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Report of the Economic and Social Council

Programme budget for the biennium 2018-2019

Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during its 2018 session (27 July 2018-28 July 2018)

Report of the Secretary-General

Summary

The present report provides detailed information on the budgetary impact arising from resolutions and decisions adopted by the Economic and Social Council during its 2018 session.

The report includes the budgetary impact related to resolution 2018/19: Ad Hoc Advisory Group on Haiti and the decision related to resolution 13/1 on the Outcome of the thirteenth session of the United Nations Forum on Forests. The budgetary impact of the resolution and decision for 2019 amounting to \$69,200 is being accommodated within the approved budget level for 2018-2019 for section 9, Economic and social affairs; the budgetary impact for the budget years 2020 and 2021 amounting to \$282,900 would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs.

Further, the present report includes the proposed restructuring of the Economic Commission for Africa (ECA) and the related proposed reorganizing, realigning and reprofiling of resources in accordance with the new strategic directions of the ECA, which was endorsed by the Economic and Social Council. The budgetary impact of these changes is within the overall approved budget level for 2018-2019 for section 18A, Economic Commission for Africa.

The actions requested of the General Assembly are included in paragraphs 244-246 of this report.

I. Introduction

1. The implications for the programme of work of the Economic and Social Council arising from the adoption of General Assembly resolution 68/1, on the review of the implementation of Assembly resolution 61/16 on the strengthening of the Economic and Social Council, included the following, as set out in the annex to the resolution:

(a) The Council should adjust its programme of work to a July-to-July cycle (para. 5);

(b) The Council should continue to have one substantive and one organizational session. In order to ensure a more responsive Council, it might convene special sessions in accordance with its rules of procedure. The Council, as a principal organ of the United Nations, was also entitled to hold ad hoc meetings as and when needed to address urgent developments in the economic, social, environmental and related fields (para. 10);

(c) The Council should hold the regular meetings of its substantive sessions in New York, and the humanitarian affairs segment should continue to alternate between New York and Geneva. On an ad hoc and cost-effective basis, another United Nations location could be decided upon if that would contribute to a better discussion on the chosen main theme (para. 16).

2. The present report is submitted to inform the General Assembly of the additional requirements arising from the resolution and decisions adopted by the Council during its 2018 session (27 July 2017-26 July 2018).

3. The Council adopted three resolutions in which it authorized relevant Secretariat entities to undertake additional activities, including those for which no provision had been made in the programme budget for the biennium 2018-2019.¹ In accordance with rule 31 of its rules of procedure, the Council was provided, where appropriate, with the relevant statement of programme budget implications.

4. In its report on the revised estimates resulting from resolutions and decisions adopted by the Council at its substantive session of 1999 (A/54/7/Add.2), the Advisory Committee on Administrative and Budgetary Questions requested that future reports on the subject contain full cost estimates, including both conference and non-conference costs, of additional requirements. In response to that request, the additional requirements arising from the resolutions adopted by the Council during its 2018 session and related to the programme budget for the biennium 2018-2019 are described below.

5. Should the Council adopt any resolutions and/or decisions in 2018 after the issuance of the present report that give rise to programme budget implications for the biennium 2018-2019, the corresponding revised estimates will be issued as an addendum to the present report.

II. Additional requirements and modifications to the programme of work entailed by resolutions and decisions adopted by the Economic and Social Council

A. Resolution 2018/19: Ad Hoc Advisory Group on Haiti

¹ The programme budget for the biennium 2018-2019 was approved by the General Assembly in its resolution [72/263 A-C](#).

6. Under the terms of paragraphs 13-16 of its resolution 2018/19, the Council:

(a) Decided to extend the mandate of the Ad Hoc Advisory Group on Haiti until the conclusion of the 2019 session, with the purpose of following closely and providing advice on the long-term development strategy of Haiti to promote socioeconomic recovery, reconstruction and stability, with particular attention to the need to ensure coherence and sustainability in international support for Haiti, based on the long-term national development priorities, building upon the Strategic Plan for the Development of Haiti, and stressing the need to avoid overlap and duplication with respect to existing mechanisms;

(b) Expressed its satisfaction to the Secretary-General for the support provided to the Advisory Group, and requested him to continue to support the activities of the Group adequately and within existing resources;

(c) Requested the Advisory Group, in accomplishing its mandate, to continue to cooperate with the Secretary-General and his Special Representative for Haiti and Head of the United Nations Mission for Justice Support in Haiti, the United Nations Sustainable Development Group, relevant United Nations funds and programmes, the specialized agencies, the international financial institutions, regional organizations and institutions, including the Economic Commission for Latin America and the Caribbean, the Organization of American States, the Caribbean Community, the Union of South American Nations and the Inter-American Development Bank, other major stakeholders and civil society organizations, and in this regard welcomed the continuation of the dialogue between the members of the Advisory Group and the Organization of American States; and

(d) Also requested the Advisory Group to submit a report on its work, with recommendations, as appropriate, to the Economic and Social Council for its consideration at its 2019 session.

7. It is estimated that the support to be provided to the Ad Hoc Advisory Group would amount to \$39,200 (see table 1), for which no provision had been made in the programme budget for the biennium 2018-2019, and would consist of: (a) the travel expenses of members of the Group and up to two staff members of the Department of Economic and Social Affairs to meet with the international financial institutions and the Organization of American States in 2019 and undertake a mission to Haiti in the same year (\$36,700); and (b) meeting support services in Haiti (\$2,500).

Table 1 Resource requirements under section 9, Economic and social affairs, of the proposed programme budget for the biennium 2018-2019

(United States dollars)

	<i>Total requirements</i>
Travel of representatives	33 000
Travel of staff	3 700
Contractual services	2 500
Total	39 200

8. In the consideration of previous Council resolutions extending the mandate of the Advisory Group, the most recent one being resolution 2017/26, the Secretary-General had advised that those requirements would be accommodated within section 9, Economic and social affairs, of the programme budget for the biennium 2018-2019.

It is likewise proposed that the resource requirements in the amount of \$39,200 arising from the adoption of resolution 2018/19 be accommodated within section 9, Economic and social affairs, of the programme budget for the biennium 2018-2019.

9. With respect to the provisions of operative paragraph 14, in which the Council requested the Secretary-General to continue to support the activities of the Group adequately and within existing resources, the attention of the Council was drawn to the provisions of section VI of General Assembly resolution 45/248 B and subsequent resolutions, the most recent of which is resolution 72/261, in which the Assembly reaffirmed that the Fifth Committee was the appropriate Main Committee of the Assembly entrusted with responsibilities for administrative and budgetary matters and also reaffirmed the mandates of the Advisory Committee on Administrative and Budgetary Questions.

B. Outcome of the thirteenth session of the United Nations Forum on Forests

10. The Council, taking note of paragraphs 4 and 11 of the United Nations Forum on Forests resolution 13/1:

(a) Requested the Forum secretariat to report on progress in implementing the communication and outreach strategy to the Forum at its fourteenth and subsequent sessions, and to produce, from within existing resources, a concise print and online publication on the global forest goals and targets, featuring infographics, to be used in outreach to a range of audiences within and outside the forest community; and

(b) Emphasized the value of making effective use of the information provided by members through their voluntary national reporting, and to that end requests the Forum secretariat to prepare, on the basis of the initial round of reporting and in consultation with members of the Forum, member organizations of the Collaborative Partnership on Forests and relevant stakeholders, a concise “flagship” publication on progress towards achieving the global forest goals and targets for release by the end of 2021, using existing resources, suitable for a range of audiences within and outside the forest sector, and also requests the secretariat to report on planning in that regard to the Forum at its fifteenth session.

11. In order to implement the request contained in paragraph 4 of the resolution, resource requirements in the amount of \$30,000 for the production including print layout, translation and printing, would be required in 2019.

12. In order to implement the requests contained in paragraph 11, the following activities and resources would be required in 2020 and 2021:

(a) General temporary assistance (at the P-4 level for 3 months) – to maintain information, both quantitative and qualitative, and to supply extracts in format needed by analysts. The incumbent would work in collaboration with FAO and Forest Resources Assessments (FRA), extract data on outcomes and present in form to be used by authors, as well as to follow up on data problems and inconsistencies (\$44,400 in 2020);

(b) Consultancies (7 authors for 40 working days each) – each author/consultant would analyze one of the 6 Global Forest Goals of the United Nations Strategic Plan on Forests. In addition, one leading author would write the overall story and compare progress made across all Goals. The responsibilities of

the consultants among others include: aggregating data, analysing it, developing and writing the story lines (\$140,000 in 2020);

(c) Travel of Advisory Group (2 meetings of 3 days each, 10 experts for each meeting) – a group of 10 experts would guide and supervise the overall production process of the publication. The Advisory Group would include, inter alia, the staff of Secretariat of the United Nations Forum on Forests, FAO and FRA, authors and Bureau member (\$62,000 in 2020);

(d) Editor (one Editor for 20 working days) – to provide assistance with language and internal consistency checking (\$10,000 in 2020);

(e) Contractual services – for layout, translation and printing (\$26,500 in 2021).

13. The adoption of the resolution would give rise to total resource requirements of \$312,900 under section 9, Economic and social affairs, as detailed in the table below:

Table 2 Resource requirements under section 9, Economic and social affairs, of the proposed programme budget for the biennium 2018-2019

(United States dollars)

	<i>Total requirements</i>	<i>Requirements for 2019</i>	<i>Requirements for 2020 and 2021</i>
Request contained in OP 4 (in 2019):			
Production of a short concise print and online publication on the global forest goals and targets at the 14th session (including layout, translation and printing)	30 000	30 000	-
Request contained in OP 11 (in 2020 and 2021):			
Production of a “flagship” publication for release by the end of 2021:			
- General temporary assistance (in 2020)	44 400	-	44 400
- Consultancies (in 2020)	140 000	-	140 000
- Advisory Group (in 2020)	62 000	-	62 000
- Editor (in 2020)	10 000	-	10 000
- Contractual services (in 2021)	26 500	-	26 500
Total	312 900	30 000	282 900

14. Requirements in the amount of \$30,000 for the year 2019 have not been included as part of the programme budget for the biennium 2018-2019, however the Secretariat plans to meet these additional requirements within the approved appropriation, including through extrabudgetary funding. The requirements in the amount of \$282,900 for the budget years 2020 and 2021 would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs.

15. With respect to the request to meet these requirements within existing resources, as indicated in operative paragraphs 4 and 11, the attention of the Council was drawn to the provisions of section VI of General Assembly resolution 45/248 B and subsequent resolutions, the most recent of which is resolution 72/261, in which the Assembly reaffirmed that the Fifth Committee was the appropriate Main Committee of the Assembly entrusted with responsibilities for administrative

and budgetary matters and also reaffirmed the mandate of the Advisory Committee on Administrative and Budgetary Questions.

C. Resolution 2018/23: New strategic directions of the Economic Commission for Africa

I. Introduction

16. On 24 July 2018, the Economic and Social Council endorsed the new strategic directions of the Economic Commission for Africa as set out in the note by the Executive Secretary of the Commission entitled “New strategic directions of the Economic Commission for Africa: putting ideas into action for an empowered and transformed Africa”. Under the terms of the new strategic directions of the Economic Commission for Africa, the subprogrammes of the Commission will be recalibrated to deliver the new vision under the new strategic directions

17. The present report contains the proposed restructuring of the Economic Commission for Africa and the related proposed reorganizing, realigning and reprofiling of resources in accordance with the new strategic directions of the Economic Commission for Africa. These proposed changes in resources are within the overall approved budget level for 2018-2019.

Background

18. The year 2018 marks the sixtieth anniversary – diamond jubilee - of the establishment of the Economic Commission for Africa (ECA) and offers an opportunity to take stock of the Commission’s achievements and chart its way forward to a position where it can respond to the priorities and aspirations of its member States. In pursuit of its mandate, ECA has periodically scanned the development environment and has instituted a range of organizational transformations and renewals to position itself to ensure that it remains relevant to the needs and aspirations of its member States and can respond to emerging needs and challenges.

Rationale for strategic repositioning of the Commission

19. The last restructuring exercise, undertaken in 2013, refocused the Commission’s programmes to make them more responsive to the transformative agenda of Africa. Since 2013, however, there have been significant developments at the global and regional levels that warrant further reforms by ECA to ensure that it can effectively implement its mandate and respond to the evolving needs of its member States. In this regard and with due consideration for the development context shaping the region and the Commission’s key mandates, ECA, under the leadership of its new Executive Secretary, embarked upon a process of reflection, consultation and forward thinking in September 2017. To that end, several strategic reviews have been undertaken with a view to reorienting the Commission to effectively support implementation of and follow-up to the 2030 Agenda for sustainable development, the Addis Ababa Action Agenda on Financing for Development, Agenda 2063 – The Africa we want, the new United Nations–African Union framework for the implementation of the two agendas and the Joint United Nations–African Union Framework for Enhanced Partnership on Peace and Security.

20. A series of consultations were conducted with stakeholders, including Heads of State and Government, ministers of finance and planning, ministers for foreign affairs, African Ambassadors in Addis Ababa, partner organizations, including the African Union and the African Development Bank, bilateral partners and ECA staff members. The outcome of the process of reflection and consultations pointed to the need to reorient the strategic direction of the Commission with a view to taking advantage of opportunities, addressing the development challenges faced by Africa, responding to the needs of member States and effectively implementing the Commission's mandates.

Review process

21. At its fifty-first session, the Conference of African Ministers of Finance, Planning and Economic Development adopted Resolution 959 (LI) Revised strategic framework and biennial programme plan of the Economic Commission for Africa for the biennium 2018–2019. By this resolution, the Conference acknowledged the new strategic focus of the Commission on supporting the sustainable development of Africa through a growth-enabling macroeconomic and microeconomic environment with, as its key priorities, eradicating poverty and addressing inequality; achieving gender equality and the empowerment of women; accelerating economic integration and trade through increased diversification, stronger institutions, better governance and closer engagement with the private sector and between the public and private sectors; promoting green and blue economic development paths through energy, natural resources and climate change adaptation and mitigation; expanding domestic resource mobilization as a long-term path to sustainable development finance; and forging a data-informed policy architecture.

22. On 26 June 2018, the Strategic Framework contained in the report E/ECA/COE/37/4/Rev.1, was provided for information to the 58th session of the Committee for Programme and Coordination. On Tuesday 3 July 2018, ECA resolution 959 (LI) was presented, through the report of the Secretary-General E/2018/15/Add.1, to ECOSOC for action; the Council endorsed the proposal on 24 July 2018.

II. Putting ideas into action for an empowered and transformed Africa

23. The strategic objective of ECA is framed around delivering ideas and actions for an empowered, inclusive and transformed Africa in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union through its three core functions, namely, its convening function, its function as a think tank and its operational function, as articulated below:

- (a) Convening function: providing dedicated regional intergovernmental and multi-stakeholder platforms with strong ownership by member States, regional bodies and development banks that result in agreed development policy frameworks, standards and action plans and that reinforce multilateralism at the regional and sub-regional levels;
- (b) Think-tank function: conducting multi-sectoral research and analysis that nurture the integration of the three pillars of sustainable development, and promote peer learning, innovative thinking and the advocacy of public policies while fostering intersectoral linkages and synergies;

(c) Operational function: provision of policy advice at the country level through direct demand-based support to member States in areas related to its normative and analytical work and in collaboration with the United Nations system at the country level.

24. The strategic directions will focus on the following five new strategic directions:

- (a) Advancing ECA's position as a premier knowledge institution by strengthening knowledge profile of the staff;
- (b) Developing macroeconomic and structural policy options to accelerate economic diversification and job creation;
- (c) Designing and implementing innovative financing models for infrastructure, human, physical and social assets for a transforming Africa;
- (d) Contributing solutions to regional and transboundary challenges, with a focus on peace security and social inclusion as an important development nexus;
- (e) Advocating Africa's position at the global level and developing regional responses as a contribution to global governance issues.

25. In its work, the Commission plans to move beyond merely focusing on the public sector, but aims to actively adopt as part of its working modalities and efforts, ideas and actions designed to deepen and grow the private sector, in particular the African private sector. This would be achieved by harnessing the private sector as the engine for driving production and productivity growth, and as a provider of alternative means of financing development. ECA will, therefore, deepen its collaboration with the private sector in support of policies that foster a stronger private sector participation and private sector governance of African economies.

26. The Commission will also work with member States in both the normative and practical aspects of State-building through robust economic governance systems, which should include focusing on conflict and post conflict countries with the aim of building their resilience and thereby preventing further crises.

III. Programme related changes

27. In the light of the above aspirations, the ECA subprogrammes will accordingly be recalibrated, taking due account of the Commission's comparative advantages and programmatic priorities. The overall ECA programme of work will, therefore, be organized around eight divisions and nine interdependent and complementary subprogrammes as follows:

- (a) Subprogramme 1 – Macroeconomic policy and governance: This subprogramme will focus on supporting African Member States in their efforts to accelerate economic transformation and inclusive growth through effective development planning, improved macroeconomic management and economic governance as well as better mobilization and allocation of domestic and international public finance;
- (b) Subprogramme 2 - Regional integration and trade: This subprogramme will focus on the central role of achieving effective regional cooperation and integration among member States by supporting efforts to deepen regional

markets, boost intra-African trade, accelerate industrialization and tackle the challenges of structural transformation;

(c) Subprogramme 3 - Private sector development and finance: The new subprogramme will support member States in their endeavour to achieve sustained economic growth and transformation through leveraging the role and resources of the private sector with an emphasis on increasing private sector investment in agriculture, infrastructure, energy and services, promoting innovative financing for developing capital markets, attracting investment and improving the business-enabling environment;

(d) Subprogramme 4 - Data and statistics: This subprogramme will continue its work on improving the production, dissemination and use of quality and comparable data and statistics in Africa to support evidence based policymaking, planning, implementation, monitoring and reporting under the 2030 Agenda for Sustainable Development and Agenda 2063 The Africa We want;

(e) Subprogramme 5 - Climate change, environment and natural resource management: This subprogramme builds on to the previous subprogramme 3 and will play a vital role in supporting the efficient management of the continent's natural resource endowments; reducing the negative impacts of climate change by moving towards green transitions and climate-resilient development and harnessing new technologies in the context of sustainable development. The Capacity Development subprogramme, which was previously subprogramme 5 under the programme budget, will be implemented by subprogrammes 1, 2 and 3.

(f) Subprogramme 6 - Gender and women in development: This subprogramme under the Poverty, Inequality and Social Policy Division, will address emerging issues that have impacts on African women and girls and will also promote and support member States in their work to achieve gender equality and women's empowerment.

(g) Subprogramme 7 - Subregional activities for development: This subprogramme will be delivered through the five subregional offices covering Central, Eastern, North, Southern and West Africa, whose selected thematic areas of specialization will equip them to tackle the development challenges faced by member States in their respective sub-regions more effectively;

(h) Subprogramme 8 - Economic development and planning: This subprogramme will be strengthened to improve public sector management and development planning in support of the structural transformation of member States;

(i) Subprogramme 9 - Poverty, inequality and social policy: The focus of this subprogramme 9 under the Poverty, Inequality and Social Policy Division will be sharpened to contribute to achieving inclusive and equitable sustainable human and social development in Africa;

IV. Organizational restructuring principles

28. In line with the revised strategic priorities and to enable an organizational structure premised on efficiency and effectiveness, the ECA Senior Management Team (SMT) has articulated the following principles for the restructuring of its organizational units:

- (a) All division (substantive and programme support) will be organized with a minimum of three sections;
- (b) Each substantive division will follow a minimum-based capacity post distribution principle of three P-5, four P-4, and five P-3 posts to the extent possible and to be augmented by other sources of funds. The substantive divisions will retain the number of P-2 posts as per the programme budget;
- (c) Each Sub Regional Office (SRO) will be organized into a maximum of two sections and an Administrative and Finance Unit; and will follow to the extent possible a minimum-based capacity post distribution principle of two P-5, three P-4, four P-3 posts and P-2 posts where available;
- (d) Following consultations and review, the five subregional offices of the Commission are to specialize in selected thematic areas to ensure a more effective approach to priority issues of concern and development challenges faced by member States in their respective subregions. The areas of specialization identified for the subregional offices are listed below:

Sub Regional Office	Area of Specialization
• SRO-North Africa, Rabat	Employment Skills and Balanced Development
• SRO-West Africa, Niamey	Demographic Dynamics for Development
• SRO-Central Africa, Yaoundé	Economic Diversification Policy and Reforms
• SRO-East Africa, Kigali	Deepening Regional integration in Eastern Africa – Towards implementation of the African Continental Free Trade Area (AfCFTA)
• SRO-Southern Africa, Lusaka	Inclusive Industrialization

V. Administrative and budgetary implications of the proposed restructuring

29. From an organizational effectiveness and efficiency perspective and to cater to the requirements of the programmatic changes, some organizational units have been re-mapped. The posts and staff of these organisational units will therefore be reflected in the structure for the receiving organizational unit.

30. The existing structure as depicted in Annex I provides for two verticals/pillars – Knowledge Generation (KG) headed by the one Deputy Executive Secretary (KG) and comprising substantive Divisions and Knowledge Delivery (KD) headed by the other Deputy Executive Secretary (KD) and comprising the subregional offices, African Institute of Economic Development and Planning (IDEP) and the Programme Support Divisions, which include the Division of Administration and the Public Information and Knowledge Management Division.

31. In the revised structure (Annex II), the vertical/pillar system has been replaced with a reconfigured organizational structure comprising the Programme vertical which is to be headed by the Deputy Executive Secretary (Programmes) comprising all nine subprogrammes. The Programme Support vertical is to be headed by the Deputy Executive Secretary (Operations) comprising the Programme Support Divisions of Administration and the reconstituted Publications, Conference and Knowledge Management. The dotted line in the organigramme

indicates that in the absence of one Deputy Executive Secretary, the other Deputy Executive Secretary will lead the pillar. The Executive Direction and Management vertical will include the Office of the Executive Secretary (OES), the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Operations), and comprise the Strategic Planning, Oversight and Results Division (SPORD) in addition to other units outlined below reporting to the OES.

(a) The Partnerships and Resources Mobilization Section, which is presently a part of the Strategic Planning, Partnerships and Operational Quality Division (SPPOQD);

(b) The External Communications and Media Relations Section, which is presently a part of the Public Information and Knowledge Management Divisions (PIKMD).

32. The post resources under the discontinued subprogramme 5 - Capacity Development will be redeployed to other substantive subprogrammes and executive direction and management and the programme will be implemented within subprogramme 1 – Macroeconomic policy and governance; subprogramme 2 - Regional Integration and Trade; and subprogramme 3 - Private Sector Development and Finance,

33. The African Centre for Gender (ACG) will be integrated into the newly constituted Gender, Poverty and Social Policy Division (GPSPD) and will continue its mandate as subprogramme 6 - Gender Equality and Women's Empowerment.

34. To ensure that ECA had full oversight and management of centres and contributes technically to the work of the centres, the existing centres will be moved into divisions. Accordingly, the following changes are proposed:

(a) The Land Policy Initiative (LPI)/African Land Policy Centre (ALPC), which is presently part of the Regional Integration and Trade Division (subprogramme 2), will be moved to the Agriculture and Business Enabling Environment Section together with its resources, under subprogramme 3 - Private Sector Development and Finance.

(b) The African Climate Policy Centre (ACPC) and the African Minerals Development Centre (AMDC), which are presently part of the Special Initiatives Division (subprogramme 3), will be moved to subprogramme 5 - Climate Change, Environment and Natural Resource Management together with all available resources.

35. A new division under programme support is being established as the Publications, Conference and Knowledge Management Division (PCKMD) with the discontinuance of the previous Publications and Knowledge Management Division (PIKMD). The Office of the Director, PCKMD, is a reconstitution of the Office of the Director, PIKMD, and will retain the D-1 and two Local Level posts from the discontinued PIKMD.

36. The Conference Management Section (CMS) under programme support in Division of Administration will be moved to the newly established Publications, Conference and Knowledge Management Division (PCKMD) also under programme support.

37. The ECA's new direction calls for a Finance and Budget Section. As a result, the Integrated Planning and Budgeting Section under (SPPOQD) has been discontinued with all planning issues moved to the Corporate Policy, Planning, Monitoring and Reporting (CPPMR) Section under the newly reconfigured SPORD. The budgeting functions are to be transferred to the Budget Unit in the

newly established Finance and Budget Section under the Division of Administration.

A. Overview of resources

38. The overall resources propose for section 18.A is \$154,643,000 excluding resources for section 18B, Regional Commissions New York Office.

Table 3 **Approved 2018-2019 resources by component**

(Regular budget)

	Approved 2018-2019 financial resources	Approved 2018-2019 posts
A. Policymaking organs	920.6	-
B. Executive direction and management	18 033.8	58
C. Programme of work		
Subprogramme 1, Macroeconomic policy	7 435.0	26
Subprogramme 2, Regional integration and trade	6 721.8	25
Subprogramme 3, Innovation, technologies and management of Africa's natural resources	5 257.2	18
Subprogramme 4, Statistics	9 565.4	38
Subprogramme 5, Capacity development	3 430.2	12
Subprogramme 6, Gender and women in development	1 772.0	5
Subprogramme 7, Subregional activities for development		
(a) Subregional activities in North Africa	6 685.3	21
(b) Subregional activities in West Africa	6 432.3	19
(c) Subregional activities in Central Africa	7 287.0	21
(d) Subregional activities in East Africa	6 651.8	21
(e) Subregional activities in Southern Africa	6 628.7	21
Subprogramme 8, Development planning and administration	2 600.0	-
Subprogramme 9, Social development policy	5 895.7	21
Subtotal, programme of work	76 362.4	248
D. Programme support	59 326.2	229
Total (net of staff assessment)	154 643.0	535

Table 4 **Proposed resources by component, 2018-2019**

(Regular budget)

	Revised 2018-2019 financial resources	Revised 2018-2019 posts
A. Policymaking organs	920.6	-
B. Executive direction and management	17 684.8	54
C. Programme of work		
Subprogramme 1, Macroeconomic policy and governance	7 346.3	25
Subprogramme 2, Regional integration and trade	6 102.7	21
Subprogramme 3, Private sector development and finance	5 258.1	18

	<i>Revised 2018-2019 financial resources</i>	<i>Revised 2018-2019 posts</i>
Subprogramme 4, Data and statistics	9 165.7	36
Subprogramme 5, Climate change, environment and natural resources management	4 895.0	21
Subprogramme 6, Gender equality and women's empowerment	1 948.4	6
Subprogramme 7, Subregional activities for development		
(a) Subregional activities in North Africa	6 391.4	19
(b) Subregional activities in West Africa	6 116.6	18
(c) Subregional activities in Central Africa	7 636.3	23
(d) Subregional activities in East Africa	6 475.4	20
(e) Subregional activities in Southern Africa	6 452.3	20
Subprogramme 8, Economic development and planning	2 600.0	-
Subprogramme 9, Poverty, inequality and social policy	5 943.9	21
Subtotal, programme of work	76 332.1	248
D. Programme support	59 705.5	233
Total (net of staff assessment)	154 643.0	535

All components and subprogrammes include the initial appropriation from 2018. This includes subprogramme 3, Private sector development and finance, which includes the initial appropriation from the repositioned subprogramme 3, Innovations, technologies, and management of Africa's natural resources, and subprogramme 5, Climate change, environment and natural resources management, which includes the initial appropriation from the discontinued subprogramme 5, Capacity development.

Table 5 **Summary of resource requirements by object of expenditure**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2018-2019 approved</i>	<i>Changes</i>	<i>2018-2019 revised</i>
Posts	96 066.7	-	96 066.7
Other staff costs	5 061.4	-	5 061.4
Consultants	2 311.7	-	2 311.7
Experts	6 536.6	-	6 536.6
Travel of staff	3 396.7	-	3 396.7
Contractual services	11 955.1	-	11 955.1
General operating expenses	13 344.9	-	13 344.9
Hospitality	103.7	-	103.7
Supplies and materials	4 909.9	-	4 909.9
Furniture and equipment	7 640.4	-	7 640.4
Grants and contributions	3 315.9	-	3 315.9
Total (net of staff assessment)	154 643.0	-	154 643.0

Overall there is no change in resources from the initial appropriation.

Table 6 **Proposed changes in post resources, 2019**

<i>Number</i>	<i>Level</i>
<i>Regular budget</i>	

	<i>Number</i>	<i>Level</i>
Approved for the biennium 2018-2019	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 145 P-4/3, 27 P-2/1, 15 NPO, 287 LL
New posts	7	3 P-5 in subprogramme 3 (new) 1 P-5 in subprogramme 5 (new) 1 P-4 in programme support 1 P-3 in subprogramme 5 (new) 1 P-3 in programme support
Reclassification	–	1 P-5 as P-4 under executive direction and management
Redeployment	–	1 D-1 from the Public Information and Knowledge Management Division (discontinued) under executive direction and Management to the Publications, Conference and Knowledge Management Division (new) under programme support 1 D-1 from subprogramme 3 (discontinued) to subprogramme 5 (new) 1 D-1 from subprogramme 5 (discontinued) to subprogramme 3 (new) 1 P-5 from subprogramme 1 to subprogramme 3 (new) 1 P-5 from subprogramme 2 (Addis Ababa, Ethiopia) to subprogramme 7, Component 3 (Yaounde, Cameroon) 2 P-5 from subprogramme 3 (discontinued) to subprogramme 5 (new) 1 P-5 from subprogramme 5 (discontinued) to executive direction and management 1 P-5 from subprogramme 5 (discontinued) to subprogramme 9 1 P-5 within executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary 1 P-5 within executive direction and management from the Strategic Planning, Partnerships and Operational Quality Division (SPPOQD) (discontinued) to the Office of the Executive Secretary 1 P-5 within programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new) 1 P-4 from executive direction and management to programme support 1 P-4 from subprogramme 1 to subprogramme 3 (new) 1 P-4 from subprogramme 2 to subprogramme 3 (new) 1 P-4 from subprogramme 2 to subprogramme 5 (new) 1 P-4 from subprogramme 5 (discontinued) to executive direction and management 1 P-4 from subprogramme 7, component 1 (Rabat, Morocco) to subprogramme 3 (new) (Addis Ababa, Ethiopia) 1 P-4 from subprogramme 7, component 4 (Kigali, Rwanda) to subprogramme 3 (new) (Addis Ababa, Ethiopia) 1 P-4 from subprogramme 7, component 5 (Lusaka, Zambia) to subprogramme 6 (Addis Ababa, Ethiopia) 4 P-4 from subprogramme 3 (discontinued) to subprogramme 5 (new) 1 P-4 within executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary 1 P-3 from executive direction and management to programme support 2 P-3 from subprogramme 2 to subprogramme 3 (new)

	<i>Number</i>	<i>Level</i>
		<p>2 P-3 from subprogramme 3 (discontinued) to subprogramme 5 (new)</p> <p>2 P-3 from subprogramme 5 (discontinued) to subprogramme 2</p> <p>1 P-3 from subprogramme 7, component 2 (Niamey Niger) to subprogramme 7, component 3 (Yaoundé, Cameroon)</p> <p>1 P-3 from subprogramme 9 to subprogramme 3 (new)</p> <p>2 P-3 within executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary</p> <p>1 P-3 within programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)</p> <p>1 P-2 from subprogramme 7, component 1 (Rabat, Morocco) to subprogramme 2 (Addis Ababa, Ethiopia)</p> <p>1 P-2 from subprogramme 3 (discontinued) to subprogramme 5 (new)</p> <p>1 NO from executive direction and management to programme support</p> <p>1 NO within programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)</p> <p>4 LL from executive direction and management to programme support</p> <p>1 LL from subprogramme 2 to executive direction and management</p> <p>1 LL from subprogramme 2 to subprogramme 3 (new)</p> <p>8 LL from subprogramme 3 (discontinued) to subprogramme 5 (new)</p> <p>5 LL from subprogramme 5 (discontinued) to subprogramme 3 (new)</p> <p>2 LL from programme support to executive direction and management</p> <p>1 LL from programme support to subprogramme 1</p> <p>2 LL within executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary</p> <p>1 LL within executive direction and management from the Strategic Planning, Partnerships and Operational Quality Division (SPPOQD) (discontinued) to the Office of the Executive Secretary</p> <p>2 LL from the Public Information and Knowledge Management Division (discontinued) under executive direction and Management to the Publications, Conference and Knowledge Management Division (new) under programme support</p> <p>27 LL within programme support from Division of Administration to the Publications, Conference and Knowledge Management Division (new)</p>
Abolishment	(7)	<p>1 P-5 in subprogramme 4</p> <p>2 P-5 in programme support</p> <p>1 P-4 in subprogramme 4</p> <p>1 P-4 in programme support</p> <p>1 P-3 in subprogramme 5 (discontinued)</p> <p>1 P-3 in programme support</p>
Revised for the biennium 2018-2019	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 145 P-4/3, 27 P-2/1, 15 NPO, 287 LL

Repositioned subprogramme – from subprogramme 3 to subprogramme 5 - Innovations, technologies and management of Africa's natural resources (renamed Climate change, environment and natural resources management)

Discontinued subprogrammes/divisions - subprogramme 5 – Capacity development; Public Information and Knowledge Management Division (PIKMD); Strategic Planning, Partnerships and Operational Quality Division (SPPOQD);

New subprogrammes/divisions – subprogramme 3 – Private sector development and finance; Strategic Planning, Oversight and Results Division (replacing SPPOQD); Publications, Conference and knowledge Management Division (replacing PIKMD)

39. Overall the total number of posts remains at 535 as per the initial appropriation for 2018-2019

Table 7 **Proposed post resources by component, 2019**

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>		<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal Level</i>	<i>Other level</i>	<i>National Professional Officer</i>	<i>Local level</i>	
Executive direction and management	1	–	2	2	9	8	11	1	34	–	–	–	20	54
Programme of Work														
Subprogramme 1, Macroeconomics and governance	–	–	–	1	3	5	4	2	15	–	–	–	10	25
Subprogramme 2, Regional integration and trade	–	–	–	1	2	3	6	3	15	–	–	–	6	21
Subprogramme 3, Private sector development and finance	–	–	–	1	4	4	3	–	12	–	–	–	6	18
Subprogramme 4, Data and statistics	–	–	–	1	4	5	7	4	21	–	–	–	15	36
Subprogramme 5, Climate change, environment and natural resources management	–	–	–	1	3	5	3	1	13	–	–	–	8	21
Subprogramme 6, Gender equality and women's empowerment	–	–	–	–	–	2	1	1	4	–	–	–	2	6
Subprogramme 7, Subregional activities for development														
(a) Subregional activities in North Africa	–	–	–	1	1	3	4	–	9	–		2	8	19
(b) Subregional activities in West Africa	–	–	–	1	1	3	3	1	9	–		2	7	18
(c) Subregional activities in Central Africa	–	–	–	1	2	3	5	1	12	–		2	9	23
(d) Subregional activities in East Africa	–	–	–	1	1	3	3	2	10	–		2	8	20
(e) Subregional activities in Southern Africa	–	–	–	1	1	3	2	2	9	–		3	8	20

	<i>Professional and higher categories</i>								<i>Subtotal</i>	<i>General Service and related categories</i>		<i>National staff</i>		<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>		<i>Principal Level</i>	<i>Other level</i>	<i>National Professional Officer</i>	<i>Local level</i>	
Subprogramme 8, Economic development and planning	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Subprogramme 9, Poverty, inequality and social policy	–	–	–	1	4	3	4	1	13	–	–	1	7	21
Subtotal Programme of Work	–	–	–	11	26	42	45	18	142	–	–	12	94	248
Programme support	–	–	–	2	8	19	20	8	57	–	–	3	173	233
Total	1	–	2	15	43	69	76	27	233	–	–	15	287	535

40. Overall post requirements by component

Table 8 **Distribution of regular budget resources by component, 2019**
(Percentage)

<i>Component</i>	<i>Revised 2018-2019</i>
A. Policymaking organs	0.6
B. Executive direction and management	11.4
C. Programme of work	
1. Macroeconomic policy and governance	4.8
2. Regional integration and trade	3.9
3. Private sector development and finance	3.4
4. Data and statistics	5.9
5. Climate change, environment and natural resources management	3.2
6. Gender equality and women's empowerment	1.3
7. Subregional activities for development	21.4
8. Economic development and planning	1.7
9. Poverty, inequality and social policy	3.8
Subtotal, C	49.4
D. Programme support	38.6
Total	100.0

B. Policymaking Organs**Standing intergovernmental organs and expert bodies**

Economic Commission for Africa (*Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa*)

41. There are no changes to the policymaking organs for 2019.

Table 9 **Resource requirements, 2019: Policymaking organs**
(thousands of United States dollars)

<i>category</i>	<i>Revised financial resources</i>	<i>Posts</i>
Regular budget		

<i>category</i>	<i>Revised financial resources</i>	<i>Posts</i>
Post	—	—
Non-post	477.1	—
Total (net of staff assessment)	477.1	—

Table 10 **Resource requirements by object of expenditure, 2019: Policymaking organs**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Other staff costs	386.6
General operating expenses	25.8
Supplies and materials	64.7
Total (net of staff assessment)	477.1

C. Executive direction and management

42. Executive Direction and Management comprises the Office of the Executive Secretary (OES), the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Operations), and the Strategic Planning, Oversight and Results Division (SPORD) with direct reporting lines to the Executive Secretary. The Office of Chief of Staff and the Advisory Office on the Sustainable Development Goals are integrated in the OES. In addition, the Partnership and Resources Mobilization Section and the External Communications and Media Relations Section, have been redeployed to the OES.

Table 11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with the United Nations policies and procedures with respect to the management of the programme of work

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			<i>2018-2019</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Enhanced coordination, planning and monitoring of ECA's programme of work	(i) Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100	98	95	95
		Estimate		98	95	93
		Actual			95	93
	(ii) Effective and timely delivery of component outputs and services	Target	100	100	100	100
		Estimate		98	98	98
		Actual			99	100
(b) Enhanced support to the operationalization and implementation of UN system-wide and ECA initiatives	(i) Compliance with submission deadline of reports and documents	Target	100	98	95	95
		Estimate		98	95	93
		Actual			95	93
	(ii) Enterprise Risk Management plan developed and implemented	Target	1	0	0	0
		Estimate		0	0	0
		Actual			0	0

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2018-2019	2016-2017	2014-2015	2012-2013	
(c) Enhanced new and existing strategic and technical partnerships	Increased number and types of new strategic and technical partnerships in support of the knowledge production, dissemination and policy advocacy work of ECA	Target	180	280		
		Estimate		160	233	
		Actual			158	158
(d) Enhanced organizational learning and accountability through credible, reliable and useful evaluations of ECA programmes and projects	Strategic, thematic, subprogramme and project evaluations conducted and managed in accordance with United Nations Evaluation Group norms and standards	Target	100			
		Estimate		80		
		Actual				
(e) Enhanced quality of ECA knowledge products and services through improved quality assurance processes	Effective quality reviews of the strategic relevance of key ECA products and services, including flagship publications	Target	100			
		Estimate		100		
		Actual			100	
(f) Broadened the extrabudgetary resource base through increased and predictable extrabudgetary funding	Increased extrabudgetary resource level [millions of United States dollars]	Target	46.2	51.7	73.0	44.5
		Estimate		39.8	72.2	52.0
		Actual			49.6	58.2
(g) Reduced exposure of ECA to risk, legal liabilities and claims	Percentage of agreements and legal instruments which expose ECA to necessary risk and liabilities	Target	6	7		
		Estimate		6	10	
		Actual			8	
(h) Communications of ECA subprogrammes are effectively delivered in a timely manner	Timely delivery of component outputs	Target	100	100		
		Estimate		100	80	
		Actual			80	
(i) The organizational change strategies under the purview of the Communications and media relations component are introduced and implemented	Timely implementation of the business plan of the Division [number of recommendations in the strategy documents]	Target	100	100		
		Estimate		100	80	
		Actual			90	
(j) Policymaking organs are effectively supported with communications services	Participant feedback on communication and media relations services is favourable	Target	Very satisfactory	Very satisfactory		
		Estimate		Very Satisfactory		
		Actual		Satisfactory		
(k) ECA effectively builds up its media reputation (through press reports, media coverage, social media, website, etc.)	Increase in positive references to ECA policy research, recommendations and statistics in the media during a policy influence campaign	Target	10	10		
		Estimate		10		
		Actual				
(m) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

43. The component is expected to achieve its objectives and expected accomplishments on the assumption that member States and development partners:

(a) continue to prioritize and invest in inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation; (b) effectively support ECA with the necessary core and extrabudgetary resources and supportive institutional and policy frameworks; (c) continue to request technical assistance from ECA in the implementation of their policies, programmes and projects; and (d) implement activities that contribute to the results of this work programme.

Outputs

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

Table 12 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Meetings of the fifty-first and fifty-second sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts and its subsidiary bodies	8
Parliamentary documentation	
2. Report of the Executive Secretary on the activities of ECA (annual report of the Commission)	2
3. Issue papers	2
4. ECA annual/biennial programme report (the 2017 report in 2018 and the 2018 report in 2019)	2
5. Report on the follow-up to the decisions and recommendations of the ECA Conference of African Ministers of Finance, Planning and Economic Development	2
6. Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
7. Reports on Evaluation	2
8. Reports on quality assurance	2
9. ECA annual business plan for 2018 and 2019	2
10. ECA report on performance management (Balanced Score Card report)	2
11. Corporate Enterprise Risk Management (ERM) report	
Special events	
12. Eleventh African Development Forum	1
13. Planning and substantive servicing of briefing meetings with Ambassadors	1
14. Partners round-table meetings (2 in 2018 and 2 in 2019)	4
15. United Nations Pledging Conference	2
Electronic, audio and video issuances, including films, videotapes, radio broadcasts, news, and documentary and feature programmes:	
16. Fifty-first session of the ECA Conference of Ministers — media coverage, daily newsletter, thematic exhibition of ECA at 60, launch of economic report on Africa (set)	1
17. Sixth Conference on Climate Change and Development in Africa — media coverage, daily newsletter, documentary on climate change impacts (set)	1
18. Twelfth African Development Forum — media coverage, daily newsletter, media training and documentary on related theme (set)	1
19. Statistical Commission for Africa activities — media coverage, media round table, media training and documentary on related theme (set)	1
Technical materials	

<i>Outputs</i>	<i>Quantity</i>
20. Production and publishing of 4 policy research journals — 3 co-published and 1 self-published (set)	1
International cooperation and inter-agency coordination and liaison (regular budget and extrabudgetary)	
Contribution to joint outputs	
21. Functional support for the effective functioning of the tripartite Joint Secretariat Support Office among ECA, the African Union and the African Development Bank as well as the activities of the Coalition for Dialogue on Africa	2
22. Substantive and administrative support for the Consortium to stem Illicit Financial Flows from Africa and special initiatives of the Executive Office such as the High-level Panel on Migration	2
23. Inputs to the ECA programme performance report for the biennium 2018-2019	1
24. Substantive support to the operationalization and implementation of UN system-wide initiatives	
25. Inputs to the ECA proposed strategic framework for the biennium 2020-2021	1
26. Substantive input to System wide reviews by Joint Inspection Unit and other external oversight bodies	1
27. Substantive coordination of external audits conducted by OIOS and Board of Auditors	1
Technical cooperation (regular budget and extrabudgetary)	
Field projects	
28. A thematic coffee photo book depicting images from around Africa by a travel photographer as a complement to the <i>Economic Report on Africa 2018</i> , on ECA at 60	1
Fellowships and grants	
29. Visiting scholars, fellows and interns to support the strengthening of the planning culture within the Commission	2
30. Visiting scholars, fellows and interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture	1
31. Visiting scholars, fellows and interns to enhance the quality assurance capacity at ECA	2
32. Visiting scholars, fellows and interns to enhance the programme management function at ECA	2
33. Visiting scholars, fellows and interns to enhance the evaluation function at ECA	1
Administrative support services (regular budget and extrabudgetary)	
Overall management	
34. Provision of legal advice, including review and clearance of agreements and training (set)	1
Internal oversight services:	
35. Review and updating of quality assurance policies and procedures	2
36. Review and updating of evaluation guidelines and procedures	2
37. Reviews of major ECA products and services	12
38. Programme management manual and tools updated in line with Umoja Extension II (UE2) and UN reforms	1
39. Programme performance and management review meetings	4
40. Joint programme performance review meetings	4
41. Joint financial arrangement project review forums	4
42. Final evaluation of Development Account projects	3
43. Final evaluation of the joint financing agreement	1
44. Thematic evaluations	2
45. Review of evaluation policy	1
46. Self-evaluations of corporate events	1

(a) The distribution of resources for executive direction and management are reflected in tables 13 and 14. The following resource requirements

are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 13 **Resource requirements, 2019: Executive direction and management**

(thousands of United States dollars)

<i>category</i>	<i>Revised financial resources</i>	<i>Posts</i>
Regular budget		
Post	6 758.5	54
Non-post	2 006.4	—
Total (net of staff assessment)	8 764.9	54

Table 14 **Resource requirements by object of expenditure, 2019: Executive direction and management**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	6 758.5
Other staff costs	161.4
Consultants	259.6
Travel of staff	377.3
Contractual services	732.0
General operating expenses	334.2
Supplies and materials	42.5
Furniture and equipment	99.4
Total (net of staff assessment)	8 764.9

Posts

45. The amount of \$6,758,500 would provide for the financing of 54 posts (1 USG, 2 D-2, 2 D-1, 9 P-5, 8 P-4, 11 P-3, 1 P-2, and 20 LL) to support the programme of work under executive direction and management. The following organizational units with a direct reporting line to the Executive Secretary (1 USG) have been reconsidered and changes in the nomenclature of the sections and staffing are proposed in line with the proposed restructuring:

- (a) The Office of the Executive Secretary (1 D-1, 4 P-5, 4 P-4, 4 P-3 and 8 LL); including the within redeployment of:
 - (i) The Partnership and Mobilization Section, including its staffing of a Chief of Section, Programme Management (1 P-5), a Governance and Public Administration Officer (1 P-4), and a Senior Management Programme Assistant (1 LL), which is presently part of SPPOQD, in line with the new ECA vision of having a division dedicated to strategic planning, oversight, and results;
 - (ii) The External Communications and Media Relations Section, including its staffing of a Chief of Section, Public Information (1 P-5, Communication Officer (1 P-4), two Public Information Officers (2 P-3), a senior Public Information Assistant and a Senior Programme Management Assistant (2 LL), which are presently part

of PIKMD, in line with the strategic direction of keeping the communications component under EDM but in the Office of the Executive Secretary. The remaining D-1 and 2 LL posts under the current PIKMD are retained by the reconstituted Office of the Director, PCKMD under programme support;

(b) The existing organizational unit has been reconfigured as the Office of the Deputy Executive Secretary (Programmes) (1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 LL) that oversees all substantive divisions and IDEP;

(c) The existing organizational unit has been reconfigured as the Office of the Deputy Executive Secretary (Operations) (1 D-2, 1 P-5, 1 P-3, 2 LL) that oversees programme support including the Division of Administration and the Division of Publications, Conference and Knowledge Management.

(d) The existing organizational unit, SPPOQD, has been reconfigured as the Strategic Planning, Oversight and Results Division (SPORD) (1 D-1, 3 P-5, 3 P-4, 5 P-3, 1 P-2 and 8 LL), which the reclassification of Chief of Section, Budget (1 P-5) to Chief of Unit (1 P-4), and the outward redeployment of all budget function posts: the newly reclassified Chief of Unit, Budget (1 P-4), a Programme Budget Officer (1 P-3), an Associate Budget Officer (1 NO) and four Budget Assistants (4 LL), from the current Integrated Planning and Budgeting Section of SPPOQD in executive direction and management, to the new Budget Unit within the Division of Administration (DoA) under programme support. This is in line with ECA's new strategic direction requiring a Finance and Budget Section under the Division of Administration in programme support.

(e) Inward redeployment of an Inter-regional Adviser (1 P-5), and a Programme Management Officer (1 P-4) from the discontinued subprogramme 5, Capacity development. The Inter-regional Adviser (1 P-5) will lead the provision of technical assistance and advisory services to member States, regional economic communities, and the African Union Commission and its organs. The Inter-regional Adviser will also represent the Executive Office in inter-governmental bodies and coordinate affairs between the Executive Office, other ECA divisions and member States on the 2030 Agenda for Sustainable Development and Agenda 2063 "The Africa We Want." The Programme Management Officer (1 P-4) will serve in the Partnerships and Resource Mobilization Section in supporting all activities related to partnerships and extrabudgetary resource mobilisation;

(f) Inward redeployment of an Administrative Assistant and Team Assistant (2 LL) from programme support to the Office of the Executive Secretary and will provide administrative support services;

46. Non-post resources in the amount of \$2,006,300, will provide for the following:

Other staff costs

47. The amount of \$161,400, provides for the following: (a) general temporary assistance (\$142,600) for temporary replacement of staff during extended sick leave or maternity leave as well as periods of increased workloads; (b) implementation of organizational resilience/business continuity plans, including the hiring of a Medical Officer, Nurse and Stress Counsellor; and (c) overtime and night differential costs (\$18,800).

Consultants

48. The amount of \$259,600 provides for the following consultancy services needed where such expertise does not exist in-house: (a) provision of short-term services in the implementation of corporate strategies; (b) support work related to quality reviews, evaluations, design of capacity development programme on quality assurance and evaluation, alignment of programme management to Umoja Extension 2 and facilitation of joint planning workshops; and (c) support work related to a revised evaluation policy and plan for 2018-2021.

Travel of staff

49. The amount of \$377,300 provides for the following: (a) attend sessions of the UN General Assembly and ECOSOC (b) meetings of the Regional Economic Communities, the African Union and the African Development Bank, the Joint Secretariat Support Office, the NEPAD Heads of States Implementation Committee and the African Peer Review Mechanism; (c) annual meetings of UN Legal Officers, various high-level demand-driven ad-hoc missions; (d) emergency preparedness, evaluation of medical facilities, training courses in the subregional offices and maintenance and configuration activities of their mission critical infrastructure; and (e) the UN Evaluation Group and other meetings related to evaluations.

Contractual services

50. The amount of \$732,000 provides for: (a) syndication of opinion-editorials and major regional and international media and public relations firms and outlets for disseminating ECA's public relations material globally; (b) procuring services and equipment to produce materials for communications campaigns, corporate events, product launches and other initiatives; (c) production editing, translation and publishing of evaluation, quality assurance and programme management documents; (d) services for incident command and management training for security staff; (e) services for incident response simulation exercises and medical records system maintenance; and (f) external evaluation of ECA's corporate evaluation policy.

General operating expenses

51. The amount of \$334,200 is required for: (a) remote access and telecommuting for critical HQ Staff internet lease, and (b) a satellite backup connection for intranet and internet.

Supplies and materials

52. The amount of \$42,500 provides for (a) medications and medical supplies (\$35,800), and (b) Food rations and bottled water (\$6,700).

Furniture and equipment

53. The amount of \$99,400 will be used for medical equipment required by the UN Health Care Centre for ensuring business continuity and adequate response to mass casualty or other crisis events.

D. Programme of work

54. ECA is positioning its programme of work in terms of the continuity of the work that it carried out in the biennium 2016–2017, with new enhancements to ensure effective support for the implementation and follow-up of new and emerging mandates.

Subprogramme 1

Macroeconomic policy and governance

55. The responsibility for implementing the subprogramme lies with the Macroeconomics and Governance Division. The subprogramme will generate knowledge in order to enhance the capacity of member States in the areas of development planning, forecasting and macroeconomic analysis, economic governance and public finance with support to the Least Developed Countries and the African Peer Review Mechanism (APRM). It will build synergies with pan-African institutions and other partners to support accelerated economic transformation that is inclusive and gender-sensitive. This work will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 1, 8, 10, 16 and 17 of the Sustainable Development Goals and in response to other General Assembly mandates such as the Istanbul Programme of Action and the Addis Ababa Action Agenda on financing for development. The activities on private sector development and finance are now consolidated under the new subprogramme 3 (Private Sector Development and Finance) whereas the outputs related to APRM, previously delivered under the discontinued subprogramme 5, Capacity development, are now added to subprogramme 1, Macroeconomic policy and governance.

Table 15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

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

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States in macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	Increased number of member States using the Commission's macroeconomic analysis and planning tools in the design, implementation and monitoring of gender-sensitive macroeconomic policies and plans	Target	16	12	10	–
		Estimate		12	6	–
		Actual			10	–
(b) Enhanced capacity of member States to mobilize both domestic and international public resources and adopt improved public-sector management and service delivery strategies for sustainable development	Increased number of member States using ECA-recommended policies and strategies on domestic and international public resource mobilization and public-sector management	Target	14	12	10	–
		Estimate		12	10	–
		Actual			10	–
(c) Strengthened capacity of member States to formulate, implement, monitor and evaluate economic governance policies and programmes	Increased number of member States and programmes of African Union organs and institutions using ECA support to review, evaluate and monitor progress in promoting good economic governance in the framework of the African Peer Review Mechanism and other initiatives	Target	6	–	–	–
		Estimate		–	–	–
		Actual			–	–

External factors

56. The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of the Commission's efforts and will incorporate policy recommendations by ECA related to macroeconomic management, development planning, public finance and economic governance and public sector management into their national development plans; (b) the changing macroeconomic and political environment does not lead to reductions in resources for implementing the programme; (c) national Governments are willing to steadily pursue institutional and policy reforms as well as to establish an enabling environment for other stakeholders to contribute effectively to continental, regional and country development and governance processes; and (d) accurate data needed to carry out policy analysis for policy advice are available in a timely manner.

Outputs

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

Table 16 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Parliamentary documentation	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent economic and social developments in Africa/African Development Week	2
Other services	
<i>Other ad hoc expert groups</i>	
2. Sustainable Development Goals progress report	2
3. Review of the draft Economic Report on Africa	2
4. Enhancing the efficiency of the ECA macroeconomic model	1
5. Theme and methodology of the sixth edition of the African Governance Report	1
6. Review the draft of the sixth edition of the African Governance Report	1
7. Emerging economic governance issues	1
8. Financialization in Africa: Financial Regulation for Inclusive Growth	1
9. Emerging issues in public finance	1
10. Topical issue in support of the African Peer Review Mechanism process	1
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
11. Sustainable Development Goals Progress Report	2
12. Economic Report on Africa	2
Non-recurrent publications	
13. Emerging issues in the implementation of the SDGs/Agenda 2063 in Africa	1
14. Sixth edition of the African Governance Report	1
15. Emerging issues in inclusive economic structural transformation of African countries	1
16. Emerging macroeconomic issues in Africa	1
17. Emerging economic governance issues	1
18. Financialization in Africa: Financial Regulation for Inclusive Growth	1

<i>Outputs</i>	<i>Quantity</i>
19. Emerging issues in public finance Booklet, pamphlets, fact sheet, wall charts, information kits	1
20. Roll-out of ECA macroeconomic model for African member States Special events	1
21. Regional and international launch of the Economic Report on Africa	10
22. Launch of the Sustainable Development Goals Report	2
23. Launch of the sixth edition of the African Governance Report	1
24. African Economic Conference	2
Technical materials	
25. Policy briefs on emerging economic issues and challenges of relevance to Africa's growth and development	7
26. Report on a Topical issue in support of the African Peer Review Mechanism process	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Contributions to joint outputs	
27. Contribution to the publication of World Economic Situation and Prospects, coordinated by the Department of Economic and Social Affairs	2
28. Report of the Secretary-General on progress of African least developed countries towards the Istanbul Programme of Action, jointly with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	
29. Contribution to the publication of Financing for Sustainable Development Report, coordinated by the Department of Economic and Social Affairs	2
Technical cooperation (extrabudgetary)	
Fellowships and grants	
30. Visiting scholars, fellows and interns to enhance capacity with regard to development issues and policy analysis	4
Field projects	
31. Aligning the 2030 Agenda for sustainable development with planning frameworks in Africa	1
32. Strengthening capacities for evidence-based implementation and follow up on the SDG and Agenda 2063 in Africa	1
33. Supporting the Consortium to Stem Illicit Financial Flows from Africa	1
34. Defining, estimating and disseminating statistics on illicit financial flows in Africa	1
35. Preventing trade mis-invoicing in selected African countries	1
36. Support to the African Union's Theme of the Year 2018 on Winning the Fight Against Corruption	1
37. Technical support for the African Peer Review Mechanism secretariat in support of country self-assessments and integration of their outcomes into national development plans and related processes	6

58. The distribution of revised resources for 2019 for subprogramme 1 are reflected in tables 17 and 18. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 17 **Resource requirements, 2019: subprogramme 1**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 805.5	25

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Non-post	649.1	–
Total (net of staff assessment)	3 454.6	25

Table 18 **Resource requirements by object of expenditure, 2019: subprogramme 1**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	2 805.5
Other staff costs	12.1
Consultants	101.1
Experts	315.2
Travel of staff	144.7
Contractual services	76.0
Total (net of staff assessment)	3 454.6

Posts

59. The amount of \$2,805,500 would provide for 25 posts (1 D-1, 3 P-5, 5 P-4, 4 P-3, 2 P-2, and 10 LL) to support the implementation of the mandate under the subprogramme. The proposed changes in staffing are as follows:

- (a) The outward redeployment of two posts:
 - (i) Chief of section, Economic Affairs (1 P-5) to the new subprogramme 3, Private sector development and finance, for the implementation of programmes under energy and infrastructure services; and
 - (ii) Economic Affairs Officer (1 P-4) to subprogramme 3, Private sector development and finance, to support agriculture and business enabling environment activities. The redeployments are in line with the new strategic direction and the organizational restructuring principle whereby all subprogrammes, except subprogramme 4, Data and statistics, have been reconfigured to have a maximum of three sections. The redeployments will not have a negative impact on the delivery of the mandate under subprogramme 1, Macroeconomic policy and governance, as a result of the redesign which transferred the focus on the private sector to subprogramme 3, Private sector development and finance and ensures adequate posts commensurate with the remaining work programme.
- (b) The inward redeployment of one post:
 - (i) Team Assistant (1 LL) from programme support to provide administrative services to the subprogramme.

60. Non-post resources in the amount of \$649,100, will provide for the following:

Other staff costs

61. The amount of \$12,100 provides for general temporary assistance (\$10,400) for temporary replacement of staff on maternity leave, sick leave and leave without

pay during peak time; and overtime (\$1,700) for staff members who are required to work beyond regular hours during periods of peak workload.

Consultants

62. The amount of \$101,100 provides for the hiring of external and specialized expertise to provide input for background papers, recurrent and non-recurrent publications and undertake data collection activities that feed into reports and publications. These activities require detailed expertise and technical knowledge for which no similar or equivalent competence is available in-house nor is it considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

63. The amount of \$315,200 provides for the organization of ad hoc expert group meetings related to the review and discussion of (a) the Sustainable Development Goals, (b) the African Governance Report, and (c) the Economic Report on Africa. The expert group meetings will also review and discuss emerging issues on economic governance, public finance, and the African Peer Review Mechanism process.

Travel of staff

64. The amount of \$144,700 provides for the financing of fourteen trips for staff related to: (a) participation and substantive contribution to meetings and conferences of ECA subregional offices, United Nations agencies and international institutions, on the issues relevant to African development; (b) provision of advisory services requested by member States and launch of the Economic Report on Africa and other major publications; and (c) travel for data collection, fact finding and consultation with relevant officials on issues related to development and providing technical support to disseminate findings.

Contractual services

65. The amount of \$76,000 provides for the editing and translation of recurrent and non-recurrent publications and reports produced under this subprogramme.

Subprogramme 2

Regional integration and trade

66. Substantive responsibility for implementing the subprogramme is vested in the Regional Integration and Trade Division. The subprogramme will focus on evidence-based analytical research, the provision of advisory services and the building of consensus among member States, with a view to influencing policy on structural transformation and sustainable development in Africa. This work will be conducted within the framework of the 2030 Agenda for Sustainable Development and the Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 8, 9, 10 and 17 of the Sustainable Development Goals and in response to emerging issues of relevance to Africa. In doing so, ECA will ensure coherence with subprogramme 2 of part IV, section 11, of the United Nations proposed programme budget for the biennium 2018–2019, on regional coordination of and support for the New Partnership for Africa’s Development.

Table 19

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

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

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to deepen regional markets and accelerate industrialization	(i) Increased number of member States and regional economic communities using ECA-proposed policies to design, implement and monitor programmes on diversification, market institutions and regional value chains, taking into account related gender dimensions	Target	15	20		
		Estimate		20	15	
		Actual			15	
	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks	Target	45	15		
		Estimate		15	6	
		Actual			6	
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade	(i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and to attract foreign direct investment and African cross-border investment	Target	54	41		
		Estimate		45	29	
		Actual			29	
	(ii) Increased number of member States participating in regional free trade areas, including regional economic communities' free trade areas and customs and monetary unions, that have harmonized their trade policies towards achievement of the African Continental Free Trade Area	Target	20	20		
		Estimate	22	20	15	
		Actual			15	
(c) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	Increased number of member States, regional economic communities and pan-African institutions provided with ECA capacity-development services to formulate, implement, monitor and report policies and programmes in support of African development priorities and agendas	Target	24	22		
		Estimate		22	17	
		Actual			17	

External factors

67. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and development partners remain committed to the core and priorities of the outcomes of major summits and conferences on economic transformation and sustainable development; (b) Regional Economic Communities and member States will commit to mainstreaming recommendations from its policy research work into national and regional action plans and implementing them assiduously; and (c) African Union member States ratify in larger numbers the Agreement establishing the AfCFTA and implement it effectively.

Outputs

68. During the biennium 2018-2019, the following outputs will be delivered:

Table 20 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Eleventh session of the Committee on Regional Cooperation and Integration	1
Parliamentary documentation	
2. Comprehensive report to the eleventh session of the Committee on Regional Cooperation and Integration	1
3. Report for the eleventh session of the Committee on Regional Cooperation and Integration on how member States are levelling the playing field for intra-African investment with a view to sharing best practices among member States	1
4. Updates on the status of international and intra-African trade	1
5. Revisiting policy, legislation and institutions for industrial development in Africa	1
Other services	
<i>Other ad hoc expert groups</i>	
6. Position of policy options towards levelling the playing field for intra-African investment through the establishment of a common investment area in the Continental Free Trade Area	1
7. Assessment of regional integration in Africa	1
8. Revising policy legislation and institutions for industrial development in Africa	1
Other substantive activities (regular budget)	
Non-recurrent publications	
9. Towards a common investment area in the Continental Free Trade Area: policy options towards levelling the playing field for intra-African investment	1
10. Ninth review of assessing regional integration in Africa	1
11. Revisiting policy, legislation and institutions for industrial development in Africa	1
12. Booklets, pamphlets, fact sheets, wallcharts, information kits	
13. Development of electronic guides on investments	2
14. Policy brief, guidelines and toolkits on industrialization in Africa	1
15. Studies and policy briefs on topical international and intraregional trade issues	2
16. Information kits on the activities of the African Trade Policy Centre (set)	2
17. Topical issue on the African Union integration agenda	1
Special events	
17. African Trade Forum	1
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
Responses to the needs expressed by member States and regional/subregional cooperation groups in the context of NEPAD and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017-2027 in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals	
	6
Training, seminars and workshops	
18. Training programme, in collaboration with the African Institute for Economic Development and Planning, on trade economics, regional integration and capacity-building for trade policy and structural transformation, Aid for Trade, basic/intermediate trade modelling and advanced trade modelling	2

<i>Outputs</i>	<i>Quantity</i>
19. Africa high-level trade policy dialogue	1
Fellowships and grants	
20. Visiting scholars, fellows and interns to enhance capacity with regard to trade policy issues and analysis, and the formulation and implementation of policies and programmes in the areas of industrialization, investment, regional integration, trade as well as markets	5
21. Review of the report on the African Union integration agenda	1
22. Grants to various institutions specializing in trade and to universities, member States and other stakeholders	2
Field projects (country, regional, interregional)	
23. Analytical support for the Vienna Programme of Action	2
24. Implementation of the "Industrialize Africa" initiative	1
25. Maintenance of the Observatory on Regional Integration in Africa	2
26. Project in line with the African Union agenda on boosting intra-African trade and the capacity of member States and regional economic communities to increase Africa's share of international trade through the Africa Trade Policy Centre	2

69. The distribution of revised resources for 2019 for subprogramme 2 are reflected in tables 21 and 22. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 21 **Resource requirements, 2019: subprogramme 2**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 549.6	21
Non-post	250.4	—
Total (net of staff assessment)	2 800.0	21

Table 22 **Resource requirements by object of expenditure, 2019: subprogramme 2**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	2 549.6
Other staff costs	1.3
Consultants	96.6
Experts	81.0
Travel of staff	43.8
Contractual services	27.7
Total (net of staff assessment)	2 800.0

Posts

70. The amount of \$2,549,600 would provide for 21 posts (1 D-1, 2 P-5, 3 P-4, 6 P-3, 3 P-2 and 6 LL) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include the following:

- (a) The outward redeployment of seven posts:
 - (i) Chief of Section, Programme Management (1 P-5) located in Addis Ababa, to subprogramme 7, component 3, located in Yaounde, Cameroon, to support the subregional initiatives on economic diversification policy and reforms in Central Africa thereby ensuring a more effective approach to priority issues of concern and development challenges faced by member States in subregion;
 - (ii) Four posts to subprogramme 3, Private sector development and finance in line with the new strategic direction and revised structure of the subprogramme. The posts include an Economic Affairs Officer (1 P-4) and two Economic Affairs Officers (2 P-3) to the Energy Industry and Infrastructure Section, the Agriculture and Business Environment Section and the Innovative Finance and Capital Markets Section. In addition, a Staff Assistant (1 LL) is being redeployed for administrative support to the Agriculture and Business Enabling Environment Section;
 - (iii) Economic Affairs Officer (1 P-4) to subprogramme 5, Climate change, environment and natural resources management, to ensure timely delivery of quality outputs in policy analysis, advocacy, current and non-current publications and technical cooperation related to the Climate Change Section;
 - (iv) Programme Management Assistant (1 LL) to Executive Direction and Management for administrative support;
- (b) The inward redeployment of three posts:
 - (i) Programme Management Officer (1 P-3) to the Market Institutions Section and an Economic Affairs Officer (1 P-3) to the Regional Integration and NEPAD Section from the discontinued subprogramme 5, Capacity development. The inward redeployment also includes an Associate Economics Affairs Officer (1 P-2) from subprogramme 7, component 1, located in Rabat, Morocco, to Addis Ababa, Ethiopia. The posts will assist in the overall planning, monitoring and implementation of the subprogramme and will ensure the delivery of high quality outputs by conducting technical analysis, formulating recommendations and position papers, participating in inter-agency consultations, meetings, and conferences related to African development issues and serving as a leader of different projects of the subprogramme.

71. Non-post resources in the amount of \$250,400 will provide for the following:

Other staff costs

72. The amount of \$1,300 provides for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

73. The amount of \$96,600 provides for the hiring of external and specialized expertise to provide expert knowledge for data collection through several targeted

missions in the subregions and to assist in the preparation of non-recurrent publications and technical materials. These activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in the subprogramme. It is also not considered cost effective to build capacity by recruiting staff with specialized skills.

Experts

74. The amount of \$81,000, provides for ad hoc expert group meetings to review reports on: (a) *Policy options towards levelling the playing field for intra-African investment through the establishment of a common investment area in the Continental Free Trade Area*; (b) *Assessment of regional integration in Africa*; and (c) *Revising policy legislation and institutions for industrial development in Africa*.

Travel of staff

75. The amount of \$43,800 provides for the financing of five trips of staff for: (a) data collection missions for Assessing of Regional Integration in Africa (ARIA) and parliamentary publications; (b) provision of advisory services requested by member States; (c) to assist to exhibitions and the formal launch of ARIA and other important publications; and (d) ad hoc expert group meetings.

Contractual services

76. The amount of \$27,700 provides for the editing, printing and translation of publications, as well as interpretation and audio-visual services of meetings.

Subprogramme 3

Private sector development and finance

77. Substantive responsibility for implementing the subprogramme is vested in the Private Sector Development and Finance Division. The subprogramme will aim to increase the share of private sector finance in the African economy. Emphasis will be placed on promoting the emergence of domestic and women-owned lead firms in joint ventures that can participate competitively in national, regional and global value chains. Of equal importance is the need to foster regional investments and strengthen the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. In addition, evidence-based policy research will be produced to support the efforts of member States to further the development of small and medium-sized enterprises. This work will be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 1, 4, 5, 7, 8, 9, 11 and 12 of the Sustainable Development Goals.

78. In this regard, programmes on investments in critical areas of agriculture, land, and infrastructure previously under ECA’s Regional Integration and trade subprogramme and private sector development under the previous Macroeconomic Policy subprogramme have been consolidated under the new Private sector development and finance subprogramme.

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

Objective of the Organization: To achieve sustained economic growth and transformation in Africa in the framework of the 2030 Agenda and Agenda 2063 through leveraging the private sector’s role and resources

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
(a) Enhanced capacity of member States to design and implement policies and strategies to improve the business environment with a particular focus on agriculture and land related policies	Increased number of member States and regional economic communities working with ECA on proposed policies to improve global business environment rankings at the regional level, taking into account the impact on women and young entrepreneurs and attracting investments in critical areas of agriculture, land, energy, health and infrastructure	Target	6		
		Estimate			
		Actual			
(b) Enhanced capacity of member States to design and implement policies and strategies that promote innovative financing for developing capital markets to support private sector development and attract investment	(i) Increased number of member States and regional economic communities working with ECA to deepen capital market development through the design of policies or implementation of regulations conducive to the deepening of financial markets, including in the areas of leasing, digital finance, insurance and pension funds, in order to mobilize long-term investment for renewable energy, infrastructure and social sectors	Target	7		
		Estimate			
		Actual			
	(ii) Increased number of member States using innovative financing mechanisms to leverage additional resources for investment, in particular for energy and infrastructure financing, including the use of public-private partnership frameworks, and also the financing of social services such as health	Target	7		
		Estimate			
		Actual			
	(iii) Increased number of member States that have adopted energy efficient policies and adopted plans to increase access to energy including in rural communities	Target	7		
		Estimate			
		Actual			
(c) Enhanced capacity of member States to formulate and implement policies and programmes aimed at increasing private sector investment in infrastructure, energy and services, leading to improved infrastructure provision, job creation and economic growth	(i) Increased number of member States that design and implement, with the support of ECA, policies and programmes conducive to an increase in public-private partnership projects in infrastructure, energy and services	Target	6		
		Estimate			
		Actual			
	(ii) Increased number of countries with standardized public-private partnership frameworks compliant with the Sustainable Development Goals in an increased number of sectors, including technology and ICT	Target	7		
		Estimate			
		Actual			

External factors

79. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national

polymakers are supportive of the Commission's efforts and are fully on board for the incorporation of private sector and finance policies into their national development plans; (b) the changing political environment does not hinder the mobilisation of resources for implementing the programme; (c) national Governments are willing to steadily pursue institutional and policy reforms as well as to establish an enabling environment for other stakeholders to contribute effectively to continental, regional and country private sector development and finance; and (d) the accurate data needed to carry out policy analysis and forecasts for policy advice are available in a timely manner.

Outputs

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

Table 24 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Parliamentary documentation	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1
Other services	
<i>Other ad hoc expert groups</i>	
2. Private sector and innovative financing for health	1
3. Housing and pension fund regulations development	1
4. Emerging issues on pension fund development	1
5. Launch of digital ID refinancing	1
6. Economic conference on capital markets development	1
7. Launch of women fund	1
8. Creation of pension fund consortium	1
9. Regulatory environment for investment in Africa's energy sector	1
10. African Railway interconnection	1
Non-recurrent publications	
9. Financing infrastructure in Africa: The role of pension funds	1
10. Assessment of the regulations and supervision of pension funds in Africa	1
11. Review and structure of a new housing finance instrument in West African Monetary and Economic Union (WAEMU) countries	1
12. African Women Leadership Fund Concept Paper	1
13. Review of the Africa's Credit Rating Agency (ACRA) Concept Paper	1
14. Support to the Banking sector supervision	1
15. Emerging issues on innovative planning products on infrastructure	2
16. Report on African rating Agencies	1
17. Study Report on Mapping land based investment opportunities for agriculture and agribusiness in Africa	1
18. Review of regulatory and policy frameworks for private sector investment and finance of Africa's infrastructure	1
19. Assessment of the role of private sector in developing energy infrastructure through regional power pools	1

<i>Outputs</i>	<i>Quantity</i>
20. Global tracking framework for SDG 7 (SE4ALL)	1
21. Measuring the economic benefits of hydropower	1
23. Assessment of the energy-manufacturing nexus	1
24. Review of sustainability of small energy systems in Africa	1
25. Review of impact of energy systems and costs on trade competitiveness in Africa	1
26. Study on the socio-economic benefits of a Single African Sky	1
27. Challenges and opportunities in Africa's maritime transport	1
28. Report on African railway interconnection	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
29. Symposium of the Association of African Central Banks (AACB)	1
30. African Leadership Forum: Financing Africa's Transformation For Sustainable Development	1
31. African Financial Summit on the margins of the National Association of Securities Professionals (NASP) 29 th Annual Pension and Financial Services Conference	1
32. Development of capital markets, and regulatory measures for promoting private sector investment (insurance)	1
33. Promoting innovative sources of financing (pension funds and insurances) to crowd-in investments for Africa's infrastructure development	1
34. Promoting the issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa.	1
35. Conference on Land Policy in Africa	1
36. Progress made in land policy development and implementation in Africa	1
37. Supporting women's entrepreneurship through policy, legal and institutional reforms to achieve the 30% target for documented women's land rights	1
38. Development of energy mix model	1
39. Development of competitiveness index for capital markets	1
40. Promoting Road Safety in Africa	
41. Promoting the Single African Air Transport Market and tracking progress in the implementation of the Yamoussoukro Decision	1
42. Analytical work in support of Agenda 2063's Continental High Speed Railway Programme	1
43. Programme for Infrastructure Development in Africa (PIDA) Steering Committee Meeting and PIDA Week	2
44.. Annual Meeting of the African Transport Policy Programme (SSATP)	2
45. Promoting the Luxembourg Rail Protocol	2
46. African Biomass Data Initiative	1
Technical cooperation (extrabudgetary)	
Training, seminars and workshops	
47. Infrastructure Investments Workshop and Africa-US Investors Retreat	1
48. Development of energy mix model	1
49. Development of competitiveness index for capital markets	1
50. Training on energy modelling and planning	1
51. Advisory services on project finance	2
52. Public Private Partnerships (PPPs)	3
53. African energy interconnection	1
Field projects (country, regional, interregional)	

<i>Outputs</i>	<i>Quantity</i>
54. Multi-agency African Transport Policy Programme	1
55. Report on securing land rights in customary land regimes	1
56. Harmonization of land policies to promote regional integration in Africa	1
57. Guidelines on mainstreaming land governance in the CAADP/national agricultural investment plans (NAIPs)	1
58. Assessment Report on capacity needs of land policymakers and practitioners	1
Report on land valuation and taxation in Africa	
59. Policy brief on gender, agriculture and land	2
60. Journal on Land Policy in Africa –	2
61. Training on land policy and land governance in Africa	4
62. Project to strengthen the capacity of Member States and regional organizations to implement the AU declaration on land through the African land policy centre (ALPC)	1
63 Project to support universities and institutions of higher learning on land governance through the Network of Excellence on Land Governance in Africa (NELGA)	1
64. 2018 Africa regional overview of food security and nutrition	1
65. Framework for promoting regional value chains in Africa	1
66. Technical advisory services on land governance and agriculture	4
Booklets, pamphlets, fact sheets, wallcharts, information kits	
67. Toolkit for mapping land based investment opportunities for agriculture and agribusiness in Africa	1
68. Policy briefs/profiles on land based investment opportunities for agriculture and agribusiness	1
69. Pamphlets and brochures on land governance	
70. Framework for promoting regional value chains in Africa	1

81. The distribution of revised resources for 2019 for subprogramme 3 are reflected in tables 25 and 26. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 25 Resource requirements, 2019: subprogramme 3

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 359.9	18
Non-post	429.6	–
Total (net of staff assessment)	2 789.5	18

Table 26 Resource requirements by object of expenditure, 2019: subprogramme 3

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Financial resources</i>
Posts	2 359.9
Other staff costs	10.7
Consultants	110.2
Experts	207.7

<i>Object of expenditure</i>	<i>Financial resources</i>
Travel of staff	52.9
Contractual services	48.0
Total (net of staff assessment)	2 789.5

Posts

82. The amount of \$2,359,900 would provide for 18 posts (1 D-1, 4 P-5, 4 P-4, 3 P-3, and 6 LL) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include:

- (a) The establishment of three Chiefs of Section, Economic Affairs (3 P-5). The section chiefs are required to provide leadership and guidance to the Agriculture and Business Enabling Environment Section, the Innovative Finance and Capital Markets Section, and the Energy Infrastructure and Services Sections in undertaking rigorous economic and social studies on development in Africa.
- (b) The inward redeployment of 15 posts consists of the following:
 - (i) A Chief of Section, Economic Affairs (1 P-5) to co-lead the Energy, Infrastructure and Services Section and an Economic Affairs Officer (1 P-4);
 - (ii) An Economic Affairs Officer (1 P-4), two Economic Affairs Officers (2 P-3) and a Staff Assistant (1 LL) from subprogramme 2, Regional integration and trade;
 - (iii) A Principal Programme Management Officer (1 D-1), three Administrative Assistants, a Team Assistant and a Senior Public Information Assistant (5 LL) from the discontinued subprogramme 5, Capacity development;
 - (iv) An Economic Affairs Officers (1 P-4) from subprogramme 7, component 1, located in Rabat, Morocco, and an Economic Affairs Officer (1 P-4) from subprogramme 7, component 4, located in Kigali, Rwanda to Addis Ababa, Ethiopia; and
 - (v) A Social Affairs Officer (1 P-3) from subprogramme 9, Poverty, inequality and social policy, to support activities under the Energy, Infrastructure and Services Section.

83. The above posts will support the new subprogramme 3, Private sector development and finance. The establishment of this subprogramme has become crucial as the private sector's role in financing Africa's development continues to grow. The Principal Programme Management Officer (D-1) is essential to effectively manage and coordinate the subprogramme by providing direction and guidance to the preparation and implementation of the programme of work. The Principle Programme Management Officer formulates the work programme, determines priorities, identifies implementation modalities, and allocates resources accordingly ensuring that all outputs produced comply with relevant mandates and maintains high quality standards that are results-oriented.

84. The three Chiefs of Section, Economic Affairs (3 P-5) will (a) supervise the production of reports and studies; (b) advocate for ECA's policies and programmes to a range of stakeholders; (c) provide technical assistance and advisory service to member States; and (d) represent the division in inter-governmental bodies.

85. The Economic Affairs Officers (1 P-4 and 2 P-3) are necessary to (a) assist the Chiefs of Sections to ensure the delivery of high quality outputs by conducting technical analysis; (b) undertake rigorous research through the application of quantitative and qualitative method including analysing, policy and programme analysis; (c) formulate recommendations and position papers based on data gathering and synthesizing; (d) prepare for and participate in inter-agency consultations, meetings, and conferences related to African development issues; (e) serve as leaders of different projects of the subprogramme; (f) assist in the organization and servicing of intergovernmental conferences, expert group meetings, seminars and workshops; and (g) prepare speeches and other inputs for presentations;

86. The Local level posts will provide programme assistance, knowledge management and administrative support to the subprogramme. These tasks include: (a) assisting the Principle Programme Management Officer (D-1) in effective coordination, preparation, monitoring, and implementation of the Division's work programme and programme budget activities; (b) collecting and analysing data and preparing background materials for reports and studies; (c) designing and managing databases; (d) coordinating and monitoring multiple and diverse activities and work processes; (d) and assisting with the full range of office management and administrative matters.

87. Non-post resources in the amount of \$429,500, redeployed from existing non-post resources for 2018-2019, will provide for the following:

Other staff costs

88. The amount of \$10,700 provides for overtime costs for staff members working after regular hours during periods of peak workload.

Consultants

89. The amount of \$110,200 provides for the hiring of external and specialized expertise to provide expert knowledge for data collection in several targeted missions in the subregions and to assist in the preparation of non-recurrent publications and technical materials. These activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in the subprogramme. It is also not cost effective to build capacity by recruiting staff with specialized skills.

Experts

90. The amount of \$207,700 provides for ad hoc expert group meetings to review reports on: (a) *Private sector and innovative financing for health*; (b) *Housing and pension fund regulations development*; (c) *Emerging issues on pension fund development*; and (d) launch of digital ID refinancing; (e) Economic conference on capital markets development; (f) launch of women fund; and (g) promote the creation of pension fund consortium.

Travel of staff

91. The amount of \$52,900 provides for the financing of six trips for staff related to: (a) participation in meetings organized by stakeholders and partners; and (b) data collection missions and organization of various meetings including participation in ad hoc expert group meetings.

Contractual services

92. The amount of \$48,000 provides for the editing, printing and translation of publications, as well as interpretation and audio-visual services of meetings.

Subprogramme 4

Data and statistics

93. Substantive responsibility for implementing the subprogramme is vested in the African Centre for Statistics. The subprogramme will continue its work on improving the production, dissemination and use of high-quality and comparable data and statistics in Africa to support evidence-based policymaking, planning, implementation, monitoring and reporting. This work will be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 1 to 17 of the Sustainable Development Goals.

94. The subprogramme has been designed in response to the data challenges emerging from recent African and global initiatives and recognizes the need for an African data revolution that is driven by African countries and is designed specifically to meet the special conditions and challenges of the continent.

Table 27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the production, dissemination and use of quality data and statistics in the framework of the 2030 Agenda and Agenda 2063 in order to support economic and social development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
(a) Strengthened capacity of member States to produce, disseminate and use disaggregated data and statistics, with a gender dimension, to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan	Target	25		
		Estimate		—	
		Actual			
	(ii) Increased number of member States that are producing and reporting statistics in at least three statistical areas for monitoring the implementation of the 2030 Agenda and Agenda 2063 with appropriate disaggregation	Target	10		
		Estimate			
		Actual			
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system	Target	20		
		Estimate			
		Actual			
	(iv) Increased number of member States carrying out censuses by 2025 with support from ECA	Target	15		
		Estimate		10	
		Actual			
	(v) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts, including environmental economic accounting	Target	30		
		Estimate		20	
		Actual			
	(vi) Increased number of member States enabled to adopt technology in the production and dissemination of data and statistics	Target	10		
		Estimate			
		Actual			
		Target	12		
		Estimate			

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2018-2019	2016-2017	2014-2015	2012-2013
(b) Improved availability of harmonized statistics in ECA databases and enhanced support for member States in their efforts to produce and disseminate comparable data and statistics	(vii) Increased number of member States implementing gender statistics action plans	actual			
	(viii) Increased number of member States producing migration data and statistics using new methodologies and systems	Target Estimate Actual	5		
	(i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for the 2030 Agenda and Agenda 2063 that exist in the ECA databases	Target Estimate Actual	20	10	
	(ii) Increased number of member States with enhanced capacity to produce quality and harmonized data in line with the global frameworks	Target Estimate Actual	50	30 20	20 20
	(iii) Increased number of member States with data quality assurance framework in place	Target Estimate Actual			
	(i) Increased number of member States developing policies and strategies for the integration of statistical and geospatial information	Target Estimate Actual	10		
	(ii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data	Target Estimate Actual	10	5	

External factors

95. The subprogramme is expected to fully achieve its objectives and expected accomplishments on the assumption that: (a) member States continue to scale up resources for conducting regular statistical operations, such as censuses, surveys and the collection of administrative data; (b) regional economic communities and regional and international partners join efforts to support statistical harmonization and capacity-building; (c) members of the African Statistical Coordination Committee continue to play their respective roles in improving statistical coordination in the region within the Regional Reference Strategic Framework, the Strategy for the Harmonization of Statistics in Africa and the African Charter on Statistics; and (d) United Nations agencies working on the continent to improve data also join the regional efforts.

Outputs

96. During the biennium 2018-2019, the following outputs will be delivered:

Table 28 **Categories of outputs and final outputs**

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

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

<i>Outputs</i>	<i>Quantity</i>
33. Atlas of spatial statistics	2
Special events	
34. Eighth Forum on Statistical Development in Africa	1
Technical materials	
35. ECA corporate database	2
36. Development of geospatial database, online services and geo-portals	2
37. African statistical knowledge base	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
38. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
39. Annual meeting of the African Statistical Coordination Committee	2
40. Annual meeting of the Statistical Commission	2
41. Inter-agency meeting on civil registration and vital statistics	2
42. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
43. Inter-agency meeting on Sustainable Development Goals indicators	2
44. Regional Committees High-level Forums on Global Geospatial Information Management	2
45. Meetings of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
46. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Documentation for inter-agency meetings	
47. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
48. Annual meeting of the African Statistical Coordination Committee	2
49. Annual meeting of the Statistical Commission	2
50. Inter-agency meeting on civil registration and vital statistics	2
51. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
52. Inter-agency meeting on Sustainable Development Goals indicators	2
53. Regional Committees High-level Forums on Global Geospatial Information Management	2
54. Meetings of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
55. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
56. Implementation of the Data Documentation Initiative and statistical data and metadata standards	1
57. Use of mobile devices for data collection	2
58. Making official statistics open by default for data collection	2
59. Assistance to member States and regional economic communities on statistical strategies, training in statistics and the monitoring and evaluation of the 2030 Agenda for Sustainable Development and Agenda 2063	2
60. Assistance to member States on the development of their systems for population and housing censuses, and gender statistics	2
61. Provision of technical assistance to member States on the strengthening and harmonization of economic statistics	2

<i>Outputs</i>	<i>Quantity</i>
62. Assistance to member States on the development of their national spatial data infrastructure, the implementation of the African Geodetic Reference Frame and the Second Administrative Level Boundaries project, the integration of statistical and geospatial information and other programmes related to the use and management of geospatial information	2
Training, seminars and workshops	
63. Implementation of data exchange initiatives	1
64. Modernizing statistical production	1
65. Population and housing censuses	1
66. Regional training workshops on gender statistics	1
67. Training workshops on civil registration and vital statistics	1
68. Measuring and monitoring Sustainable Development Goals indicators related to demographic and social statistics	1
69. Economic statistics and national accounts	1
70. Geospatial datasets for monitoring Sustainable Development Goals	1
71. Strategy for the integration of statistical and geospatial information	1
Fellowships and grants	
72. Visiting scholars, fellows and interns to support the work of ECA on data analytics, infographics, big data and new data frontiers, statistical strategies and statistical training	5
Field projects	
73. Improving data exchange in Africa	1
74. Improving the harmonization of statistics through a common metadata framework	1
75. Phase II on strengthening the capacity of African countries in the area of agricultural and rural statistics	1
76. Support for African countries in the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	1
77. The 2020 Africa Programme on Population and Housing Census Decade (2015-2024) and the workplan for 2016-2020	1
78. African programme on gender statistics	1
79. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1
80. Strengthening the capacities of member States for the implementation of the 2008 System of National Accounts	1
81. Strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1
82. Strengthening the capacities of member States for the integration of Statistical and Geospatial Information	1

97. The distribution of resources for subprogramme 4 is reflected in tables 29 and 30. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 29 **Resource requirements, 2019: subprogramme 4**
(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	3 829.7	36
Non-post	723.8	—

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Total (net of staff assessment)	4 553.5	36

Table 30 **Resource requirements by object of expenditure, 2019: subprogramme 4**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	3 829.7
Other staff costs	9.2
Consultants	53.9
Experts	480.1
Travel of staff	113.8
Contractual services	66.8
Total (net of staff assessment)	4 553.5

Posts

98. The amount of \$3,829,700 would provide for 36 posts (1 D-1, 4 P-5, 5 P-4, 7 P-3, 4 P-2, 15 LL) to support implementation of the mandate under the subprogramme. The change in staffing includes the abolishment of a Chief of Section, Statistics (1 P-5) and a Geographic Information Officer (1 P-4). Subprogramme 4, Data and statistics, has been redesigned to have sufficient numbers and categories of posts that are commensurate with the level of the work programme delivery thereby ensuring full implementation with no adverse impact.

99. Non-post resources in the amount of \$723,800 will provide for the following:

Other staff costs

100. The amount of \$9,200 provides for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

101. The amount of \$53,900 provides for the hiring of external specialized expertise to assist the Division in the preparation of publications, with specific expertise in database design and data collection services and data migration entries. The activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in the subprogramme. It is also not considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

102. The amount of \$480,100, provides for ad hoc expert group meetings to review the following reports: (a) *Data validation for Africa Statistical Yearbook (ASYB)*; (b) *Population and Housing census*; (c) *Strengthening and harmonization of economic statistics in Africa*; (d) *Implementing the 2008 System of National Accounts in Africa*; (e) *Legal and Regulatory Framework on Geospatial information utilization in Africa*; and (f) *Integration of Statistical and Geospatial Information in Africa*.

Travel of staff

103. The amount of \$113,800 provides for the financing of 7 trips to various locations to: (a) participate in meetings organized by stakeholders and partners; and (b) data collection missions and organization of meetings as well as ad hoc expert group meetings.

Contractual services

104. The amount of \$66,800 provides for the financing of: (a) technical material and production of promotional and display materials to support member States in statistical advocacy; (b) external printing and dispatching of publications including manuals, guidelines, posters and other public relations material; and (c) exhibition materials on statistical resources and methodology for National Statistical Offices, Civil Registration and Vital Statistics officials, partners and policymakers.

Subprogramme 5

Climate change, environment and natural resources management

105. Substantive responsibility for implementing the new and revised subprogramme 5 rests with the Climate Change, Environment and Natural Resource Management Division. The subprogramme aims at designing and implementing strategies for reducing the negative impacts of climate change; transitioning to inclusive, green, low-carbon and climate-resilient development; harnessing new technologies to achieve sustainable development; and enhancing the contribution of natural resources as a means of creating wealth and a conduit towards diversifying African economies. The work of the subprogramme will be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 2, 6, 7, 9, 12, 13, 14, and 15 of the Sustainable Development Goals.

Table 31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Objective of the Organization: To support the efficient management of Africa’s natural capital and reduce the negative impacts of climate change by moving towards green transitions and climate-resilient development

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
(a) Enhanced capacity of member States to nurture and harness natural resource endowments, new technologies and infrastructure in reversing resource depletion for Africa’s development	(i) Increased number of national, subregional and regional initiatives aimed at harnessing Africa’s natural resources through resource efficiency, new technologies and innovations for Africa’s development	Target	25	20	15
		Estimate	25	20	15 10
		Actual			15 10
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for managing natural resource endowments based on ECA research and advocacy work	Target	14	10	
		Estimate	14	10	
		Actual			
	(iii) Increased number of member States adopting responsive policies	Target	1	0	

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
	on the sound and efficient management of renewable resources and the adoption of tangible blueprints for blue and green economies	Estimate	1		
		Actual			
	(iv) Increased number of policy recommendations on climate-resilient technologies and infrastructure of major United Nations conferences implemented as a result of ECA technical and advisory support related to the transition towards the management of ecosystems and natural resources through targeted programmes	Target	4	0	
		Estimate	4		
		Actual			
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	Increased number of member States that have formulated or implemented policy reforms in line with ECA recommendations to foster a green economy in the context of sustainable development	Target	23	20	
		Estimate		20	15
		Actual			15
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision	Target	13	10	5
		Estimate	13	10	5
		Actual			
(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(i) Increased number of member States that have formulated, reviewed or implemented inclusive policy frameworks for the implementation of intended nationally determined contributions and other related climate actions in line with the Paris Agreement as a result of ECA support	Target	18	12	10
		Estimate	18	12	10
		Actual			
	(ii) Increased number of outputs from climate change research or initiatives supporting the implementation of multilateral environmental agreements on natural resources management, climate change, building the capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support	Target	15	10	
		Estimate	15	10	
		Actual			

External factors

106. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments' development policies continue to include new technologies and innovation and gender-responsive policy reforms as a priority; (b) Governments will prioritize budget allocation for identified activities to promote new technologies and innovation and to foster green economy for sustainable development; and (c) member States, subregional

institutions, regional economic communities and partners embrace the concepts, research findings and recommendations of ECA and are willing to cooperate and collaborate with the Commission in the implementation of the subprogramme's activities and continue to allocate both human and financial resources.

Outputs

107. During the biennium 2018-2019, the following outputs will be delivered:

Table 32 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	2
2. Committee on Sustainable Development	1
Parliamentary documentation	
2. Report on the Africa Regional Forum on sustainable development in preparation for the high-level political forum on sustainable development	2
3. Report to the Africa Regional Meeting on new technologies and innovation for Africa's transformation and conference of ministers responsible for new technologies and innovation	1
4. Report to the Africa regional forum on sustainable development on inclusive green economy in the context of structural transformation and sustainable development in Africa	2
Report on Climate change, environment and natural resources management for sustainable development	1
Other services	
<i>Other ad hoc expert groups</i>	
5. New technologies and innovation trends in Africa	2
6. Annual report on African science, technology and innovation	2
7. Inclusive green economy in the context of structural transformation in Africa	3
8. Review of Country Mining Vision issues and options at the national level	4
9. Review of mineral codes, documents and initiatives of regional economic communities	2
Other substantive activities (regular budget and extrabudgetary)	
Non-recurrent publications	
10. New technologies and innovation trends in Africa	2
11. Annual report on African science, technology and innovation	2
12. Inclusive green economy in the context of structural transformation	3
13. Climate change and development in Africa	2
14. Research paper on climate change and development in Africa	2
Special events	
15. Senior experts dialogue on science, technology and innovation	2
16. High-level policy event on inclusive green economy and structural transformation in Africa	1
17. Conference on climate change and development in Africa	1
18. Africa climate talks	2
Technical materials	
20. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2

<i>Outputs</i>	<i>Quantity</i>
21. Policy briefs and research papers on inclusive green economy in the context of structural transformation	4
23. Methodological guidelines for assessments guiding climate investments in ecosystems (set)	1
25. Policy brief and research papers on climate change and development in Africa	4
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
26. Contribution to the African Union/NEPAD meetings on new technologies and innovation	2
Documentation for inter-agency meetings	
27. Documentation for the African Union/NEPAD meetings on new technologies and innovation	2
Technical cooperation (extrabudgetary)	
Training, seminars and workshops	
28. Training of experts and policymakers on inclusive green economy and structural transformation	2
29. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	2
30. Young African Lawyers Programme	2
Fellowships and grants	
35. Visiting scholars, fellows and interns to enhance capacity on inclusive green economy in Africa	2
36. Fellowships on ECA work on climate change and development in Africa	3
37. Provide climate research grants to various institutions, universities, member States and other stakeholders that specialize in climate change	5
Field projects	
38. Promoting science, innovation and technology in Africa	1
40. Implementation of a climate research for development platform in Africa	1
42. Quality analysis of climate information for a development policy, decision support and management practice programme	2
45. Infrastructure and capacity for climate information services projects	2
47. Strengthening climate governance and policy implementation	1
48. Africa climate resource platform and information service	1
49. Communication, outreach and advocacy climate products and initiatives	5

108. The distribution of revised resources for 2019 for subprogramme 5 is reflected in table 33 and 34. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 33 **Resource requirements, 2019: subprogramme 5**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 500.1	21
Non-post	708.4	—
Total (net of staff assessment)	3 208.5	21

Table 34 **Resource requirements by object of expenditure, 2019: subprogramme 5**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Financial resources</i>
Posts	2 500.1
Other staff costs	1.9
Consultants	130.5
Experts	464.1
Travel of staff	63.2
Contractual services	48.7
Total (net of staff assessment)	3 208.5

Posts

109. The amount of \$2,500,100 would provide for 21 posts (1 D-1, 3 P-5, 5 P-4, 3 P-3, 1 P-2, 8 LL) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include:

(a) The establishment of a Chief of Section, Economic Affairs (1 P-5) in the Natural Resources Management Section and an Information Management Officer (1 P-3) in the Climate Change Section.

(b) The inward redeployment of an Economic Affairs Officer (1 P-4) from subprogramme 2, Regional integration and trade, to support the delivery of outputs under the Climate Change section. The inward redeployment from the current subprogramme 3, Innovations, technologies, and management of Africa's natural resources (proposed to be repositioned under subprogramme 5, Climate change, environment and natural resources management), include a Principal Programme Management Officer (1 D-1), two Chiefs of Section (2 P-5), four Economic Affairs Officers (4 P-4), two Economic Affairs Officer (2 P-3), one Associate Economic Affairs Officer (1 P-2) and eight Local level posts (8 LL) consisting of a Senior Research Assistant, a Senior Programme Assistant, an Administrative Assistant, an Information Systems Assistant, three Staff Assistants, and a Team Assistant.

110. All of the above posts will ensure the adequate implementation of the subprogramme, which is intentionally designed as a solution-oriented programme, aimed at enhancing the contribution of natural resources as a means of creating wealth and a conduit towards diversifying African economies.

111. The Principal Programme Management Officer (1 D-1) will provide technical and managerial leadership for the effective operation of the Division and implementation of the work programme. The Principle Programme Management Officer will: (a) lead and oversee the preparation of inputs to proposed programme budget; (b) ensure all outputs produced by the subprogramme comply with relevant mandates; (c) maintain high quality standards; and (d) foster teamwork and communication within the Division and across the other subprogrammes.

112. The three Chiefs of Section (3 P-5) will each lead the Natural Resources Management Section, the Green Economy, Innovations and Technologies Section and the Climate Change Section in providing supervisory, technical leadership and expertise at the level of each of the sections to ensure timely and effective implementation of the programme of work and the achievement of the expected accomplishments for the biennium. In addition, the section chiefs will effectively

interact with their counterparts in member States, subregional and regional organizations as well as with partners.

113. The four Economic Affairs Officer (4 P-4) will ensure timely delivery of quality outputs in policy analysis, advocacy and technical cooperation related to the three areas of the programme of work, namely: (a) green economy innovations and technology, (b) natural resource management, and (c) climate change. The Economic Affairs Officers will also ensure delivery of current and non-current publications;

114. The two Economic Affairs Officers (2 P-3) and Associate Economic Affairs Officer (1 P-2) will provide technical advisory services to the assessment trends in green economy, new technology and innovation policies in the region and undertake development research on climate change and natural resources; and

115. The eight Local level posts will undertake research, secretarial services, logistical, administrative and programme support to the professional staff and the subprogramme activities.

116. Non-post resources in the amount of \$708,400 for 2018-2019 will provide for the following:

Other staff costs

117. The amount of \$1,900 provides for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

118. The amount of \$130,500 provides for the hiring of external specialized expertise to provide expert knowledge including data collection through several targeted missions in the subregions and assist in the preparation of non-recurrent publications and technical materials. The activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in the subprogramme. It is also not considered cost effective to build capacity by recruiting staff with such specialized skills.

Experts

119. The amount of \$464,100, provides for ad hoc expert group meetings for the review of the following reports: (a) *New technologies and innovation trends in Africa* and *Inclusive green economy in the context of structural transformation in Africa*; (b) *Annual report on African science, technology and innovation*; ; (c) *Country Mining Vision issues and options at the national level*; and (d) *Review of Mineral codes, documents and initiatives of regional economic communities*.

Travel of staff

120. The amount of \$63,200 provides for the financing of four trips to different locations to carry out data collection and trainings. The resources would provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection.

Contractual services

121. The amount of \$48,700 provides for the editing, printing and translation of publications, as well as interpretation and audio-visual services of meetings.

Subprogramme 6

Gender equality and women's empowerment

122. Substantive responsibility for implementing the subprogramme is with the Gender, Poverty and Social Policy Division. The subprogramme's work will be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 "The Africa We Want" with a special focus on advancing Goal 6 of the Sustainable Development Goals and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The subprogramme will support member States and the organs of the African Union Commission in their work to design, implement and monitor policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. A particular focus will be placed on addressing gender issues in the context of macroeconomic policies including sectoral policies and programmes in highlighting the effects of existing gender inequalities on economic growth and the efficacy of policies and legislation in reducing gender inequality.

Table 35 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve gender equality and women's empowerment for inclusive and sustainable development in Africa

		Performance measures				
Expected accomplishments of the Secretariat	Indicators of achievement		2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States and regional economic communities to design, implement and monitor policies that promote gender equality and the empowerment of women and girls	Increased number of member States and regional economic communities adopting ECA advocated policies, approaches and tools for reducing gender inequality and promoting the empowerment of women and girls	Target	25	20	15	
		Estimate		20	15	10
		Actual			15	10
(b) Strengthened capacity of member States to mainstream gender into macroeconomic and sectoral policies and programmes	Increased number of member States adopting ECA-advocated macroeconomic and sectoral policies, approaches and tools for reducing gender inequality and promoting the empowerment of women and girls	Target	15	10		
		Estimate		20	20	
		Actual			15	15

External factors

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

Outputs

124. During the biennium 2018-2019, the following outputs will be delivered:

Table 36 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Biennial session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Work of the subprogramme during the biennium 2018-2019 and the planned activities for the biennium 2020-2021 to promote gender equality and the empowerment of women (2019)	1
Other services	
<i>Other ad hoc expert groups</i>	
3. <i>African Women's Report</i>	1
4. African Gender and Development Index regional report	1
5. Women's entrepreneurship	1
Other substantive activities (regular budget)	
Recurrent publications	
6. <i>African Women's Report</i> — based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
Non-recurrent publications	
7. Women's entrepreneurship	1
Technical materials	
9. Maintenance and expansion of the knowledge platform for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options (set)	1
Technical cooperation (regular/extrabudgetary)	
Training, seminars and workshops	
10. Regional capacity development workshops on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa	1
12. National-level workshops to review results and define national strategies to implement results of research findings	5
Fellowships and grants	
13. Interns to support the strengthening of the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	4
15. Fellowships to work on gender awareness macroeconomic modelling and policy issues related to gender and development as defined in the Continent-Wide Initiative for Gender Equality and Women's Empowerment	4
Field projects	
16. Monitoring the implementation of regional and global instruments	1
17. Policy research on gender and climate change in Africa	1
18. Policy research on gender and the extractive industry in Africa	1
19. Project on mainstreaming a gender perspective into ECA work to ensure that the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa	1

125. The distribution of revised resources for 2019 for subprogramme 6 are reflected in tables 37 and 38. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 37 **Resource requirements, 2019: subprogramme 6***(thousands of United States dollars)*

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	672.2	6
Non-post	394.3	–
Total (net of staff assessment)	1 066.5	6

Table 38 **Resource requirements by object of expenditure, 2019: subprogramme 6***(thousands of United States dollars)*

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	672.2
Other staff costs	2.2
Consultants	82.9
Experts	191.0
Travel of staff	39.2
Contractual services	79.0
Total (net of staff assessment)	1 066.5

Posts

126. The amount of \$672,200 would provide for 6 posts (2 P-4, 1 P-3, 1 P-2 and 2 LL) to support implementation of the mandate under the subprogramme. The proposed change in staffing includes the inward redeployment of an Economic Affairs Officer (1 P-4) from subprogramme 7, component 5, located in Lusaka, Zambia, to Addis Ababa, Ethiopia to support member States in defining and implementing economic and social policies that address gender issues as well as women's empowerment concerns including promoting the collection and use of gender disaggregated data.

127. Non-post resources in the amount of \$394,300 for 2018-2019 will provide for the following:

Other staff costs

128. The amount of \$2,200 provides for overtime for staff working after regular hours during periods of peak workload, particularly during the three ad hoc expert group meetings, meetings of the Committee for Women and Development, and other meetings and workshops.

Consultants

129. The amount of \$82,900 provides for the hiring of consultants for their expertise unavailable within the subprogramme as well as for emerging areas of work and data collection at the national level for the subprogramme's outputs. The activities require detailed expertise and technical knowledge for which no similar or equivalent competence is available in the subprogramme. Furthermore, it is not considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

130. The amount of \$191,000, provides for ad hoc expert group meetings for: (a) external review of the *African Women's Report*; (b) the report on *African Gender and Development Index*; and (c) external review and validation of the guidelines for the study on Women's entrepreneurship.

Travel of staff

131. The amount of \$39,200 provides for the financing of five trips to various locations to participate in various meetings and workshops organized by stakeholders and partners, data collection missions and organization of meetings and conferences as well as ad hoc expert group meetings.

Contractual services

132. The amount of \$79,000 provides for the editing and translation of non-recurrent publications and technical materials.

Subprogramme 7

Subregional activities for development

133. The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa.

134. The subregional offices will specialize in selected thematic areas to ensure a more effective approach to priority issues of concern and development challenges faced by member States in their respective subregions.

Component 1

Subregional activities in North Africa

135. Component 1 of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia. It also serves the Arab Maghreb Union as the regional economic community for North Africa.

136. The subregional office will focus on unemployment, which remains one of the main challenges in the North Africa subregion. The unemployment rate among youth was 29.3 per cent in 2016, compared with a global average of 13 per cent. There was a wide gap between men and women as 41 per cent of all unemployed persons in the subregion were young women. The work of the subregional office will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 "The Africa We Want" with a special focus on advancing Goals 1, 8, 10, 16 and 17 of the Sustainable Development Goals with emphasis on improving macroeconomic and fiscal policies to ensure sustainable and inclusive growth.

Table 39 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve structural transformation and balanced development through implementation of a conducive environment for employment creation for women and young people in North Africa

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States in the North Africa subregion to design and implement national policies and strategies for sustainable employment creation	Increased number of member States and regional economic communities using ECA policy recommendations to design and implement national policies and strategies for employment creation aligned with job market requirements and through public-private partnerships	Target	4	-	-	-
		Estimate		-	-	-
		Actual		-	-	-
(b) Strengthened capacity of member States in the North Africa subregion and regional economic communities to implement subregional development priorities in line with the Sustainable Development Goals and Agenda 2063 with due consideration for youth and gender perspectives	(i) Increased number of subregional initiatives designed or implemented by North African member States, regional economic communities and intergovernmental organizations, with assistance from ECA, to promote regional integration, implement the data revolution and benefit from South-South cooperation, with due consideration for youth and gender perspective	Target	8	8	8	
		Estimate	4	6	8	
		Actual			6	
	(ii) Increased number of North African member States, regional economic communities and intergovernmental organizations that initiate the process of adopting or implementing the African Continental Free Trade Area, using ECA support, tools, methodologies and advisory services related to normative work and policy orientation	Target	5	4		
		Estimate		4		
		Actual		7		

External factors

137. The component is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States experience political stability and economic recovery; (b) member States and the regional economic community are fully committed to the implementation of the regional integration agenda through improved functioning of the decision-making organs related to the regional economic community concerned; and (c) development partners increase extrabudgetary resources to match the increasing demand for capacity-building and technical support from member States and the regional economic community.

Outputs

138. During the biennium 2018-2019, the following outputs will be delivered:

Table 40 Categories of outputs and final outputs

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

<i>Outputs</i>	<i>Quantity</i>
<i>Intergovernmental committee of experts of the subregional office for North Africa</i>	
Substantive servicing of meetings	
1. Session of the intergovernmental committee of experts (ICE) of the subregional office for North Africa	8
Parliamentary documentation	
a. Subregional profile on socioeconomic developments in North Africa	2
b. Progress report on regional and international agendas and other special initiatives in the subregion	2
c. Annual report on the work of ECA in North Africa	2
d. ICE meeting report	2
her services	
<i>Other ad hoc expert groups:</i>	
2. Data revolution in North Africa: putting data in support of structural transformation	1
3. Institutional quality and structural transformation	1
4. Deepening regional integration in North Africa through implementation of targeted trade facilitation measures	1
5. Climate risk management: status and best practices in North Africa	1
6. regional dialogue on "Employment, skills and balanced development"	1
Other substantive activities (regular budget)	
Recurrent publications	
7. Country profiles	5
Non-recurrent publications	
8. Data revolution in North Africa: putting data in support of structural transformation	1
9. Institutional quality and structural transformation	1
10. Deepening regional integration in North Africa through implementation of targeted trade facilitation measures	1
11. Climate risk management: status and best practices in North Africa	1
12. Implementation of the Sustainable Development Goals in North Africa	1
13. AfCFTA: Opportunities and challenges for trade integration in North Africa	1
14. Employment, skills and balanced development: North Africa trends and future needs	1
Special events	
15. North African Development Forum: implementation of AfCFTA in North Africa	1
Technical materials	
16. Knowledge management platform for the subregional office (website) and database module	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
17. Consultative meetings with Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
18. Documentation for the consultative meetings with the Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2
Technical cooperation (extrabudgetary)	
Advisory services	
19. Advisory missions at the request of member States, the Arab Maghreb Union and other subregional and intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States	10

<i>Outputs</i>	<i>Quantity</i>
Fellowships and grants	
20. Visiting scholars, fellows and interns to enhance capacity in relation to development issues and policy analysis	3
Field projects	
21. Support for the implementation of the Maghreb action plan to boost intra-African trade	1

139. The distribution of revised resources for 2019 for subprogramme 7, component 1, are reflected in tables 41 and 42. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 41 **Resource requirements, 2019: subprogramme 7, component 1**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	1 946.2	19
Non-post	1 172.6	—
Total (net of staff assessment)	3 118.8	19

Table 42 **Resource requirements by object of expenditure, 2019: component 1**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	1 946.2
Other staff costs	112.7
Consultants	51.1
Experts	169.7
Travel of staff	112.9
Contractual services	306.0
General operating expenses	268.5
Supplies and materials	58.0
Furniture and equipment	84.5
Grants and contributions	9.2
Total (net of staff assessment)	3 118.8

Posts

140. The amount of \$1,946,200 would provide for 19 posts (1 D-1, 1 P-5, 3 P-4, 4 P-3, 2 NO and 8 LL) to support the implementation of the mandate under the subprogramme. The proposed changes in staffing include the outward redeployment of an Economic Affairs Officer (1 P-4), located in Rabat, Morocco, to subprogramme 3, Private sector development and finance, located in Addis Ababa, Ethiopia to support activities on innovative finance and capital markets, and an Associate Economic Officer (1 P-2), located in Rabat, Morocco, to

subprogramme 2, Regional integration and trade, located in Addis Ababa, Ethiopia, to support activities on regional integration and NEPAD.

141. Non-post resources in the amount of \$1,172,600 will provide for the following:

Other staff costs

142. The amount of \$112,700 provides for: (a) temporary assistance for meetings, including translations and interpretations in English, French and Arabic for two Intergovernmental Committee of Experts (ICE) meetings (\$73,500); (b) general temporary assistance for the provision of additional assistance during peak-time working periods and replacement of staff on annual, sick and maternity leave (\$31,600); and (c) overtime to cover peak workload requirements (\$7,600).

Consultants

143. The amount of \$51,100 provides for the hiring of external specialized expertise to work on reports including the reports on *Institutional quality and structural transformation* and *Deepening regional integration in North Africa through implementation of targeted trade facilitation measures*. The reports require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in the subregional office. It is also not considered cost effective to build capacity by recruiting staff with such specialized skills.

Experts

144. The amount of \$169,700, provides for ad hoc expert group meetings: (a) institutional quality and structural transformation; (b) deepening regional integration in North Africa through implementation of targeted trade facilitation measures; and (c) regional dialogue on employment, skills and balanced development.

Travel of staff

145. The amount of \$112,900 provides for the financing of trips to participate in various meetings, consultations, provision of advisory services, data collection and preparation of reports. The resources provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection.

Contractual services

146. The amount of \$306,000 provides for: (a) external printing, contractual translation and editing of publications; (b) short-term expertise to support the activities of the Maghreb Arab Union and member States in reinforcing collaboration with regional civil society organizations and private regional groups; and (c) security services for the office premises.

General operating expenses

147. The amount of \$268,500 provides for rental of conference facilities and maintenance of premises, utilities, rental of furniture and equipment, communications costs including internet bandwidth, cleaning services and other miscellaneous services, such as bank charges, freight and related expenses.

Supplies and materials

148. The amount of \$58,000 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

Furniture and equipment

149. The amount of \$84,500 provides for the acquisition and replacement of office automation and other equipment and furniture.

Grants and contributions

150. The amount of \$9,200 provides for annual contribution to the United Nations Country Team (UNCT) for common security services provided by UNDSS to all UN offices and agencies located in Rabat, Morocco.

Component 2

Subregional activities in West Africa

151. Component 2 of subprogramme 7 will be implemented by the subregional office for West Africa, which covers the following fifteen member States: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. The office implements its programme of work in close cooperation with the Economic and Statistical Observatory of Sub-Saharan Africa, intergovernmental organizations, think tanks and developmental centres of excellence in West Africa.

152. The subprogramme's work will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 with a special focus on advancing Goals 8 and 17 of the Sustainable Development Goals. The component will tackle other emerging issues, such as climate change, demographic dynamic including international migration, political and security risks, through the innovative regional development of strategic partnerships and collaboration with member States, knowledge and research institutions and other pertinent development stakeholders. The United Nations Integrated Strategy for the Sahel will play a driving role in the implementation of the subprogramme.

Table 43 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

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

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States in the Western Africa subregion to integrate demographic dynamics challenges in policy and planning processes	Increased number of member States and regional economic communities assisted by ECA that have integrated demographic dynamics challenges in their respective development plans and policies	Target	4	-		
		Estimate				
		Actual				
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (UEMOA) to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union (UEMOA) and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives	Target	2			
		Estimate		1		
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
	(ii) Increased number of policy dialogues and platforms in support of structural transformation in Western Africa, with due consideration to gender perspectives	Target	8		
		Estimate		5	
		Actual			

External factors

153. The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the subprogramme is free from significant external shocks or major disruptions that would require significant changes in priorities in the socioeconomic, institutional and security environment in the subregion; (b) member States and national policymakers remain supportive of the efforts of the subprogramme and the extent of commitment to the regional integration agenda; (c) the partnership and collaboration with ECOWAS, the UEMOA, the Mano River Union (MRU) and other stakeholders continue to be strengthened; and (d) the subprogramme will continue to benefit from the necessary budgetary support from member States and development partners.

Outputs

154. During the biennium 2018-2019, the following outputs will be delivered:

Table 44 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Intergovernmental committee of experts of the subregional office for West Africa</i>	
Substantive servicing of meetings	
1. Annual session of the intergovernmental committee of experts of the subregional office for West Africa	2
Parliamentary documentation	
2. Progress report on the implementation of agreed-upon regional and international development agendas	2
3. Annual report on the work of ECA in West Africa	2
Other services	
<i>Ad hoc expert group</i>	
4. Review of a study on the transformation of West African countries	1
5. Review of a study on “The challenges of monitoring the Sustainable Development Goals”, as recommended by regional economic communities and member States	1
6. Deepening of regional integration in West Africa	1
7. Data revolution in support of member States’ development efforts: Measuring demographic dynamic for development in West Africa	1
8. Emerging issues having an impact on social and economic development in West Africa	1
<i>Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs</i>	

<i>Outputs</i>	<i>Quantity</i>
9. Annual meeting of the West Africa Subregional Coordination Mechanism for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of efforts and creating synergies among development stakeholders	2
10. Functional support for the work of the United Nations country teams and other United Nations inter-agency activities in West Africa	2
Other substantive activities (regular budget)	
Special events	
11. Meeting of think tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamic in West Africa/	1
Recurrent publications	
12. Country profiles	10
Non-recurrent publications	
13. Study on "Emerging West African countries through structural transformation"	1
14. Study on "The challenges of monitoring the Sustainable Development Goals"	
15. Study on "Deepening regional integration in West Africa"	1
16. Study on "Data revolution in support of member States' development efforts": Measuring demographic dynamic for development in West Africa	1
17. Study on "Emerging issues having an impact on social and economic development in West Africa"	1
Technical materials	
18. Policy briefs on sustainable economic and social transformation in West Africa	2
19. Reporting on activities to feed the ECA database with data from West African countries, including the updating of country profiles in support of ECA member States and regional economic communities in West Africa	1
20. Maintenance of thematic workspaces for communities of practice, including the Observatory on Regional Integration in West Africa	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Subregional Coordination Mechanism for West Africa	2
22. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings:	
23. Subregional Coordination Mechanism for West Africa	2
24. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
25. Provide advisory services upon request to member States, the Economic Community for West African States, the West African Economic and Monetary Union and other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of achievements in statistical areas, regional integration and sustainable development in West Africa	10
Field projects	
26. Field project on strengthening the institutional capacity of regional economic communities/intergovernmental organizations and countries to capitalize on demographic dynamic for development in West Africa	1

155. The distribution of revised resources for 2019 for subprogramme 7, component 2, is reflected in tables 45 and 46. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 45 **Resource requirements: subprogramme 7, component 2***(thousands of United States dollars)*

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	1 894.6	18
Non-post	1,255.8	—
Total (net of staff assessment)	3 150.4	18

Table 46 **Resource requirements by object of expenditure, 2019: component 2***(thousands of United States dollars)*

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	1 894.6
Other staff costs	94.2
Consultants	146.6
Experts	214.7
Travel of staff	165.9
Contractual services	343.0
General operating expenses	161.2
Supplies and materials	80.9
Furniture and equipment	49.3
Total (net of staff assessment)	3 150.4

Posts

156. The amount of \$1,894,600 would provide for 18 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 2 NO and 7 LL) for subprogramme 7, component 2 to support implementation of the mandate under the subprogramme. The proposed change in staffing includes the outward redeployment of an Economic Affairs Officer (1 P-3), located in Niamey, Niger, to subprogramme 7, component 3, located in Yaoundé, Cameroon, to support the subregional initiative of demographic dynamics for development.

157. Non-post resources in the amount of \$1,255,800 will provide for the following:

Other staff costs

158. The amount of \$94,200 provides for: (a) temporary assistance for meetings, including simultaneous interpretation in English and French (\$45,900); (b) general temporary assistance for the provision of additional assistance during peak-time working periods and replacement of staff on annual, sick and maternity leave (\$41,300); and (c) overtime to cover peak workload requirements (\$7,000).

Consultants

159. The amount of \$146,600 provides for the hiring of consultants to provide input on publications and reports such as the report on the data revolution in support of development efforts in West Africa and the report on emerging issues impacting social and economic development in West Africa. The activities require

detailed expertise and technical knowledge for which no similar or equivalent competence is available in-house nor is it considered cost effective to build capacity by recruiting staff with specialized skills.

Experts

160. The amount of \$214,700, provides for ad hoc expert group meetings to review: (a) the report on the data revolution in support of development efforts of member States; (b) the report on emerging issues impacting social and economic development in West Africa; and (c) policy dialogues on Country Profiles.

Travel of staff

161. The amount of \$165,900 provides for the financing of trips to several locations to provide substantive servicing of meetings, advisory services, data collections, meetings and training. The resources provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection. To the extent possible, back-to-back missions would continue to be undertaken to enable more efficient use of resources.

Contractual services

162. The amount of \$343,000 provides for: (a) contractual translation and editing of documents and reports in English and French; provision of electronic records management and other services; undertaking of an external evaluation of programme outputs and activities (\$162,200); and (b) external printing of major publications (\$180,800).

General operating expenses

163. The amount of \$161,200 provides for the maintenance of the office, operating under a common cost sharing system (\$24,900), utilities (\$47,300), rental and maintenance of furniture and equipment (\$10,000), communications costs, including rental of a satellite transponder (\$64,800), and freight, clearing costs, and bank charges (\$14,200).

Supplies and materials

164. The amount of \$80,900 provides for expendable office supplies and materials, including paper, stationery, data-processing, and word-processing supplies.

Furniture and equipment

165. The amount of \$49,300 provides for acquisition and replacement of office equipment and furniture for the subregional office.

Component 3

Subregional activities in Central Africa

166. Component 3 of subprogramme 7 will be implemented by the subregional office for Central Africa, which covers the following seven member States: Cameroon, the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. It also serves the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC). The office implements its programme of work in close cooperation with the Economic and Statistical Observatory for Sub-Saharan Africa and various divisions of ECA.

167. The component will provide member States and Regional Economic Communities (RECs) with policy advice in support of their development agendas. This work will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing goals 1, 2, 8, 9, 12 and 17 of the Sustainable Development Goals. Of relevance will be the support rendered towards the implementation of the Douala Consensus, the African Continental Free Trade Area (AfCFTA) and the consensual transport master plan for Central Africa as well as to the steering committee for the harmonization and rationalization of the work of ECCAS and CEMAC.

Table 47 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve economic diversification and structural transformation for inclusive and sustainable development in an integrated Central Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2018-2019	2016-2017	2014-2015 2012-2013
(a) Enhanced capacity of member States in the Central Africa subregion to design and implement economic diversification policies and reforms that contribute to social inclusion and broad-based and sustainable development	Increased number of member States that have designed and implemented economic diversification and industrialization strategies as a result of ECA technical and advisory services	Target	3		
		Estimate			
		Actual			
(b) Strengthened capacity of the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities and to promote subregional cooperation and integration, with due consideration for gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives	Target	4	4	4
		Estimate		4	4
		Actual			4
	(ii) Increased number of high level policy dialogues in support of economic diversification and structural transformation in Central Africa, through subregional cooperation and integration, with due consideration for gender perspectives	Target	4	2	
		Estimate		2	
		Actual			

External factors

168. The component is expected to achieve its objective and expected accomplishments on the assumption that: (a) national statistical agencies cooperate with the office and provide quality statistics in a timely manner; (b) United Nations agencies, the African Development Bank and other stakeholders are supportive of the Subregional Coordination Mechanism for Central Africa and are willing to strengthen their cooperation with ECA in support of subregional initiatives; (c) regional economic communities, member States and other beneficiaries fulfil their commitments in a timely and effective manner in joint activities with the

subregional office for Central Africa; and (d) there is political stability, especially in post-conflict countries.

Outputs

169. During the biennium 2018-2019, the following outputs will be delivered:

Table 48 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Intergovernmental committee of experts of the subregional office for Central Africa</i>	
Substantive servicing of meetings	
1. Annual session of the intergovernmental committee of experts of the subregional office for Central Africa	8
Parliamentary documentation	
2. Annual report on the work of ECA in Central Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Report on the implementation of subregional initiatives in Central Africa	2
Other services	
<i>Other ad hoc expert groups</i>	
5. Infrastructure development in Central Africa: beyond the missing links (2018)	1
6. Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
7. A push for resource-based industrialization: fiscal space for industrialization in central Africa (2018)	1
8. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles (STEPS)	8
Non-recurrent publications	
10. Infrastructure development in Central Africa: beyond the missing links	1
11. Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
12. A push for resource-based industrialization: fiscal space for industrialization in central Africa	1
13. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
14. Policy briefs on emerging issues in Central Africa	6
15. Special events	
16. The status of structural transformation in Central Africa: challenges and opportunities	1
Technical materials	
17. Electronic briefs on major activities of the subregional office for Central Africa (regional updates)	4
18. Establishment and maintenance of peer-learning groups and thematic workspaces for communities of practice	6

<i>Outputs</i>	<i>Quantity</i>
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
19. Subregional Coordination Mechanism for Central Africa	2
20. Functional support to the work of United Nations country teams as well as to the work of the thematic clusters of the United Nations Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
21. Subregional Coordination Mechanism for Central Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
22. Advisory services to the Economic Community of Central African States, the Central African Economic and Monetary Community, other subregional and intergovernmental organizations and non-governmental organizations on institutional and sectoral issues to strengthen regional integration and support inclusive growth, economic and social transformation in Central Africa	10

170. The distribution of revised resources for 2019 for subprogramme 7, component 3, is reflected in tables 49 and 50. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 49 **Resource requirements: subprogramme 7, component 3**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 446.2	23
Non-post	1 660.3	–
Total (net of staff assessment)	4 106.5	23

Table 50 **Resource requirements by object of expenditure, 2019: subprogramme 7, component 3**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	2 446.2
Other staff costs	86.7
Consultants	36.7
Experts	355.2
Travel of staff	172.5
Contractual services	236.6
General operating expenses	241.2
Supplies and materials	357.4
Furniture and equipment	174.0
Total (net of staff assessment)	4 106.5

Posts

171. The amount of \$2,446,200 would provide for 23 posts (1 D-1, 2 P-5, 3 P-4, 5 P-3, 1 P-2, 2 NO and 9 LL) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include the inward redeployment of a Chief of Section, Programme Management (1 P-5) from subprogramme 2, Regional integration and trade, located in Addis Ababa, Ethiopia, to Yaoundé, Cameroon, and an Economic Affairs Officer (1 P-3), from subprogramme 7, component 2, located in Niamey, Niger, to subprogramme 7, component 3, in Yaoundé, Cameroon, to support the subregional initiative of demographic dynamics for development and to lead the subregional initiative on Economic Diversification Policy and Reforms.

172. Non-post resources in the amount of \$1,660,300 is the same compared with the initial appropriation for 2018-2019 will provide for the following:

Other staff costs

173. The amount of \$86,700 provides for: (a) temporary assistance for meetings, including simultaneous interpretation in English, French and Spanish (\$49,300); (b) general temporary assistance for the provision of secretarial support, additional assistance during peak-time working periods and replacement of staff on annual, sick and maternity leave (\$26,500); and (c) overtime to cover peak workload requirements (\$10,900).

Consultants

174. The amount of \$36,700 provides for the hiring of external specialized expertise to work on reports and publications such as inputs on topical issues such as tourism and the blue economy. In addition, the consultants will perform an external evaluation of the outputs and activities. The activities require detailed expertise and technical knowledge for which no similar or equivalent competence is available in-house nor is it considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

175. The amount of \$355,200, provides for ad-hoc expert group meetings to review reports on: (a) *Enabling the realisation of the SDGs through development planning: Evidence from Central Africa*; and (b) *Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community*.

Travel of staff

176. The amount of \$172,500 provides for the financing of trips to various locations for substantive servicing of and participation in meetings, data collections and advisory missions. In addition, staff will travel to disseminate products and facilitate policy dialogues. The resources provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection.

Contractual services

177. The amount of \$236,600 provides for: (a) contractual interpretation, editing, translation, security, cleaning, electromechanical maintenance services, and staff training (\$168,800); and (b) external printing of major publications, such as the country profiles, non-recurrent publications, and booklets (\$67,800).

General operating expenses

178. The amount of \$241,200 provides for the rental and maintenance of the office (\$98,300), utilities (\$23,800), rental and maintenance of furniture and equipment (\$27,800), communications costs, including VSAT license fees and internet service (\$63,000), and other miscellaneous charges (\$28,300).

Supplies and materials

179. The amount of \$357,400 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

Furniture and equipment

180. The amount of \$174,000 provides for cost of acquisition and replacement of office equipment, furniture, and other equipment in the subregional office.

Component 4

Subregional activities in East Africa

181. Component 4 of subprogramme 7 will be implemented by the subregional office for East Africa, which covers the following 14 countries: Burundi, the Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The office implements its programme of work in close cooperation with the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

182. The area of specialization of the component will be the deepening of regional integration in East Africa in the context of implementing the African Continental Free Trade Area. This work will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 8, 9, 14 and 17 of the Sustainable Development Goals.

Table 51 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

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

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States, regional economic communities and intergovernmental organizations in the East Africa subregion to develop national African Continental Free Trade Area strategies and implement policies conducive to the completion of the Area's goals of creating a single market for goods, services and the movement of persons in order to deepen the economic integration of the African continent, in accordance with the pan-	Increased number of member States, regional economic communities and intergovernmental organizations that have adopted Area strategies and implemented policies conducive to the completion of the Area as a result of ECA technical support and advisory services	Target	4			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2018-2019	2016-2017	2014-2015	2012-2013	
African vision of an integrated, prosperous and peaceful Africa, enshrined in Agenda 2063						
(b) Strengthened capacity of member States in the East Africa subregion, the regional economic communities and intergovernmental bodies to develop and implement development frameworks, including on the blue economy	(i) Increased number of subregional initiatives designed or implemented by member States, the regional economic communities and intergovernmental organizations	Target	6	6	5	
		Estimate		6	5	4
		Actual			4	4
	(ii) Increased number of policy and dialogue platforms in support of subregional development priorities in East Africa	Target	8			
		Estimate		8		
		Actual				

External factors

183. The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States effectively implement the common policy measures and institutional mechanisms agreed upon in the framework of the African Continental Free Trade Area, Agenda 2063 and the Sustainable Development Goals; (b) partnership and collaboration with national statistical systems on the Sub-regional and STEPS profiles is further strengthened; and (c) United Nations system-wide coherence and synergy are strengthened in the framework of the Subregional Coordination Mechanism for Eastern and Southern Africa to deliver better support to regional economic communities and intergovernmental organizations.

Outputs

184. During the biennium 2018-2019, the following outputs will be delivered:

Table 52 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Intergovernmental committee of experts of the subregional office for East Africa</i>	
Substantive servicing of meetings	
1. Servicing the intergovernmental committee of experts of the subregional office for East Africa	2
Parliamentary documentation	
2. Progress report on the implementation of regional and international agendas	2
3. Annual report on the work of ECA in East Africa, including the status of implementation of the Subregional Coordination Mechanism for Eastern and Southern Africa	2
Other services	
<i>Others ad hoc expert groups</i>	
4. Sustainable financing of tourism development in Eastern Africa	1
5. Energy and industrialization in Eastern Africa	1
6. Addressing balance-of-payments constraints in Eastern Africa	1
7. Trade facilitation and manufacturing in Eastern Africa	1
8. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1

<i>Outputs</i>	<i>Quantity</i>
9. Social cohesion in the context of open regionalism	1
Other substantive activities (regular budget)	
Recurrent publications	
10. STEPS profiles	2
11. Subregional profiles	2
Non-recurrent publications	
12. Sustainable financing of tourism development in Eastern Africa	1
13. Energy and industrialization in Eastern Africa	1
14. Addressing balance-of-payments constraints in Eastern Africa	1
15. Trade facilitation and manufacturing in Eastern Africa	1
16. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1
17. Social cohesion in the context of open regionalism	1
Special events	
18. STEPS and subregional profiles	1
Technical materials	
19. Policy briefs or research papers on priority socioeconomic development issues in Eastern Africa	4
20. Electronic briefs on major activities of the subregional office for East Africa (regional updates)	8
International cooperation and interagency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Subregional Coordination Mechanism for Eastern and Southern Africa	2
Documentation for inter-agency meetings	
22. Subregional Coordination Mechanism for Eastern and Southern Africa	2
23. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
24. Provision of advisory services to member States, regional economic communities, intergovernmental organizations and civil society organizations on institutional and sectoral issues to support inclusive growth and economic and social transformation in Eastern Africa	6
Fellowships and grants	
Field projects	
25. Measuring the indirect impact of tourism on national income in Eastern Africa	1

185. The distribution of revised resources for 2019 for subprogramme 7, component 4, is reflected in tables 53 and 54. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 53 **Resource requirements: subprogramme 7, component 4**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 035.8	20
Non-post	1 285.0	–
Total (net of staff assessment)	3 320.8	20

Table 54 **Resource requirements by object of expenditure, 2019: subprogramme 7, component 4***(thousands of United States dollars)*

<i>Object of expenditure</i>	<i>Financial resources</i>
Posts	2 035.8
Other staff costs	122.3
Consultants	41.3
Experts	357.1
Travel of staff	138.8
Contractual services	244.6
General operating expenses	163.1
Supplies and materials	89.4
Furniture and equipment	128.4
Total (net of staff assessment)	3 320.8

Posts

186. The amount of \$2,035,800 would provide for 20 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 2 P-2, 2 NO and 8 LL) for subprogramme 7, component 4, to support the implementation of the mandate under the programme. The proposed change in staffing is the outward redeployment of an Economic Affairs Officer (1 P-4) located in Kigali, Rwanda, to subprogramme 3, Private sector development and finance, located in Addis Ababa, Ethiopia, to support activities in innovative finance and capital markets.

187. Non-post resources in the amount of \$1,285,000 is the same compared with the initial appropriation for 2018-2019 will provide for the following:

Other staff costs

188. The amount of \$122,300 provides for: (a) temporary assistance for meetings, including simultaneous interpretation in English and French (\$56,300); (b) general temporary assistance for the provision of additional assistance during peak-time working periods and replacement of staff on annual, sick and maternity leave (\$60,200); and (c) overtime to cover peak workload requirements (\$5,800).

Consultants

189. The amount of \$41,300 provides for the hiring of external specialized expertise to assist in the preparation of reports and non-recurrent publications on selected issues and provision of data collection services for various activities. The activities require expertise and technical knowledge for which neither similar nor equivalent competence is available in-house. It is also not considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

190. The amount of \$357,100, provides for ad hoc expert group meetings to review reports on: (a) *Trade facilitation and manufacturing in Eastern Africa*; (b) *Employment and inclusive Growth: its contribution towards SDGs*; (c) *Social Cohesion in the context of open Regionalism*; and (d) servicing of the Subregional Coordination Mechanism (SRCM) for Eastern and Southern Africa.

Travel of staff

191. The amount of \$138,800 provides for the financing of trips to various locations to attend annual conferences, meetings, presentations at international conferences, and data collections. The resources provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection.

Contractual services

192. The amount of \$244,600 provides for: (a) contractual services, including information and communications technology services, maintenance of office equipment, servicing of electro-mechanical equipment, regular maintenance of premises, translation and editing of documents (\$194,800); and (b) external printing of reports (\$49,800).

General operating expenses

193. The amount of \$163,100 provides for maintenance of the office (\$43,900), utilities (\$40,400), rental of furniture and equipment (\$28,700), communications costs, including rental of satellite transponder (\$34,900), and freight, clearing costs, and bank charges (\$15,200).

Supplies and materials

194. The amount of \$89,400 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

Furniture and equipment

195. The amount of \$128,400 provides for the acquisition of office furniture and equipment.

Component 5

Subregional activities in Southern Africa

196. Component 5 of subprogramme 7 will be implemented by the subregional office for Southern Africa, which covers the following 11 countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe. The office implements its programme of work in close cooperation with the African Centre for Statistics to provide technical support to national statistical offices in implementing modern methodologies and tools for improving their statistical operations and facilitating data capture.

197. The work of the component will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 with a special focus on advancing Goals 8, 9, and 17 of the Sustainable Development Goals in enhancing the capacity of member States and regional economic communities to promote industrialization and reduce poverty and inequality.

Table 55

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

Objective of the Organization: To achieve structural transformation through inclusive industrialization aimed at sustainable economic growth, and reducing poverty and inequality in the Southern Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States and regional economic communities in the Southern Africa subregion to promote and develop inclusive industrialization policies, national and regional plans and appropriate institutional frameworks in achieving economic development	(i) Increased number of member States, regional economic communities and intergovernmental organizations that have initiated policies, strategies, programmes, activities and reforms on inclusive industrialization and reducing poverty and inequality in the Southern Africa subregion as a result of ECA support	Target	3			
		Estimate				
		Actual				
	(ii) Increased policy discourse and consensus-building among key stakeholders, including member States and non-State institutions, with ECA technical support and advisory services on industrialization, and reduced poverty and inequality and overall sustainable development in Southern Africa	Target	5			
		Estimate		2		
		Actual				
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives	Target	13	10	7	
		Estimate		10	7	3
		Actual			7	
	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration to gender perspectives	Target	4			
		Estimate		2		
		Actual				

External factors

198. The component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) key partners continue to cooperate and work in close collaboration with the subregional office; (b) member States commit to translating the guiding principles of Agenda 2063 and the Sustainable Development Goals into national development programmes; and (c) member States, regional economic communities and intergovernmental organizations effectively implement the agreed common policy measures and institutional mechanisms, and deliver on agreed collaborative plans and activities.

Outputs

199. During the biennium 2018-2019, the following outputs will be delivered:

Table 56 **Categories of outputs and final outputs**

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Intergovernmental committee of experts of the subregional office for Southern Africa</i>	
Substantive servicing of meetings	
1. Session of the intergovernmental committee of experts of the subregional office for Southern Africa	8
Parliamentary documentation	
2. Report on the work of ECA in Southern Africa	2
3. Progress report on regional and international agendas and other special initiatives, including progress on gender empowerment in the subregion	2
4. Report on key economic and social developments and prospects for regional integration in Southern Africa	2
Other services	
<i>Other ad hoc expert groups</i>	
5. Land and economic development in Southern Africa	1
6. Promoting regional integration in Southern Africa	1
7. Promoting industrialization in Southern Africa	1
8. Small and medium-sized enterprises and economic development in Southern Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles	8
Non-recurrent publications	
10. Land and economic development in Southern Africa	1
11. Promoting regional integration in Southern Africa	1
12. Promoting industrialization in Southern Africa	1
13. Small and medium-sized enterprises and economic development in Southern Africa	1
Special events	
14. Forum on regional integration in Southern Africa	2
15. Policy dialogue on key economic and social development issues in Southern Africa	2
16. Subregion-wide launch of flagship publications of ECA, such as the <i>Economic Report on Africa</i> , the <i>Report on Assessing Regional Integration in Africa</i> , the <i>African Governance Report</i> , the <i>African Gender and Development Index</i> and <i>Country Profiles</i>	2
Technical materials	
17. Policy brief and research papers on priority development issues in Africa	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
18. Subregional Coordination Mechanism for Southern Africa	2
19. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
20. Subregional Coordination Mechanism for Southern Africa	2
21. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Other services	
22. Web-based information site on the subregional office for Southern Africa	1
23. Maintenance of a statistical database on economic and social conditions on countries in Southern Africa	1

<i>Outputs</i>	<i>Quantity</i>
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
24. Advisory services to member States, the Southern African Development Community and the Common Market for Eastern and Southern Africa, intergovernmental organizations and civil society organizations	6
Fellowships and grants	
25. To enhance the capacity of delivering on country profiles, activities on industrialization, and implementing subregional initiatives	4
Field projects	
26. Supporting regional integration and development programmes in Southern Africa	1

200. The distribution of revised resources for 2019 for subprogramme 7, component 5, is reflected in tables 57 and 58. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 57 **Resource requirements: subprogramme 7, component 5**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	1 974.3	20
Non-post	1 276.7	–
Total (net of staff assessment)	3 251.0	20

Table 58 **Resource requirements by object of expenditure, 2019: subprogramme 7, component 5**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Revised financial resources</i>
Posts	1 974.3
Other staff costs	80.2
Consultants	50.9
Experts	289.3
Travel of staff	131.1
Contractual services	329.2
General operating expenses	155.4
Supplies and materials	103.9
Furniture and equipment	136.7
Total (net of staff assessment)	3 251.0

Posts

201. The amount of \$1,974,300 would provide for 20 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3, 2 P-2, 3 NO and 8 LL) for subprogramme 7, component 5, to support the

implementation of the mandate under the programme. The proposed change in staffing is the redeployment of an Economic Affairs Officer (1 P-4) located in Lusaka, Zambia, to subprogramme 6, Gender equality and women's empowerment, located in Addis Ababa, Ethiopia, to lead activities on gender equality and women's empowerment.

202. Non-post resources in the amount of \$1,276,700 will provide for the following:

Other staff costs

203. The amount of \$80,200 provides for: (a) temporary assistance for meetings, including simultaneous interpretation in English, French and Portuguese (\$40,500); (b) general temporary assistance for the provision of additional assistance during peak-time working periods and replacement of staff on annual, sick and maternity leave (\$31,500); and (c) overtime to cover peak workload requirements (\$8,200).

Consultants

204. The amount of \$50,900 provides for the hiring of external specialized expertise to provide inputs to the studies and non-recurrent publications on various issues in Southern Africa. The studies and publications require detailed expertise and technical knowledge for which neither similar nor equivalent competence is available in-house. It is also not considered cost effective to build capacity by recruiting staff with highly specialized skills.

Experts

205. The amount of \$289,300, provides for the ad-hoc expert group meetings on: (a) industrialization in Southern Africa; (b) small and medium enterprises and economic development in Southern Africa; and (c) the subregional coordination mechanism (SRCM) for United Nations system-wide support to the African Union and its NEPAD programme.

Travel of staff

206. The amount of \$131,100 provides for the financing of trips to various locations for substantive servicing of expert group meetings, special events, servicing of session of the intergovernmental committees, field missions and backstopping and coordinating the Internal Programme Evaluations. The resources provide for travel where internet and/or audio/videoconference technology is considered insufficient to be able to carry out quality analysis, research and data collection.

Contractual services

207. The amount of \$329,200 provides for institutional contractor for evaluation, editorial services, security services, cleaning, electromechanical services and external printing of major publications and technical materials.

General operating expenses

208. The amount of \$155,400 provides for the maintenance of premises (\$24,900), preventive maintenance of electro-mechanical installation (\$14,900), utilities (\$24,900), cleaning services (\$14,900), and communications charges (\$75,800).

Supplies and materials

209. The amount of \$103,900 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

Furniture and equipment

210. The amount of \$136,700 provides for the acquisition of office furniture and equipment including replacements for the subregional office.

Subprogramme 8

Economic development and planning

211. Substantive responsibility for this subprogramme is vested within the African Institute for Economic Development and Planning (IDEP), which acts as the training arm of ECA. The African Institute for Economic Development and Planning based in Dakar, Senegal, is responsible for the implementation of the subprogramme.

212. The Institute's role in strengthening institutional and human capacities in African countries towards an accelerated continental transformation retains its importance and relevance and sets the tone for its direction. Strategically, the Institute seeks to contribute to the expansion of the capacity of African countries autonomously to deploy development planning tools to achieve their core goal of the structural transformation of their economies and societies. The Institute's work will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 "The Africa We Want" with a special focus on advancing Goals 8 and 17 of the Sustainable Development Goals.

Table 59 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

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

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced capacity of member States for better participatory development planning, including long term visioning, sectoral policy design and planning and urban and regional planning	(i) Increased number of member States adopting and applying appropriate planning approaches, policies and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of the African Institute for Economic Development and Planning	Target	30	25	18	
		Estimate		25	18	10
		Actual			10	10
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at the African Institute for Economic Development and Planning on development planning, public administration and results based management	Target	10	9		
		Estimate		9	9	
		Actual			9	

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the African Institute for Economic Development and Planning	Target	28	25	15	
		Estimate		25	18	9
		Actual			15	10
	(ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender	Target	8			
		Estimate				
		Actual				

External factors

213. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) funds will be available to undertake all planned events; (b) the impact of the financial and economic crisis on donor countries does not affect the level of financial commitment of the donor community to fund courses; and (c) political economy and political will at all levels will serve as opportunities for enabling the adoption and application of recommended development planning and economic management approaches.

Outputs

214. During the biennium 2018-2019, the following outputs will be delivered:

Table 60

Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning (IDEP)	4
2. Technical Advisory Committee of IDEP	4
Parliamentary documentation	
3. Reports to the IDEP Governing Council on the status of the subprogramme	4
4. IDEP Governing Council meeting reports	4
5. Progress reports to the IDEP Technical Advisory Committee	4
6. IDEP Technical Advisory Committee meeting report to the Governing Council	4
7. Statutory audit reports on the financial health of IDEP presented to the Governing Council	2
8. IDEP programme progress reports for the ECA Conference of Ministers of Finance, Planning and Economic Management	2
Other services	

<i>Outputs</i>	<i>Quantity</i>
<i>Other ad hoc expert groups</i>	
9. High-level policy dialogue events attended by policy officials from member States, private sector representatives and subject-matter experts to examine various issues pertaining to African economic development and planning, with a particular emphasis on those relating to the 2030 Agenda for Sustainable Development	4
10. Communities of practice for African development planners facilitated through electronic media	2
Other substantive activities (extrabudgetary)	
Booklets, pamphlets, fact sheets, wallcharts, information kits	
11. Information kit for IDEP comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories to promote the Institute's work produced (set)	1
Seminars	
12. Development seminars on top-of-mind topics on African economic development and planning	18
Exhibits, guided tours, lectures	
13. Field visits to explore practical applications of classroom learning in the areas of industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism	6
Technical materials	
14. Discussion papers presented by authors at research-related events co-organized by IDEP and partners, to be disseminated to the wider public through print and electronic media	4
15. Fellowship papers on relevant selected research topics published in journals	4
16. Policy briefs on outcomes of monthly development seminars organized by IDEP and partners disseminated to the wider public through print and electronic media	12
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
17. Advisory missions undertaken at the request of member States and regional economic communities, centered on economic management and development planning	6
18. Needs assessment missions undertaken to a sample of member States and regional economic communities to identify human capacity-building needs that can be addressed by skills training to be used in developing new on-site or tailor-made training courses	4
Training, seminars and workshops	
19. Two-week skills training courses targeting an average of 25 public officials, on various aspects of African economic development and planning	24
20. One-week skills training courses targeting an average of 25 public officials, on various aspects of African economic development and planning	16
21. E-learning courses in French and English based on selected ECA flagship publications targeting academia, civil society, the private sector and the public sector	4
22. E-learning courses in French and English via the IDEP online learning platform based on the current IDEP portfolio of regular courses and targeting civil society, the private sector and the public sector	6
23. Master's degree programmes with specializations of relevance to African development, targeting policymakers and offered in collaboration with recognized African universities	2
24. Curriculum development workshops to develop new courses addressing needs expressed by member States through IDEP needs assessment missions	4
Fellowships and grants	
25. To undertake quality research leading to publications on the management of economic policy and development planning	6
Administrative support services	
Central support services	
<i>Archives and records management</i>	

<i>Outputs</i>	<i>Quantity</i>
26. Books, journals and other library materials on economic management and development planning in French and English procured and made available to training participants and the wider public through the on-site and virtual library	1

215. The distribution of revised resources for 2019 for subprogramme 8 is reflected in tables 61 and 62. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 61 **Resource requirements: subprogramme 8**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Non-post	1 299.9	–
Total (net of staff assessment)	1 299.9	–

Table 62 **Resource requirements by object of expenditure, 2019: subprogramme 8**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Financial resources</i>
Grants and contributions	1 299.9
Total (net of staff assessment)	1 299.9

Grants and contributions

216. The amount of \$1,299,900 provides for the continuation of the grant to the African Institute for Economic Development and Planning (IDEP), in accordance with General Assembly resolutions 45/248 A, section V, 46/185 C, section XVII, and 66/246.

217. The substantive responsibility for this subprogramme is vested within IDEP which acts as the training arm of ECA.

Subprogramme 9

Poverty, inequality and social policy

218. The responsibility for implementing this subprogramme rests with the Gender, Poverty and Social Policy Division. The work of the subprogramme will be conducted in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 “The Africa We Want” with a special focus on advancing Goals 1, 2, 3, 4, 8, 10, 11 and 17 of the Sustainable Development Goals with emphasis on human and social development, including population dynamics, strategically guided by regional and global commitments. The convening role of ECA will be emphasized, in particular with regard to promoting regional cooperation and

consensus-building with respect to accelerating the implementation of international and regional commitments.

Table 63 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve inclusive and equitable sustainable human and social development in Africa

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			<i>2018-2019</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Enhanced capacity of member States to design, implement and monitor policies and strategies that address poverty and inequality	Increased number of member States adopting ECA-advocated gender-sensitive policies, approaches and tools for reducing poverty and inequality	Target	16	15	12	
		Estimate		14	12	10
		Actual			12	10
(b) Enhanced capacity of member States to develop, implement and monitor human and social development policies	Increased number of member States adopting ECA-supported gender-sensitive policies, approaches and tools for human and social development	Target	12	10		
		Estimate		12	7	
		Actual			10	
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality	Target	8	5		
		Estimate		7		
		Actual				

External factors

219. The subprogramme is expected to reach its objectives and expected accomplishments on the assumption that: (a) member States will allocate adequate human and social resources to the implementation of regional and international policy frameworks on social development, especially commitment to the 20-year review of the International Conference on Population and Development, the Copenhagen Declaration on Social Development, the Beijing Platform for Action, the United Nations Conference on Housing and Sustainable Urban Development and the implementation of policy frameworks on social development and urbanization, and commitment to the African Union NEPAD programme; (b) measures will be taken by member States to make data and reports available to the subprogramme in a timely manner; and (c) partners will be willing to collaborate and harmonize efforts to support ECA, member States and regional economic committees;

Outputs

220. During the biennium 2018-2019, the following outputs will be delivered:

Table 64 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	

<i>Outputs</i>	<i>Quantity</i>
Substantive servicing of meetings	
1. Third session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Third session of the Committee on Gender and Social Development	1
3. Report on harmonized implementation, monitoring and reporting framework on the New Urban Agenda in Africa to the African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	1
Other services	
<i>Other ad hoc expert groups</i>	
4. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
5. Migration in Africa	1
8. Monitoring social investments in Africa	1
9. State of urbanization in Africa	1
10. Policy mapping	1
11. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
12. Urban data and statistics in Africa	1
Other substantive activities	
Recurrent publications	
13. <i>Africa Human Development Report</i>	1
Non-recurrent publications	
14. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
15. Migration in Africa	1
16. Policy mapping and human exclusion	1
19. The youth bulge and employment opportunities in urban areas of Africa (2018)	1
20. State of urbanization in Africa	1
21. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
22. Urban data and statistics	1
23. Monitoring social investments in Africa	1
Technical materials	
24. Policy briefs on policy mapping: a tool for improved inclusivity	2
26. Training manual on integrating the demographic dividend into national and sectoral plans	1
27. Training manual on improved monitoring of social investments in Africa	1
29. Guidelines on mainstreaming urbanization into national development planning	1
Technical cooperation	
Advisory services	
31. Provision of advisory services to member States and regional economic communities on social protection, youth employment, health and nutrition-related interventions in the context of the Sustainable Development Goals	1
32. Addressing migration issues in the context of the Global Compact on Migration	5
Fellowships and grants	
33. Interns to support the strengthening of the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment 6	
34. Demographic dividend, employment, urbanization, migration	2
Training, seminars and workshops	

<i>Outputs</i>	<i>Quantity</i>
35. Capacity building workshops for policymakers on mainstreaming social development	4

221. The distribution of revised resources for 2019 for subprogramme 9 is reflected in tables 65 and 66. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this subprogramme.

Table 65 **Resource requirements: subprogramme 9**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	2 549.0	21
Non-post	483.3	–
Total (net of staff assessment)	3 032.3	21

Table 66 **Resource requirements by object of expenditure, 2019: subprogramme 9**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Financial resources</i>
Posts	2 549.0
Other staff costs	2.6
Consultants	38.1
Experts	228.4
Travel of staff	36.5
Contractual services	47.5
Grants and contributions	130.2
Total (net of staff assessment)	3,032.3

Posts

222. The amount of \$2,549,000 would provide for 21 posts (1 D-1, 4 P-5, 3 P-4, 4 P-3, 1 P-2, 1 NO and 7 LL) to support the implementation of the mandate under the programme. The proposed changes in staffing include the inward redeployment of a Chief of Section, Programme Management (1 P-5) from the discontinued subprogramme 5, Capacity development, for the provision of technical and managerial leadership and supervision of the Urbanization and Development Section. In addition, the changes include the outward redeployment of a Social Affairs Officer (1 P-3) to the new subprogramme 3, Private sector development and finance, to assist in the delivery of programmes under the Energy, Infrastructure and Services Section.

223. Non-post resources in the amount of \$483,300 will provide for the following:

Other staff costs

224. The amount of \$2,600 provides for overtime costs for staff members working after regular hours during periods of peak workload, particularly during ad hoc expert group meetings and meetings of the Committee on Gender and Social Development.

Consultants

225. The amount of \$38,100 provides for consultancy services for data collection and compilation for planned outputs including reports on Migration in Africa, policy mapping and human exclusion, the state of Urbanization in Africa, and a policy brief on implementation of SDG11 and the New Urban Agenda in Africa. The activities require detailed expertise and technical knowledge for which neither similar or equivalent competence is available in-house nor is considered cost effective to build capacity by recruiting staff with such specialist skills.

Experts

226. The amount of \$228,400, provides for ad hoc expert group meetings to review reports on: (a) Migration in Africa; (b) Monitoring social investments in Africa; (c) State of Urbanization in Africa; (d) Policy mapping; (e) Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa; and (f) Urban data and statistics in Africa.

Travel of staff

227. The amount of \$36,500 provides for the financing of trips to various locations for substantive meetings including: (a) provision of advisory services to member States on urbanization and structural transformation as well as social protection and employment issues; (b) participation in high level policy dialogues related to urbanisation, employment, migration and demographic dividend; and (c) conducting data collection, research and dissemination of divisional results on population and youth issues.

Contractual services

228. The amount of \$47,500 provides for the editing, translation, layout and design of recurrent publications, non-recurrent publications, and to meet the interpretation, translation and printing costs of material for all conferences, meetings and workshops.

Grants and contributions

229. The amount of \$130,200 provides for the continuation of a grant to the African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI) to finance five core Professional posts of the Institute (the Director, Deputy Director, Training and Human Resources Development Advisor, Administrative/Finance Officer, and the Information/Documentation Advisor) and related administrative costs of UNAFRI in accordance with General Assembly resolution 54/130.

D. Programme support

230. Programme support is composed of the Division of Administration (DoA) and the Publications, Conference and Knowledge Management Division (PCKMD). The underlying structures and functions of those two Divisions have been reconfigured to align with the new strategic framework and direction of ECA.

231. The Division of Administration ensures effective implementation of the substantive mandate of the Commission. It encompasses the Office of the Director,

the Human Resources Services Section, the United Nations Health Care Centre, the Supply Chain Management Section, the Facilities Management Section, and the Finance and Budget Section. A new Budget Unit is constituted in the reconfigured Finance and Budget Section staffed through the downward reclassification of a P-5 - Chief of Section, Budget to a P-4 - Chief of Unit, Budget. This post and all other posts in the Integrated Planning and Budgeting Section, SPPOQD, executive direction and management, are redeployed to the DoA, programme support. In addition, under the reconfigured structure, the Conference Management Section (CMS) and the Protocol, Travel and Transport Services Section are transferred from the DoA to the Publications, Conference and Knowledge Management Division.

232. The reconfigured Publications, Conference and Knowledge Management Division encompasses the Office of the Director, PCKMD, the Information, Communications and Technology Services Section (previously Information Technology and Umoja Support), the Publications and Conference Management Section (a combination of the previous Publications and Documentations Section, the Conference Management Section, and the Protocol, Travel and Transport Services Section, which are redeployed from DoA), and the Knowledge Management Services Section (previously Knowledge and Library Services Section).

233. The distribution of the revised resources for 2019 for programme support are reflected in tables 67 and 68.

Table 67 **Resource requirements, 2019: programme support**

(thousands of United States dollars)

<i>category</i>	<i>financial resources</i>	<i>Posts</i>
Regular budget		
Post	14 729.3	233
Non-post	15 731.4	–
Total (net of staff assessment)	30 460.7	233

Table 68 **Resource requirements by object of expenditure, 2019: programme support**

(thousands of United States dollars)

<i>Object of expenditure</i>	<i>Financial resources</i>
Posts	14 729.3
Other staff costs	1 436.2
Travel of staff	156.9
Contractual services	3 561.2
General operating expenses	5 522.9
Hospitality	51.3
Supplies and materials	1 733.7
Furniture and equipment	3 121.9
Grants and contributions	147.3
Total (net of staff assessment)	30 460.7

Posts

234. The amount of \$14,729,300 would provide for 233 posts (2 D-1, 8 P-5, 19 P-4, 20 P-3, 8 P-2, 3 NO and 173 LL). The following organizational and staffing changes are proposed:

- (a) The inward redeployment of 1 D-1 and 2 LL posts from the discontinued PIKMD, executive direction and management to the Office of the Director, PCKMD, in line with the ECA's new organizational restructuring of having two divisions under programme support and shifting the responsibilities for information technology, knowledge management, publications, conference services and protocol to the reconfigured PCKMD;
- (b) The abolishment of a Senior Administrative Officer (1 P-5) in the Office of the Director, DoA, and a Chief of Section, Information Management (1 P-5) in the Publications and Documentations Section, to align with the new restructuring under programme support. The Section will be headed by a P-5, Chief of Conference Service, which is currently under the existing Conference Management Section. The post of Senior Administrative Officer (1 P-5) is no longer required due to the establishment of two divisions under programme support with two D-1 posts;
- (c) The inward redeployment from executive direction and management of a Chief of Unit, Budget (1 P-4) (reclassified from Chief of Section, Budget (1 P-5)), a Programme Budget Officer (1 P-3), an Associate Budget Officer (1 NO) and four Budget Assistants (4 LL), from executive direction and management to the Budget Unit within the reconfigured Budget and Finance Section;
- (d) The abolishment of a Protocol Officer (1 P-4) and the establishment of a Protocol Officer (1 P-3) under the Protocol, Travel and Transport Services Section, as the service requires less high level expertise;
- (e) The abolishment of an Electrical Engineer (1 P-3) and the establishment of a Facilities Management Officer (1 P-4) under the Facilities Management Section, due to an increased need for a higher level post to support the organization, including the subregional offices, in the areas of mechanical, electrical, civil engineering, landscaping, cleaning and hygiene operations;
- (f) The within redeployment of the following posts from the DoA to the PCKMD in line with the new reconfiguration of programme support. The redeployments include the Chief of Section, Conference Services (1 P-5), a Programme Management Officer (1 P-4), a Programme Management Officer (1 P-3), one Transport Officer (NO); four Transport Assistants (4 LL), four Protocol Assistants (4 LL), one Senior Transport Assistant (1 LL), one Senior Finance and Budget Assistant (1 LL), one Documents Management Assistant (1 LL), two Senior Meetings Services Assistant (2 LL), eight Meeting Services Assistants (8 LL), an Administrative Assistant (1 LL), two Team Assistants (2 LL), and three Travel Assistants (3 LL).
- (g) The outward redeployment of one Administrative Assistants (1 LL) and one Programme Management Assistant (1 LL) to the Office of the Deputy Executive Secretary (Operations) and one Team Assistant to the Office of the Director, Strategic Planning, Oversight and Results Division to provide administrative support to these entities under executive direction and management. In addition, one Staff Assistant (1 LL) is being redeployed to

subprogramme 1, Macroeconomic policy and governance, to provide administrative services to the subprogramme.

235. Nonpost resources in the amount of \$15,731,400 provide for the following:

Other staff costs

236. The amount of \$1,436,200 for 2019 provides for (a) general temporary assistance for meetings (\$835,000) for recruitment of short-term language staff to undertake such services as interpretation, translation and other meeting services in the three languages of the Commission (Arabic, English, French) on a freelance basis. (b) general temporary assistance (\$515,000) for the replacement of staff on maternity and extended sick leave as well as to meet other unexpected temporary staffing needs to cover temporary replacement of staff during periods of sick or maternity leave as well as periods of increased workloads; and (c) overtime and night differential costs (\$86,200) for staff working after regular hours during periods of peak workload.

Travel of staff

237. The amount of \$156,900 provides for participation in inter-Agency programme support Networks meetings, fora and workshops, Umoja financial management and Umoja Extension 2 budget formulation activities, and the ACABQ and Fifth Committee hearings.

Contractual services

238. The amount of \$3,561,200 provides for data processing services (\$1,120,000), external publishing and translation, editing and quality control services (\$240,000), ECA's Institutional Repository for digitizing of current material and Access to Scientific and Socio-economic Knowledge in Africa (ASKIA) services (\$430,000), human and financial resource management (\$526,200), language teachers (\$780,000), other specialized services (\$200,000), archives and records management (\$200,000) and AVLIN Capacity Building and Outreach programme to support Information Development in member States institutions (universities, Research Centres, Government Libraries) to facilitate access to information as a catalyst to achieving the Sustainable Development Goals (\$65,000).

General operating expenses

239. The amount of \$5,522,900 provides for rental and maintenance of premises (\$850,000), utilities (\$725,000), rental and maintenance of office furniture and equipment (\$1,000,000), communications (\$1,827,900) rental and maintenance of data processing and office automation equipment (\$545,000), and miscellaneous services, including buildings, vehicles, freight, marine and related insurance (\$575,000).

Hospitality

240. The provision of \$51,300 is required to cover official functions of the Commission as a whole, including group hospitality during major meetings at the ministerial level and other intergovernmental meetings mandated by the Commission, as well as for the annual celebration of United Nations Day in Addis Ababa.

Supplies and materials

241. The amount of \$1,733,700 provides for expendable general office supplies, including printing and reproduction supplies, various stationary items, photocopier supplies, office automation and computer supplies, uniforms for drivers,

technicians, messengers, documents reproduction staff, facilities management technicians, and cleaners, language training materials for language classes and for the Self Study Centre, and library supplies.

Furniture and equipment

242. The amount of \$3,121,900 provides for the acquisition and replacement of equipment and software packages, including: (a) acquisition of office furniture and equipment (\$623,300); (b) acquisition of office automation equipment including those related to the library redesign and space management (\$1,749,500); and (c) acquisition of printing and publishing equipment (\$749,100).

Grants and contributions

243. The amount of \$147,300 provides for UNDP service charges relating to payment authorizations, pouch handling, and shipment arrangement, ECA contribution for Field Security Offices by subregional offices, contributions for the Field Security Office in Addis Ababa, and dispensary charges for four subregional offices: East Africa, Southern Africa, West Africa and Central Africa.

VIII Action required by the General Assembly

244. The budgetary impact related to resolution 2018/19: Ad Hoc Advisory Group on Haiti and the decision related to the Outcome of the thirteenth session of the United Nations Forum on Forests for 2019 amounting to \$69,200 is being accommodated within the approved budget level for 2018-2019 for section 9, Economic and social affairs; the budgetary impact for the budget years 2020 and 2021 amounting to \$282,900 would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs. Accordingly, no action is being requested of the General Assembly as regards to these two resolutions.

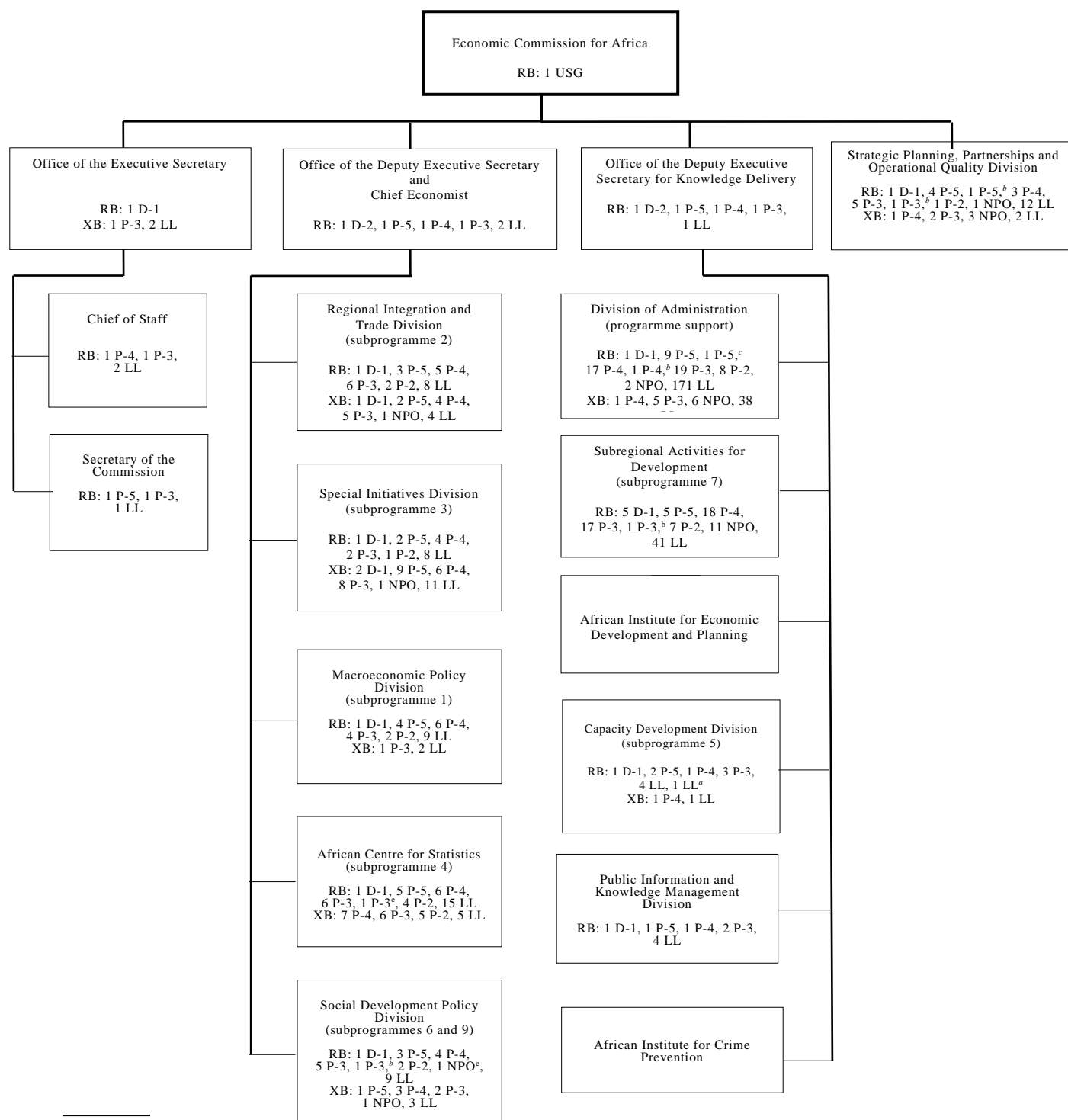
245. The overall resource requirements arising under the regular budget as a result of the implementation of the proposed restructuring of the Economic Commission for Africa are proposed to be met entirely through the realignment of resources. Therefore, no additional resources are being sought under the programme budget for the biennium 2018-2019.

246. On this basis, the General Assembly is requested to take the following actions as regards to the proposed restructuring of the Economic Commission for Africa, effective on 1 January 2019:

- (a) **Approve the proposed restructuring, including the related redistribution of posts and non-post resources, and the reorganizing, realigning and reprofiling of resources under the new sub-programme structure as described in this report;**
- (b) **Approve the establishment of 7 posts (4 P-5, 1 P-4, 2 P-3) under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018-2019;**
- (c) **Approve the abolishment of 7 posts (3 P-5, 2 P-4, and 2 P-3) under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018-2019; and**
- (d) **Approve the reclassification of 1 P-5 to 1 P-4 post under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018-2019.**

Annex I

A. Organizational structure for the Economic Commission for Africa and post distribution for the 2018-2019

^a Redeployment.^b Reclassification.^c New.^e Temporary posts

Annex II

B. Revised organizational structure for the Economic Commission for Africa and post distribution for the biennium 2018-2019

