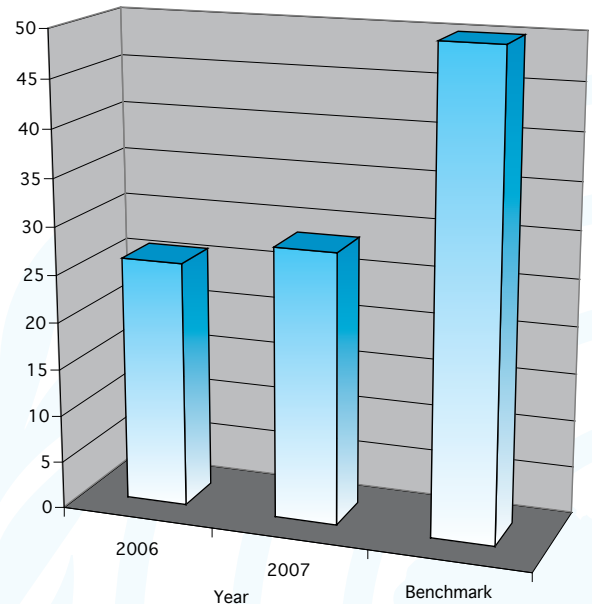
Concerning the status of recruitment at ECA, the Commission has made a tremendous effort to fill vacant posts in the past 14 months. In this regard, the vacancy rate dropped from 16.7% in 2006 to 8.5 % as at 31 December 2007 (Figure 5). In 2007, 45 professional posts, including Director-

## Strengthening ECA's programme support initiatives

level positions, were filled. Of these, 25 posts were filled through promotions, 19 through external recruitment, and one through lateral move. With 9 new professional posts during the 2008-2009 biennium, the vacancy rate stands at 13%. It is envisaged, nevertheless, that the vacancy rate target of 5% will be reached before the end of 2008.

During 2007, ECA also continued its efforts to improve geographic distribution and gender balance of its staff. In this regard there was a slight improvement in gender distribution, currently at 28.6% compared to 26% in 2006 (Figure 6). ECA assisted the Office of Human Resources Management at UNHQs to administer National Competitive Examinations in the under-represented countries in the region, in February 2008. It is envisaged that the roster thereof, will facilitate the process of improving the geographical distribution of ECA staff.

Figure 6: Trend of ECA Gender Representation



ECA also succeeded to decrease its average timeline for completion of the selection process for vacant posts from 178 days as at 31 December 2006, to 135 days in December 2007, against a benchmark of 120 days.

