



**Vera Songwe**

Executive Secretary of the United Nations Economic Commission for Africa

2019

*I, Vera Songwe, Executive Secretary of the United Nations Economic Commission for Africa, will strive to fulfil the goals of the United Nations Charter. My actions and behaviour will embody the values of the Organization at all times as I work to achieve the mandates and priorities of the Organization.*

*I commit myself to using the authorities delegated to me by the Secretary-General to implement the mandate of my department/office/mission effectively and accountably, and in doing so to achieve the objectives detailed below, for which the Secretary-General will hold me accountable. I, in turn, will ensure that these objectives are reflected in the work plans and performance assessments of my staff at all levels.*

## SECTION 1 : DELIVERING RESULTS

### A. ACHIEVING PROGRAMME OBJECTIVES

I commit myself to achieving the programme objectives and to delivering the expected results contained in all relevant budget documents, as mandated by Member States, and to reporting these results to the intergovernmental bodies through the mandated reporting mechanisms. I also commit myself to delivering on the priorities of the Secretary-General for the Organization in 2019.

In the context of these objectives, I will give special attention to delivering the following results in 2019.

Objective		
Advance ECA's position as a premier knowledge institution that builds on its unique position and privilege to bring global solutions to the continent's problems and take local solution to the continent in the context of the realization of the aspirations of the 2030 Agenda and Agenda 2063.		
Expected accomplishments	Risks and mitigations	Performance measures
EA1.1 Transformative, innovative and agenda-setting knowledge products by ECA that apply up-to-date world class knowledge to tackle Africa's development	R1.1. Delayed recruitment, challenges in staff retention and less responsive learning and staff development system.	PM1.1: Increased uptake of policy or policy change in support of Agenda 2030 for Sustainable Development and Agenda 2063 as a result of ECA's contribution



Expected accomplishments	Risks and mitigations	Performance measures
challenges	<p>Mitigation: Review of the Talent Profile Report and continuous follow-up with Hiring Managers regarding training needs.</p> <p>R1.2: Weak performance management.</p> <p>Mitigation: Building accountability for performance management compliance.</p>	<p>through its think tank function</p> <p>PM1.2 Staff development: Staff development programmes tailored to the think tank function of the Commission delivered.</p> <p>PM1.3 Value-adding partnerships with academic institutions and think-tanks formed and leveraged.</p>

## Objective

Develop sustainable macroeconomic and growth policies towards economic diversification and job creation in Africa as required by the 2030 Agenda and Agenda 2063.

Expected accomplishments	Risks and mitigations	Performance measures
EA2.1 Strengthened capacity of member states for effective development planning and implementation policies that promote inclusive growth, sustainable development and structural transformation, aligned with the 2030 Agenda for Sustainable Development	<p>R2.1 Limited organizational visibility</p> <p>Mitigation: High quality publications disseminated at every opportunity; Social media presence; strengthen relationship with member states as much as possible, including by seeking feedback</p>	<p>PM 2.1.1 Countries using ECA's macroeconomic analysis and planning tools in the design, implementation and monitoring of gender-sensitive macroeconomic policies and plans.</p> <p>PM 2.1.2 Member states that integrate economic diversification into their national development policies and planning frameworks.</p> <p>PM 2.1.3. Member states make progress in implementing and monitoring social investments.</p> <p>PM 2.1.4 African countries that develop national action plans for urban economic diversification and job creation</p>
EA2. 2 Increased availability of statistics that are strategically relevant and of consistently high quality in support of member	R2.2 Limited cooperation from national statistical authorities in generating, valuating and publishing official statistics and	PM 2.2.1 Baseline data for at least half of the indicators of SDG 2, 3 and 6 provided by African countries.



Expected accomplishments	Risks and mitigations	Performance measures
States, Regional Economic Communities and the African Union policy decision-making, planning, monitoring and reporting under the 2030 Agenda for Sustainable Development.	data  Mitigation: Increased advance advocacy on benefits in the context of review of progress in the implementation of the SGDs	

#### Objective

Contribute to innovative financing models and tools for the attainment of the 2030 Agenda for Sustainable Development in Africa

Expected accomplishments	Risks and mitigations	Performance measures
EA3.1: 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	R3.1 Limited engagement and uptake, by member States, of ECA-recommended financing models and tools  Mitigation: i) undertaking country needs assessment and securing sponsorship from high-level officials of respective governments; ii) continuous outreach and advocacy.	PM3.1: Formulation of policies and programmes by member States to increase private sector investment in infrastructure, technology, energy and services.  PM3.2: Three (3) African pension funds, retirement and savings institutions, insurance companies, and fund managers that invest in infrastructure projects (power, transport, and housing).  PM3.3 design and support three (3) new and innovative ways of financing human and physical infrastructure  PM3.4 Operationalization of the African Women Leadership Fund (AWLF) to mobilize global capital to build a cadre of African women fund managers.

#### Objective

Contribute to solutions to regional and transboundary challenges



## Objective

Expected accomplishments	Risks and mitigations	Performance measures
EA4.1: Increased number of member States leveraging regional frameworks for advancing country policy priorities and for tackling cross-border challenges	<p>R4.1 Limited number of effective partnerships with continental and regional organizations.</p> <p>Mitigation: Initiate and formalize partnerships in advance through partnership instruments.</p> <p>R4.2 Political instability and transition.</p> <p>Mitigation: Work with key players such as the African Union Commission (AUC), Regional Economic Communities (RECs), Department of Political Affairs (DPA), United Nations Office to the African Union (UNOAU) and others to monitor political and security developments in the countries of focus with a view to advocating for stability.</p> <p>R4.3: Limited spaces for public-private sector partnerships for infrastructure investments</p> <p>Mitigation: Advocacy to promote PPP approaches to investment in climate resilient infrastructure</p>	<p>PM4.1.1 Number of country ratifications of the Agreement Establishing the African Continental Free Trade Agreement (AfCFTA) and its 3 Protocols (Target: 22) and support provided to countries that develop national strategies for the implementation of the AfCFTA (Target: 15).</p> <p>PM4.1.2 Adoption of a Continental Framework on Digital Identification, Digital Trade and Digital Economy and establishment of Centre of Excellence on Digital Identity (ID), Trade and Economy in five (5) countries.</p> <p>PM4.1.3 Joint activities undertaken by United Nations and African Union entities in support of the African Union priorities at regional and subregional levels, as well as the African Union Development Agency (AUDA) (formerly the New Partnership for Africa's Development (NEPAD) programmes in the context of the Regional Coordination Mechanism for Africa (RCM-Africa) and its Sub- Regional Coordination Mechanisms (SRCMs).</p> <p>PM4.1.4 Policy dialogues facilitated for the appropriation of the "Sahel 2043: Prospective analysis for the Sahel" as a reference framework for intergovernmental organizations'</p>



Expected accomplishments	Risks and mitigations	Performance measures
		<p>(IGOs) development strategies.</p> <p>PM 4.1.5 Support provided to four countries with capacity to integrate climate resilience in investment planning in climate sensitive sectors</p> <p>PM 4.1.6 Joint support provided with regional teams of R-UNSDG Africa to Resident Coordinators and UN Country Teams in the development and implementation of UN Sustainable Development Cooperation Frameworks (UNSDCFs), ensuring a more thorough analysis and integration of relevant regional, sub-regional and trans-boundary dynamics and their impact on achieving the 2030 Agenda in the country context.</p>

## Objective

Advocate for Africa's position at the global level and develop regional responses as a contribution to global governance issues

Expected accomplishments	Risks and mitigations	Performance measures
EA5.1: Common African positions on / regional responses to critical development issues facilitated and supported	<p>R5.1 Lack of consensus amongst member States on regional responses to critical development issues</p> <p>Mitigation: Undertake targeted advocacy and capacity support to sub-regional blocs</p>	<p>PM 5.1.1 Four initiatives undertaken in support of promoting Africa's voice at the global level on:</p> <ul style="list-style-type: none"> <li>• Financing for Development (FfD)</li> <li>• Migration</li> <li>• Illicit Financial Flows (IFF)</li> <li>• Trade and e-commerce</li> </ul>
EA5.2: Stronger collaboration with and support to the African Union in line with the UN-AU	R5.2 Low commitments and limited Joint AU-UN Advocacy and awareness-raising.	PM 5.2.1 Evidence of progress made by the African Union and the United Nations in support of



Expected accomplishments	Risks and mitigations	Performance measures
Development Framework	Mitigation: Strong advocacy to implement the AU-UN Framework in the context of global sustainable development goals and Agenda 2063	<p>the nine essential thematic areas of the Joint Development Framework in close coordination with the Peace and Security Framework, including:</p> <ul style="list-style-type: none"> <li>• Launch of the Development-Peace &amp; Security nexus; and</li> <li>• Policy dialogues for the appropriation of the "Sahel 2043: Prospective analysis"</li> </ul> <p>PM 5.2.2 Annual joint planning and programming with AU and partners to ensure that Africa's voice is adequately reflected within the UN.</p>
EA5.3: Bring African perspectives into the global agenda, including through intergovernmental processes in the United Nations (UN) and other key global governance platforms	<p>R5.3 Limited engagement and commitment by global institutions and governance platforms to the Africa region and its priorities</p> <p>Mitigation: Strong advocacy for an integrated regional development agenda</p>	PM 5.3.1 Evidence of cooperation with AU in preparing for the ARFSD, HLPF and the 74th UN General Assembly based on joint key messages



## B. DELIVERING REFORM

The Secretary-General's reform agenda embraces a vision of the Organization that is field-focused, integrated across pillars, nimble, decentralized, transparent and accountable. The reforms are aimed at improving the functioning of the Organization, as well as the managing of its resources in support of effective programme delivery. In the context of these objectives, **please indicate here how you will proactively support the implementation of the key initiatives of the reform agenda in 2019 and beyond.**

### Reform Initiative : Delegation of Authority

I will operate an effective system of delegation of authority within my entity.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Delegation have been affected at all levels to increase efficiency and effectiveness of the service delivered.</li> <li>• Delegation exercised in compliance with regulatory framework.</li> <li>• Accountability framework put in place.</li> </ul>	<p>Reports on exceptions are submitted on time.</p>

### Reform Initiative : Transparency

I will ensure the performance of my entity is transparent through monitoring and self-evaluation.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Align the ECA evaluation policy with the Secretariat's new policy.</li> <li>• Undertake programme evaluations as per ECA's 2019 evaluation plan</li> </ul> <p>Present key findings and recommendations to</p>	<ul style="list-style-type: none"> <li>• Evaluation findings and recommendations are used for strengthening organizational learning and feed into programme design.</li> <li>• A brief synopsis and digest of critical evaluation learnings and recommendations will be presented</li> </ul>



Expected accomplishments	Specific commitments / comments
<p>intergovernmental organs and ensure that lessons learnt feed into program design.</p> <ul style="list-style-type: none"> <li>• Make publicly available key information about the ECA programme and its activities/deliverables to relevant stakeholders.</li> </ul>	<p>at the fifty-third session of the Conference of Ministers of Finance, Planning and Economic Development.</p> <ul style="list-style-type: none"> <li>• Publication of programme management related information on ECA intranet.</li> </ul>

## Reform Initiative : Benefits of reform initiatives

I will ensure the changes made in my entity are designed to deliver maximum added value to the UN and its stakeholders.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Tracking the added value and impact of reform initiatives, (management and development reforms)</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly update on implementation status of agreed deliverables and working arrangements under Phase I of the review</li> <li>• Document and share lessons learned from the application of the new annual planning and reporting approach</li> </ul>

## Reform Initiative : Embedding Results-based Management (RBM)

I will foster a results-oriented culture and proactively manage human and financial resources towards the attainment of results.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Strengthened programme planning and review processes</li> </ul>	<ul style="list-style-type: none"> <li>• Design a medium-term results-oriented programme framework</li> </ul>

## Reform Initiative : Embedding Enterprise Risk Management

Using risk information for strategic decision-making.





Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Update the corporate risk register and treatment and response plan that is anchored in the secretariat-wide ERM and Internal Control Framework</li> <li>• Monitor and review progress in the implementation of response plan</li> </ul>	<ul style="list-style-type: none"> <li>• The 2019 report on the implementation of the Corporate risk treatment and response plan will be prepared.</li> <li>• Updated corporate risk register and treatment and response plan issued.</li> </ul>

## Reform Initiative : Umoja

Ensure the deployment of Umoja Extension 2 in department/office/mission and expand the use of Umoja's functionality.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Taking full and active ownership of Umoja and working closely and constructively with the process owners and the Umoja team to deliver the solution, especially the new functionalities of Umoja Extension 2</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training and skills building and upgrading.</li> </ul>

## Reform Initiative : ICT

Support the implementation of the Information and Communications Technology (ICT) Strategy.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Greater alignment with the business leveraging UN Office of Information and Communications Technology (OICT) and Industry best practice, standards, and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise systems and applications e.g. Office 365/cloud implemented in accordance with the OICT policies and standards.</li> </ul>

## Reform Initiative : Leading the change

Act as a change sponsor for the reform efforts.



Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> <li>• Engage constructively in the reform process through active participation in task teams and working groups, including taking on coordination roles</li> <li>• Work closely with other RegComs, R-UNSDG for Africa, DCO and RCNYO to support the reform agenda and realise the expected benefits of reform</li> </ul>	<ul style="list-style-type: none"> <li>• Joint action plans and reports from the meetings of the Executive Secretaries of the five RegComs and the Chiefs of planning of the RegComs</li> <li>• Joint action plans for a more integrated and coherent approach to deliver the two agendas</li> <li>• Status of implementation of action plans and recommendations from RCM/SRCMs annual meetings</li> </ul>

## SECTION 2 : DELIVERING MY RESPONSIBILITIES AS A SENIOR MANAGER OF THE UNITED NATIONS

### A. DEMONSTRATING LEADERSHIP

**Please indicate here how you will serve as an effective leader of your Department/Office/Mission (maximum 250 words).** *In accordance with the Chief Executives Board's UN System Leadership Framework and additional elements added by the Secretary-General, leadership in the United Nations Secretariat should be: (a) principled, defending the Organization's values, norms and standards; (b) norm-based, grounded in UN values and standards; (c) inclusive; (d) accountable, demonstrating 360-degree accountability within the UN, across the UN System, to Member States and to those served by the Organization; (e) multidimensional, integrating across organizational boundaries and functions; (f) transformational, achieving positive change; (g) collaborative; (h) self-applied, exhibiting the principles in all interactions; and (i) pragmatic and action-oriented, taking principled and practical action to deliver on mandates, balancing administrative and operational risks and erring on the side of action to prevent and address human suffering.*

I am committed to uphold the principles of accountability and transparency within the ECA and to member States. I shall remain duty-bound to consistently apply and defend UN values, norms and standards without discrimination, fear or favour and advocating for the same in the ECA Senior Leadership Team. In undertaking my daily work, I will endeavour to communicate ECA's mission and strategic directions with clarity and afford my team the space and authority to deliver on organizational objectives. I will consistently engage and transparently and timely communicate with ECA's staff on all important matters.



As Head of the Organization, I will set an example in promoting gender equality and environmental stewardship through my actions and will encourage managers and staff to do the same, including making decisive progress towards gender parity and gender mainstreaming.

I commit to evidence-based decision making and constructive engagement with all stakeholders and will not waver to make, implement and defend hard decisions whilst promoting an organizational culture of empowerment, accountability and innovation. Regarding partnerships and collaboration, I shall be guided by the principle of value-addition.

I am determined to lead the Commission toward integrated programming and focus on impactful contributions to advancing social and economic development of the continent. I commit to working and leverage the UN-wide knowledge and expertise for transformative results for member States and commit to the judicious use of resources.

I will have a Zero Tolerance approach to sexual abuse and ensure effective protection of staff and stakeholders who report misconduct.



## B. ETHICS AND COMPLIANCE

### Compliance with regulations and rules

I will exercise the authority delegated to me in compliance with regulations, rules and all relevant policies and guidelines, including the appropriate monitoring of staff working under my supervision to whom such authority may be further delegated.

### Compliance with ethical standards

I will exercise my delegated authorities as a senior manager in compliance with UN standards of conduct, free from conflicts-of-interest, and lead my department's/office's commitment to the Organization's ethical culture by ensuring that my daily decisions and actions and those of my staff demonstrate integrity, transparency, accountability, respect and fairness.

### Preventing, addressing and reporting allegations of sexual exploitation and abuse

I will fully and accurately report all credible allegations of sexual exploitation and abuse related to United Nations personnel and ensure training on the prevention of sexual exploitation and abuse for all staff and affiliated personnel serving under my authority.

### Preventing and ensuring rapid response to allegations of sexual harassment

I will rapidly respond to, and ensure full reporting of, all credible allegations of sexual harassment within the UN Secretariat and ensure training and awareness-raising on the prevention of sexual harassment in the workplace for all staff and affiliated personnel serving under my authority.



### Protecting staff who report misconduct or cooperate in audits or investigations

I will do everything possible to create an environment where staff feel safe to report suspected misconduct, and I will protect from retaliation any staff who reports misconduct or who cooperates with duly authorized audits or investigations.

### Preventing fraud

I will promote a culture of integrity and honesty within the Organization by ensuring staff members at all levels understand how the Secretariat acts to prevent, detect, deter, respond to and report on fraud and corruption by ensuring staff members at all levels are familiar with the contents of the Anti-Fraud and Anti-Corruption Framework and comply with the guidance and principles established therein (ST/IC/2016/25).

### Ensuring dignity through civility

I will ensure the dignity of each person by promoting an environment of civility and psychological safety that empowers staff, fosters creativity and innovation, and enables better communications amongst all staff. I will endeavour to recognize and eliminate unhealthy work environments, and ensure a harmonious workplace based on mutual respect, open to all views and opinions where the contributions of staff are properly recognized and where staff feel free to speak without fear of retribution.



## C. EFFECTIVE USE OF RESOURCES

### Human resources management

**Objective : To manage human resources in an efficient and effective manner to achieve programmatic objectives.**

Expected accomplishment	Performance measure
Recruit staff expeditiously and undertake necessary measures to reduce vacancy rates.	Meeting benchmark of 120 days for filling a post from the time of issuance of job opening to selection.
Complete end-of-cycle performance evaluations in accordance with established timelines.	End-of-cycle evaluations under the authority of Department/Office/Mission are completed within three months of the end of the cycle (i.e., by 30 June 2019).

### Financial resources management

**Objective : To ensure the responsible management of financial resources.**

Expected accomplishment	Performance measure
Managers plan, monitor and utilize financial resources to deliver planned results as detailed in the planning and budget documents covering 2019.	<p>Ensure that resource use is in line with the Financial Regulations and Rules and contribute to effective implementation of planned activities.</p> <p>Regular review of resource utilization and associated results delivery by employing both backward looking (e.g. self-evaluations, recent developments) and forward looking (e.g. opportunities, threats, vision) strategies.</p> <p>Compliance with International Public Sector Accounting Standards (IPSAS).</p>



#### D. COMMITMENT TO DIVERSITY

**Objective : To achieve gender parity.**

Expected accomplishment	Performance measure
Measures taken towards the attainment of gender parity as per Phase 1 of the United Nations System-wide Gender Parity Strategy.	Progress towards achieving the goal of gender parity at each internationally recruited staff level (FS, P-1 to D-1) within available positions.

**Objective : To have a geographically diverse workforce.**

Expected accomplishment	Performance measure
Increased efforts to attain wider and equitable geographical distribution.	<p>50% of geographical appointments are from un- or under-represented Member States.</p> <p>Progress is made, from one year to the next, towards achieving greater regional diversification. The UN regional groups are Africa, Asia Pacific, Latin America and Caribbean, Eastern Europe and Western Europe and Others.</p>

**Objective : To support efficiency, performance and transparency through multilingualism.**

Expected accomplishment	Performance measure
Increased effort to mainstream multilingualism in the Secretariat's activities.	100% of the Department/Office/Mission's work plans (and its constituent units, where applicable) integrate multilingualism and/or language considerations.
Timely submission of manuscripts to Conference Services for multilingual processing.	100% of manuscripts submitted to Conference Services by mutually agreed slot dates, within the word limits, and in full compliance with all editorial



Expected accomplishment	Performance measure
	directives.

#### E. COMMITMENT TO SUSTAINABILITY

I endeavour, within existing legislative frameworks, to integrate sustainable development practices in the activities under my responsibility in alignment with the Sustainable Development Goals. In particular, I will champion Environmental Sustainability Management to achieve continuous improvements in environmental performance.

**Objective : Integration of sustainable development practices in programme delivery and workplace practices.**

Expected accomplishment	Performance measure
Reduced operational impact on the environment, including through resource efficiencies and integrating environmental considerations into decision making, particularly in managing travel activities.	<p>Reduction in commercial air travel greenhouse gas emissions relative to total programme expenditure (Tons CO<sub>2</sub>e/\$).</p> <p>(maximizing the use of alternate modes of communications and integrating environmental considerations in the choice of meeting locations.)</p> <p>Number of environmental sustainability measures undertaken to reduce the environmental impact of the Department/Office/Mission operations.</p> <p>(e.g., support to local or Secretariat-wide initiatives, encouragement to staff to follow waste management guidelines, departmental actions on use of alternatives to travel, reduction of plastic pollution, greening events, etc.)</p>

#### F. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS

**Objective : To implement oversight body recommendations that have been accepted by the Department/Office/Mission.**





Expected accomplishment	Performance measure
Timely implementation of recommendations.	90% of critical and 70% of important recommendations targeted for implementation during 2019 are implemented.

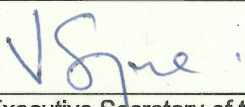
#### G. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management, such as advocacy of the United Nations values and policies and promotion of the United Nations image, and that I will serve as a role model for implementing the Gender Parity Strategy and will contribute to the Secretariat's decision-making and information-sharing committees. I will encourage and participate in the informal resolution of workplace issues and disputes. I will remain committed to the goals of the Organization in advancing peace and security, human rights and development.

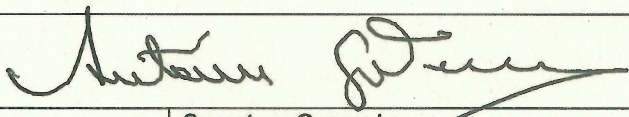
### SECTION 3: DECLARATION

#### SIGNATURES

I acknowledge the objectives stated above and undertake to plan, monitor and implement them as well as fully discharge my other responsibilities as a Senior Manager of the United Nations.

Signature: 		
Vera Songwe	Executive Secretary of the United Nations Economic Commission for Africa	Date: 06/05/2019

I endorse the objectives and priorities stated in this Compact.

Signature: 		
Antonio Guterres	Secretary-General	Date: 03/05/2019