



## 6 | ECA'S PROGRAMMATIC SUCCESS STORIES



Port of Rabat in Morocco. The AfCFTA agreement is expected to easily boost intra-African trade from an existing level from approximately 13 per cent to 25 per cent or more during the next decade. Photo © Shutterstock

AfCFTA Business  
Forum, Kigali, 20 March  
2018. Photo © ECA

# AFRICAN CONTINENTAL FREE TRADE AREA ACTING AS ONE AFRICAN MARKET

#AfCFTA2018 | 17-21 March 2018 | Kigali, Rwanda



## 6.1 TRADE, FINANCE AND ECONOMIC DEVELOPMENT



ECA Trade promotion conference held in Addis Ababa in 1972. Photo © UNECA



The Africa Trade Forum 2018, held in Lagos, Nigeria on 2 and 3 November 2018, under the theme “The AfCFTA [African Continental Free Trade Area] ratification and implementation: A game changer for African Economies”. Photo © ECA

### Opening Up Africa for Business Without Borders: ECA’s contribution towards realization of the African Continental Free Trade Area (AfCFTA)

The year 2018 marked the establishment of the African Continental Free Trade Area (AfCFTA), a major milestone in the long march towards African economic integration. The Abuja Treaty, which establishes the African Economic Community, entered into force in 1994. It sought to create an African Economic Community to enhance regional and continental economic integration and to expand trade, promote structural transformation and thereby foster the overall social and economic development of African countries. The Abuja Treaty is the concretization of the objectives of the Lagos Plan of Action and the Final Act of Lagos, which in 1980 reaffirmed the national and collective self-reliance, including the creation of an African Common Market as a prelude to the African Economic Community.

In July 2004, the then Executive Secretary of ECA, Mr. Amoako, said a vision was needed of how to combine the pragmatism of regional integration with the complexity of the African continent, during the launch of the first-ever continent-wide assessment on such integration efforts, known as the Assessing Regional Integration in Africa Report.

Over the years, the Assessing Regional Integration in Africa Reports have covered topical issues at the heart of African regional integration. For example, Report II addressed the rationalization of the various regional integration groups and overlapping memberships, influencing the subsequent decision at the African Union level to consolidate the focus of integration on eight regional economic communities. Subsequently, Report III examined the important elements of macroeconomic convergence and monetary and financial integration in the regional economic communities. Report IV looked at the issue of enhancing intra-African trade, while Report V focused on the expected benefits of AfCFTA. That particular edition marked a critical role in providing an analytical basis on the potential benefits from goods liberalization under AfCFTA, which led to the adoption of the landmark Decision and Declaration to establish a Continental Free Trade Area, during the eighteenth Ordinary Session of the Assembly of Heads of State and Government of the African Union, held in Addis Ababa, in January 2012.

In June 2015, the twenty-fifth Ordinary Session of the Assembly of the African Union, held in Johannesburg, South Africa, launched the negotiations for the establishment of AfCFTA. At present, 49 African countries have signed the Agreement establishing AfCFTA, 12 countries have ratified it with 10 more expected to ratify it for the Agreement to come into force. The eighth edition of the Assessing Regional Integration in Africa Report

entitled “Bringing the Continental Free Trade Area About”, in this context has become a critical report to guide the negotiations that have been taking place for trade in goods under phase I. Twelve rounds of negotiations under the Continental Free Trade Area Negotiating Forum have been completed by African Union member States since the first Forum in 2016, in which ECA provided technical cooperation throughout the negotiations. The upcoming ninth edition of the Report builds on the knowledge developed in previous reports and is intended to inform the AfCFTA stakeholders and support the negotiations and policy processes for the entry into force of AfCFTA. The Report has become the first reference source on regional integration and is widely recognized and used by African policymakers and other stakeholders in Africa and beyond.

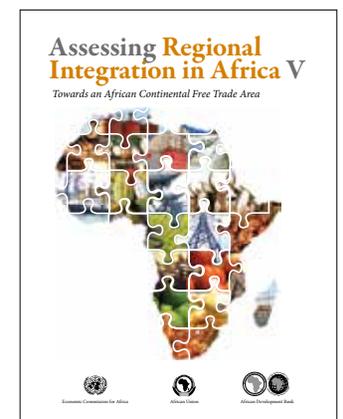
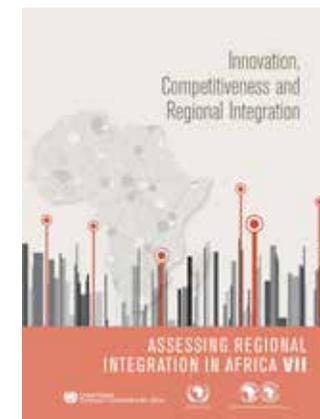
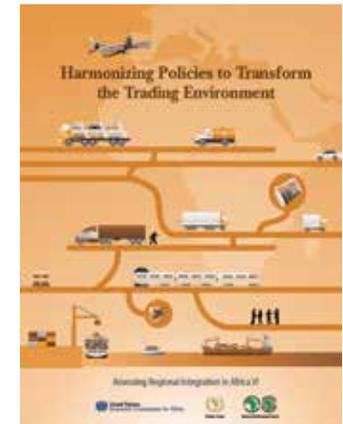
ECA has intensified its work to ensure that the potential of AfCFTA is fulfilled by providing advocacy and technical assistance for more African countries to sign the agreement, ratify and implement it. The Assessing Regional Integration in Africa series will continue to support with robust analytical work the process of regional integration in Africa, beyond the 60th Anniversary of ECA.

Assessing Regional Integration in Africa (ARIA) VII publication launch at the 2016 Conference of Ministers

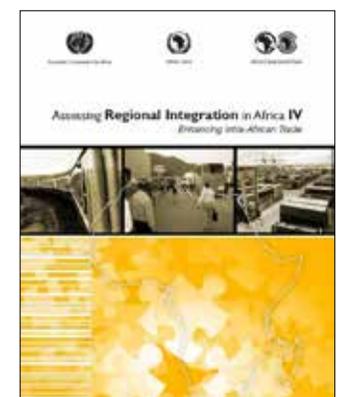


ECA has intensified its work by providing advocacy and technical assistance for more African countries to sign the AfCFTA agreement, ratify and implement it. Photo © ECA





Various editions of the Assessing Regional Integration in Africa (ARIA) series reports by ECA.



Port of Mombasa, Kenya. The country is one of the 49 African countries that have signed the Agreement establishing the AfCFTA. 12 countries have so far ratified it with 10 more expected to ratify it for the agreement to come into force. Photo © Shutterstock.

High-level Panel on Illicit Financial Flows. Shown from right to left: Former Deputy Executive Secretary of ECA, Abdalla Hamdok; former President of South Africa, Thabo Mbeki; and other delegates



## Curtailing Illicit Financial Flows from Africa: Keeping Africa's wealth within

Lilongwe, Malawi marked the starting point for the clarion call to curtail illicit financial flows when the Commission brought the topic onto the agenda of the African Ministers through a side event at the March 2010 African Union-ECA Conference of African Ministers of Finance, Planning and Economic Development. In the session that followed in 2012, the Conference of Ministers passed a resolution providing for the establishment of a High-level Panel in which the former president of South Africa, Mr. Thabo Mbeki, was handed the task of leading the war on illicit financial flows from the region. ECA established the panel and served as its secretariat, providing analytical and technical support. Following the launch of its report in 2015, the Assembly of the Heads of State and Government of the African Union adopted the panel's recommendations in full.

To implement the recommendations in the High-level Panel's report, ECA facilitated the establishment of a Consortium which served as its secretariat in conjunction with the Coalition for Dialogue on Africa to stem illicit financial flows from Africa. The Consortium brings together international and regional organizations and civil society organizations working on illicit financial flows from Africa, to coordinate efforts and pursue partnerships and joint resource mobilization as well as regional and global advocacy.

The groundbreaking research work of ECA on illicit financial flows methodology on trade mis-invoicing has inspired similar estimates by the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic and Social Commission for Western Asia (ESCWA). ECA has also produced reports on illicit financial flows in the extractive sector, the global governance architecture for combating illicit financial flows and base erosion and profit shifting in Africa. Furthermore, training has been offered to national officials on transfer pricing in the extractive sector from the African Mineral Development Centre of ECA.



The 2014 Africa Development Forum (ADF-IX) Plenary session 4 on illicit financial flows. ECA groundbreaking research work on illicit financial flows methodology on trade mis-invoicing, which inspired similar estimates by Economic Commission for Latin America and the Caribbean(ECLAC), Economic and Social Commission for Asia and the Pacific(ESCAP) and Economic and Social Commission for Western Asia (ESCWA). Photo © ECA

## Integrated Planning and Reporting Toolkit: Implementing and reporting on the 2030 Agenda and Agenda 2063 in tandem

Since its establishment, ECA has advocated development planning as an important instrument for African countries to articulate their development priorities and goals, and accordingly, to coordinate policies and strategies, build capacity and mobilize human and financial resources to achieve these goals. Furthermore, ECA gives innovation the place it deserves towards supporting Africa’s inclusive growth and sustainable development in Africa, which is anchored on two agendas: the 2030 Agenda for Sustainable Development and Africa’s Agenda 2063.

Following the adoption of the two mutually inclusive development frameworks, African countries requested the support of ECA at the Conference of Ministers in 2016 to facilitate the integration of both agendas into national development plans, to have the goals, targets and indicators of both agendas harmonized and incorporated into their national development plans for effective and concurrent implementation, thus enhancing efficiency and reducing transaction costs of reporting.

To simplify the alignment between the two agendas, ECA has supported the design of an innovative solution – the Integrated Planning and Reporting Toolkit, which aligns the two agendas for harmonized implementation and reporting.

The Toolkit, with the goals, targets and indicators of the two agendas already in-built into the software, allows for users to assess the level and strength of alignment between the two agendas at the click of a button. The software is dynamic and adaptable to country-specific planning frameworks, which can be at the national, subnational and sectoral levels. The results framework of a country’s national development plan is uploaded into the software and users can easily assess the alignment of the plan with the two agendas. The monitoring and evaluation module allows for country data entry on the key indicators (as well as baselines, targets and current values) of the national development plan, which is an important feature for reporting progress towards the realization of national priorities as they align with the two agendas.

In 2018, the Toolkit was piloted in Cameroon, the Republic of the Congo, Ghana, Seychelles and Uganda



Press conference at the closing of the 2016 Conference of Minister, Addis Ababa, 5 April 2016. A resolution was passed at the Conference, following a request by Member States to have an integrated planning and reporting tool for the 2030 Agenda and Agenda 2063. Photo © ECA



Screen shot of the SDG 2030 and AU 2063 Agendas harmonization tool.



2017

# Africa Sustainable Development Report

Tracking Progress on Agenda 2063 and  
the Sustainable Development Goals

## #AfricaDevGoals



Empowered lives.  
Resilient nations.

Africa Sustainable  
Development Report  
2017 (Report Cover)



ECA has placed particular emphasis on the importance of industrialization in advancing structural transformation and inclusive growth in Africa through the various policy options presented in the African Union Commission and ECA Economic Reports on Africa from 2013 to 2017, giving traction to the issue in the development policy discourse.



Launch of the Economic Report on Africa 2017 report in Dakar, Senegal on 26 March 2017. The report contains an examination of how the continent can accelerate industrialization as a vehicle for Africa’s structural transformation by harnessing opportunities arising from rapid urbanization. Photo courtesy

## Putting back Africa’s industrialization and structural transformation in the development policy discourse

For many years, following the structural adjustment programme era, industrialization and industrial policy had moved off the policy discourse globally. In Africa, in particular, the idea of pursuing industrial policies for economic transformation was relegated. Macroeconomic frameworks and financing arrangements failed to prioritize the industrialization agenda. Noting that lack of industrialization and economic transformation, ECA prepared and published authoritative policy documents in its Economic Report on Africa (ERA) series, which succeeded in putting industrial policies and economic transformation back at the centre of the economic policy discourse.

ECA has placed particular emphasis on the importance of industrialization in advancing structural transformation and inclusive growth in Africa through various policy options presented in ERAs from 2013 to 2017, giving traction to the issue in the development policy discourse. Pursuant to the Action Plan for Accelerated Industrial Development of Africa adopted by the tenth Assembly of the African Union, held in Addis Ababa in 2008, various editions of ERA and non-recurrent publications since 2000 have intellectually expressed the promotion of industrialization in advancing structural transformation in Africa.

The 2013 ERA presented evidence on how Africa can use industrialization based on the availability of its abundant natural resources as a basis for its transformation. The report advocated for the adoption of a coherent industrial policy to promote value addition to Africa’s primary commodities as an engine of growth for Africa.

The 2014 edition of ERA, “Dynamic Industrialization in Africa: Innovative Institutions, Effective Processes and Flexible Mechanisms”, focused on how to advance Africa’s transformation agenda through industrialization. Noting that strategic industrialization was the only way for the continent to reduce the risks of its high dependence on primary commodity, the report contained calls for African countries to adopt dynamic industrial policies with flexible processes and mechanisms to transform their economies and bring about inclusive and sustainable economic and social development.

The 2015 ERA delved more in depth into the role of trade in supporting Africa’s industrialization, both at the regional and at the global level, and underlined the importance for Africa to implement strategic trade policies aimed at overcoming market and institutional failures that hinder export competitiveness. The report outlined the key factors that constrained Africa’s trade, recommending that increased regional integration and well-designed trade policies and reforms



Various editions of ECA’s flagship publication, the Economic Report on Africa (ERA) series.

can play an important role in increasing the productivity of African industries and harnessing the potential gains from globalization. ERA 2016 complemented several editions of earlier reports by focusing both on the quality of industrialization and on the opportunities for upgrading throughout the value chain. The report adopted a systemic approach to green industrialization using examples from value chains in key sectors, including agriculture, energy, extractives, manufacturing, transport, and water to make a credible case for green industrialization.

Reconnecting urban and industrial development in Africa through deliberate policies, strategies was at the heart of ERA 2017. Thus, the core message contained in the report was that deliberate efforts were needed to link urban and industrial development in the context of national development planning. Importantly, the opportunities arising from urbanization for industrialization and from industrialization for urbanization need to be articulated in national development plans if the respective sector policies are to be linked. The report provides a strategic policy framework anchored in national development planning to enable African countries to harness urbanization for industrialization with specific country experiences in Africa.

During a good part of the current decade, industrialization has gained traction (as exemplified by the Sustainable Development Goal 9 on industry, innovation and infrastructure) and ECA advocacy has been the bedrock on which major infrastructure development in Africa are anchored to, as well as the AfCFTA driven trade agenda.

Secretary-General, Ban Ki-moon (third from left) speaking at the opening session of the Third Forum on Financing for Inclusive and Sustainable Industrial Development, held in Addis Ababa, 14 July 2015. Pictured from left: ECA Executive Secretary, Carlos Lopes; Chairperson of the African Union Commission, Nkosazana Dlamini Zuma; Director-General, United Nations Industrial Development Organization, Li Yong and Prime Minister of the Federal Democratic Republic of Ethiopia, Hailemariam Dessalegn. Photo © UN



Textile factory in South Africa. During a good part of the current decade, industrialization has gained traction as exemplified by Sustainable Development Goal 9 on industry, innovation and infrastructure and ECA advocacy has been the bedrock on which major infrastructure developments in Africa are anchored, as well as the African Continental Free Trade Area-driven trade agenda. Photo © Shutterstock



Private Equity panel discussion at the ninth African Development Forum (IX) in Marrakech, Morocco, 14 October 2014. Photo © ECA



تحت الرعاية السامية لصاحب الجلالة الملك محمد السادس  
Sous le Haut Patronage de Sa Majesté le Roi Mohammed VI  
Under the High Patronage of His Majesty the King Mohammed VI

# CAPITAL INVESTISSEMENT PRIVATE EQUITY



## ECA's contribution to Private Sector Development and Innovative Finance in Africa

The private sector contributes the largest part of Africa's economic growth. It generates an estimated 70 per cent of Africa's output, approximately two thirds of its investment and 90 per cent of employment on the continent. The Commission's work in promoting the development of the sector in Africa and leveraging innovative sources of financing the 2030 Agenda and Agenda 2063 had gained momentum in 2018.

Through the newly created Private Sector Section, ECA is offering advisory and technical support towards the expansion of the private sector in addressing Africa's development challenges and given its 60 years of experience in promoting socioeconomic development in Africa, the Commission is positioning itself to act as "honest broker" for the sector's development in the region. ECA will focus on supporting Governments to improve the overall business environment, undertake Sustainable Development Goal compliant investment in energy, infrastructure and services, and deepen the financial sector (banking sector and capital markets) to help to bring in more innovative finances for growth and prosperity on the continent.

In 2018, the Commission's analytical work in the area of innovative finance focused on the role of pension funds in financing infrastructure in Africa, the structure and regulations of African pension fund systems, the review and structure of housing finance instruments in Africa, and the role of African credit rating agencies, among others. The studies on pension funds sought to better understand how pension funds are uniquely positioned to engage in long-term, high-return impact investment in the infrastructure sector. Pension funds in Africa's six largest markets could grow to US\$7.3 trillion by 2050 (from \$800 billion in 2014) according to estimates. If leveraged, such assets could help to bridge the huge infrastructure financing gap on the continent, which is estimated at between \$67 billion and \$107 billion annually.

ECA has also significantly strengthened its partnerships and promoted strategic alliances to mobilize private capital for financing infrastructure in Africa. Partnerships with the NASP-USAID Investment Partnership for Mobilizing Institutional Investors to Develop Africa's Infrastructure (MiDA), International Finance Corporation, African Risk Capacity, China Public Private Partnership Centre, the World Bank, African Development Bank, agencies of the United Nations system and bilateral donors have all enabled ECA to reinforce its engagement towards African Governments and private sector actors.

ECA is engaging with selected Governments in East and West Africa to help to promote the pension fund industry and explore investment opportunities for viable infrastructure projects. In Kenya, ECA is providing technical and advisory



In the West African Economic and Monetary Union (WAEMU), ECA has been working with MiDA and a regional mortgage refinance fund (Caisse Regionale de Refinancement Hypothecaire - CRRH) to promote the right for more people to have access to affordable housing in the subregion. Photo COURTESY.



Opening of the Third International Conference on Financing for Development (FFD3) on 13 July 2015 in Addis Ababa, Ethiopia., which was attended by U.N. Secretary-General Ban Ki-moon, Prime Minister of the Federal Democratic Republic of Ethiopia Hailemariam Dessalegn and ECA Executive Secretary Carlos Lopes. Photo © UNECA

support in assessing the existing systems to channel pension fund assets and attract larger scale investment as well as restructuring the policies and regulations needed to set the basis for increased long-term investment and sustainable growth in the country. In addition, it is also supporting the development of the Kenya Pension Fund Investment Consortium, which will play a key role in the overall improvement of pension fund regulations and supervision in Kenya.

In the West African Economic and Monetary Union, ECA is working with MiDA and a regional mortgage refinance fund (Caisse Regionale de Refinancement Hypothecaire – CRRH) to promote increased access to affordable housing in the subregion. The joint ECA/MiDA support will enable CRRH to expand its sources of finance by accessing the international/United States of America capital markets for long-term financing and mobilize an additional \$100 million through the issuance of bonds in order to meet the enormous unfulfilled demand for affordable housing in the subregion (estimated at 800,000 new housing units per

The private sector contributes the largest part of Africa's economic growth. It generates an estimated 70 per cent of Africa's output, approximately two-thirds of its investment and 90 per cent of employment on the continent. Photo courtesy





Former ECA Executive Secretary, Carlos Lopes (left) and Executive Secretary, Vera Songwe at the Conference on Digital Trade in Africa in Addis Ababa, 31 May–1 June 2018. The work of ECA in promoting the development of the sector in Africa and leveraging innovative sources of financing the 2030 Agenda and Agenda 2063 gained momentum in 2018. Photo © ECA



Panel discussion on the theme “Private-sector perspectives”, 09 May 2012, Addis Ababa, Ethiopia. Photo ©ECA

The newly appointed ministers of Ethiopia taking their oath in October 2018, after the 50-50 cabinet reshuffle that ensured 50 per cent men and 50 per cent women in the cabinet. Photo Credit: Pual, Schemm



## 6.2 PROMOTING THE ADVANCEMENT OF WOMEN AND SOCIAL DEVELOPMENT

### Reducing Africa's Gender Gap and its Costs: The African Gender and Development Index (AGDI)

ECA has been at the forefront to have international legal instruments ratified to address gender inequalities and the recent advances made on the continent towards closing down the gender gap are worth noting. In 11 African countries, women hold close to one third of the seats in parliaments, more than in Europe. But even with such progress, severe disparities remain.

To help inform policymakers to further mainstream gender into policies, which will lead to more inclusive human development and economic growth, the Commission's expertise has been used to develop a tool that supports its member States to measure the gap in the relative status of African men and women, and to assess the progress made in implementing government policies to promote gender equality and the empowerment of women and girls. ECA introduced the African Gender Development Index (AGDI), which was endorsed by member States during the Beijing Plus Ten Review in Addis Ababa in October 2004.

Between 2004 and 2016, AGDI has been launched throughout Africa in three phases and sex-disaggregated data collected in more than 40 countries to demonstrate gender gaps in 44 indicators spanning social, economic and political domains. The Index has also tracked government progress in ratifying numerous regional and international conventions, documents, treaties regarding gender equality and women's empowerment and in incorporating the principles of these conventions and documents in national laws, programmes and policies. AGDI has since realized some key results. First, African countries have substantially improved their ability to collect sex-disaggregated data even though there is still more to be done, especially in the economic domain to assess gaps in wages and incomes by sector. Second, gender gaps in the social domain have narrowed down, thanks to the substantial reductions in gender gaps in health indicators.

Having supported more than 40 African countries to collect data following the AGDI methodology, ECA is ready and committed to continue supporting member States to actively use AGDI in their planning, design, implementation, monitoring and evaluation of national and sectoral plans, policies and programmes as well as report on their regional and international commitments. Most recently, ECA witnessed the active use of the Index when the Commission for Gender Equality shared the latest AGDI results to mainstream gender on harnessing demographic dividend into the National Population Unit at the Department of Social Development in Pretoria, South Africa. Furthermore, many African countries use AGDI in their review of progress towards the Beijing Platform of Action and some countries, such as Uganda, even consider moving beyond the national-level into regional-level AGDI.



REDUCING THE GENDER GAP: Former President of Liberia, Ellen Johnson Sirleaf, addressing the High-level Thematic Debate on Advancing Gender Equality and Empowerment of Women in the post-2015 Development Agenda on 6 March 2015. ECA developed the African Gender Development Index (AGDI), a tool that supports the Commission's member States to measure the gap in the relative status of African men and women, and to assess progress made in implementing government policies to promote gender equality and the empowerment of women and girls.



The election of the first female president in Ethiopia, Sahle-Work Zewde, has been enthusiastically greeted in Ethiopia and beyond, raising hopes among advocates for gender equality. Photo © ECA



Former ECA staff, Meaza Ashenafi (centre), the first female president of the Supreme Court in Ethiopia, together with former colleagues, Konjit Digaf and Mulutsega Legesse during the "ECA at 60 celebrations" on 17 December 2018. Photo © UNECA



Gender parity at ECA - ECA female staff members at the 60th Celebrations on the 17 December 2018



Participants at the Business for Africa and the World summit, Africa 2018 at Sharm-El-Sheik, Egypt. The first day focused on the theme "Women Empowering Africa. Photo courtesy



Vice-President of the Gambia, Isatou NjieSaïdy (left), addressing a press conference on the need for a gender perspective in dealing with the economic, food and climate change crises in Africa. Others who participated in the press conference were Chief of ECA Information and Communication Section, Myriam Dessables, the Director of Women, Gender and Development at the African Union Commission, LithaMusyimi-Ogana; and Houda Mejri (right) of the African Centre for Gender and Social Development, Economic Commission for Africa. The press conference was held at the United Nations Headquarters on 4 March 2009. Photo © United Nations





An elderly woman from a Herero village in Aminuis, Namibia on 1 April 1992. For a long time, Africa's development dynamics have been skewed with differences in age, gender, ethnicity and income thereby excluding large segments of the continent's population from development processes. Photo © United Nations.



Launch of an innovative tool, the African Social Development Index (ASDI), at the African Development Forum in Marrakech, Morocco, 12–16 October 2014. It was developed by the Social Development Policy Division of the Economic Commission for Africa in response to the call from African Member States for an African-specific indicator of exclusion. Photo © ECA



School children. Access to education is an important aspect of the ASDI. Photo © Shutterstock.

## The African Social Development Index (ASDI)

The fast and sustained economic growth in Africa during the past two decades has not yet translated into improved social outcomes in most countries. High levels of poverty and inequality persist, caused by differences in income, gender, ethnicity and age. That is, growth has not been sufficiently inclusive and equitable, skewing development dynamics and excluding large segments of the population from development processes.

During the period 2013–2014, ECA developed an African Social Development Index that estimates the magnitude of human exclusion in Africa over a life cycle. The Index was reviewed and endorsed by the African Union Commission, the strategic partner of ECA, in 2014. Between 2015 and 2016, ECA in collaboration with national teams developed 34 country reports and 5 subregional reports using the African Social Development Index.

Some key findings demonstrate income poverty and undernutrition as the major drivers of human exclusion in most countries; human exclusion in rural areas is higher than in urban areas and women and men appear to experience the same level of exclusion on average. In most countries, human exclusion at the subnational level showed significant variation in magnitude within countries. The challenge has been how this data-intensive information can be translated into improved social inclusive policy.

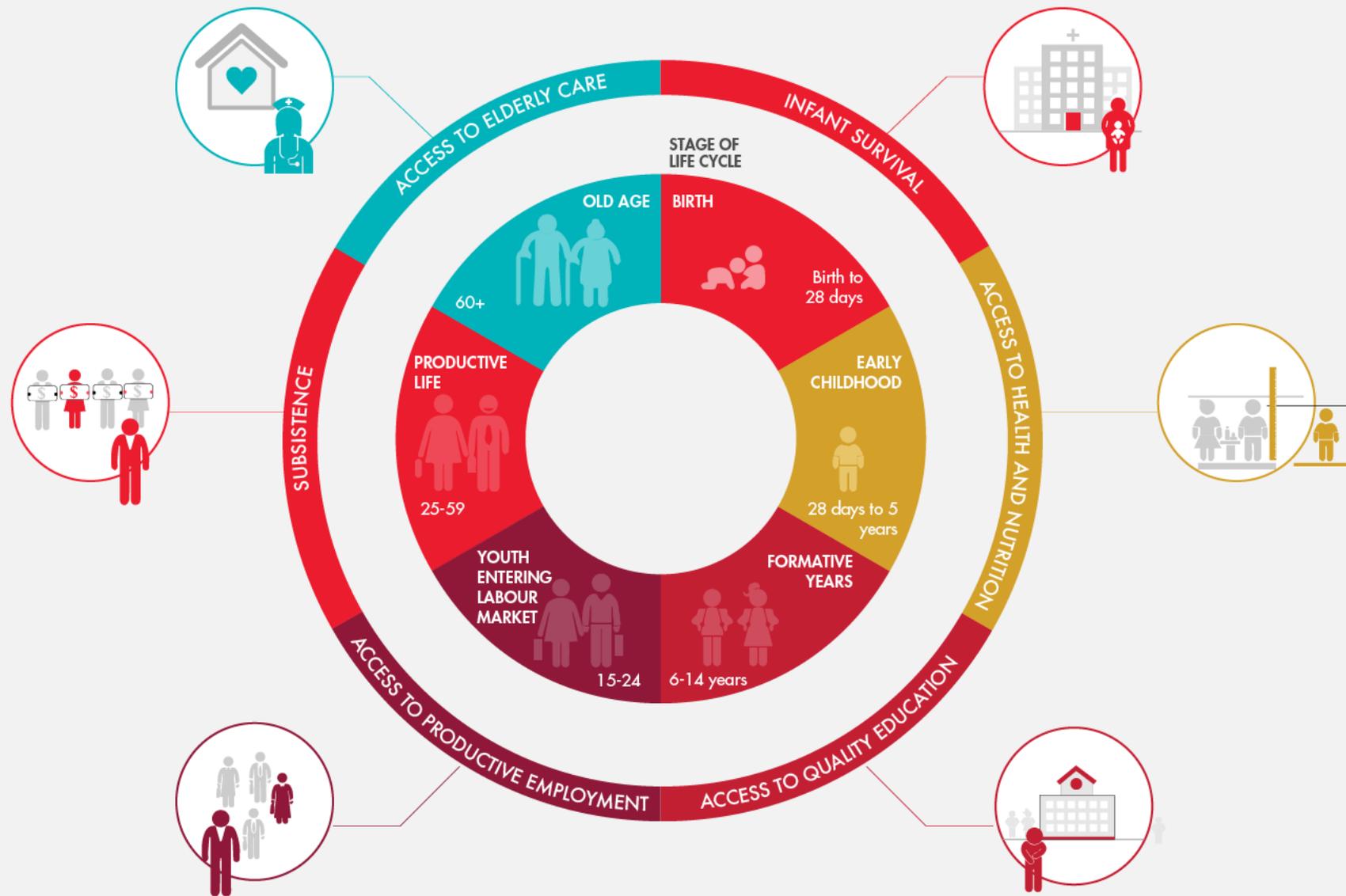
In response to this challenge, the subprogramme responded to the High Commission for Planning in Morocco, Botswana and Kenya, the Pan-African Parliament and the Common Market for Eastern and Southern Africa in providing policy support and building the capacity of more than 75 statistical and line ministries' senior officials. Morocco applied the African Social Development Index to improve the integration of Sustainable Development Goals into the national development plan of Morocco. In Kenya, the Index was used to assess their fiscal decentralization policies and more inclusive social spending. The Index has been endorsed by the African Union and has increased buy-in from agencies of the United Nations system (United Nations Development Programme and International Labour Organization) and research institutes all of which are keen to apply the Index in their planning processes.

The African Social Development Index has contributed to enhanced capacities of member States in monitoring human exclusion and mapping inclusive social policies. This will also contribute to monitoring progress towards implementing the 2030 Agenda on Sustainable Development and to leaving no one behind. In implementing the African Social Development Index country and subregional reports, ECA, as part of its outreach activity, has also developed a web-site (<https://knowledge.uneca.org/ASDI/>) that allows both information-sharing and peer learning on inclusive social policies.



Morocco has applied the African Social Development Index to improve the integration of Sustainable Development Goals into its national development plan. Photo © Shutterstock

# EXCLUSION THROUGHOUT THE LIFE CYCLE



The African Social Development Index is a multidimensional measure developed by the Social Development Policy Division of the Economic Commission for Africa (ECA). The tool follows a life-cycle approach aimed at assessing progress in the reduction of exclusion in six dimensions of wellbeing, including health, education, employment and income, among others. Its key feature is its use at regional, national and subnational levels to assess the effects of exclusion between various countries, locations and groups of population.

The Africa Mining Vision (AMV) offers a unique, pan-African pathway to finally reverse the old paradigm regarding management of the country's mineral wealth. Photo courtesy.



## 6.3 NATURAL RESOURCES MANAGEMENT AND CLIMATE CHANGE

*“It is my hope that the minerals of Malawi bring health, happiness and prosperity for all Malawians. This is the responsibility of the people who will negotiate [on Malawi’s behalf]. Malawi will be a rich or a poor country depending on what you do.”*

Hon. Bright Msaka SC, Minister of Natural Resources, Energy and Mining, Malawi

*“Ghana is working very closely with the African Mineral Development Centre to indigenise the AMV, through a Country Mining Vision.”*

States (ECOWAS) Mining and Petroleum Forum.

### Implementing the Africa Mining Vision

Africa’s mineral resources have tremendous potential to transform the continent’s development perspective. But for too long its resources have been exploited without benefits to the African people, which has led to the endorsement of the Africa Mining Vision (AMV) in 2009.

The Vision offers a unique, pan-African pathway to finally reverse the old paradigm regarding the management of mineral wealth. It is designed to support African Governments in addressing the complex linkages that must be unlocked to make mineral resources truly developmental. These include improving governance in resource management; linking minerals to industries; building a solid knowledge base; enhancing the capacity of African people to negotiate fair and equitable contracts; breaking down trade and infrastructure barriers; integrating small-scale mining into the broader economy; and improving people’s livelihoods.

In 2013, the African Minerals Development Centre was set up to implement the Vision and its Action Plan, in response to the need for a central and strategic organization. The Country Mining Vision (CMV), dependent on a country’s mineral sector development trajectory or typology, is one of the Centre’s main pathways towards domesticating the Africa Mining

Launch of the African Minerals Development Centre in Maputo, Mozambique, December 2013. Photo © ECA



Vision. Some member States opt for targeted interventions in specific areas (e.g., Guinea and Sierra Leone); others require a more comprehensive CMV initiative (e.g., Lesotho and Mozambique); a number of countries combine both the targeted and comprehensive approach (e.g., Chad, Ghana, Kenya, Malawi, Rwanda and United Republic of Tanzania); and in a few countries (e.g., Burkina Faso, Mali and the Niger) the CMV engagement is more of a social movement characterized by civic engagement to domesticate the Africa Mining Vision.

Following the sustained technical assistance and substantive engagement by the African Minerals Development Centre in the development of new mining legislation in Lesotho, the Cabinet approved the drafting process for the country's new mining legislation. The Centre (in partnership with the Law Office of Lesotho) supported the Ministry of Mines to build a consensus on the key issues to be covered by a new mining law.

The African Minerals Development Centre provided technical advice to facilitate the integration of the African Mining Vision tenets into the first revision (in more than 70 years) of the mining legislation for Kenya (Kenya Mining Act of 2016) and the launching of a National Steering Committee as the CMV coordinating body. The Centre is also helping Malawi to strengthen their capacity for complex contracts negotiations and providing advisory services for country to optimize its CMV process. In collaboration with public and private stakeholders, the Centre is conducting an in-depth diagnosis of the mineral sector in Ghana. Furthermore, it has also offered technical support for new minerals policy to Sierra Leone and Rwanda.

In 2016, the African Union Commission and the African Minerals Development Centre launched the Africa Mining Vision Compact. The compact is aimed at incorporating mining companies into the Vision process and closing existing gaps between mining communities, the private sector and Governments. Its primary targets are extractive companies, including oil and gas, Chambers of Mines and other mining associations. Incentives for private sector cooperation include the business benefits that they will derive from the implementation of the Vision, such as the potential for operational cost reductions and productivity enhancements. In the run up to the Indaba, the Mining Industry Association of Southern Africa expressed support for the new Compact.

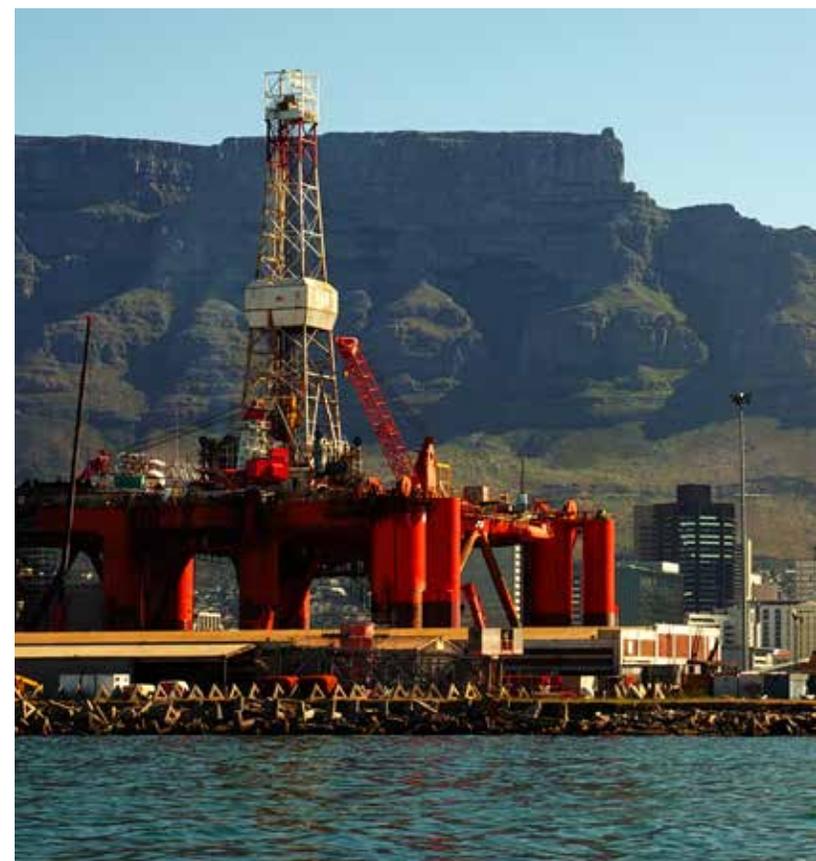
*“Lesotho’s new minerals policy harmonises with the Africa Mining Vision, the continent’s roadmap for using the exploitation of mineral resources for socioeconomic development.”*

Hon. Tlali Khasu, Minister of Mining, Lesotho.

*“Remarkably, this is our first new mining law in over 70 years, and it is primarily based on the AMV [Africa Mining Vision], Kenyan Constitution and its Vision 2030.”*

Cabinet Secretary, Hon. Dan Kazungu, Ministry of Mines, Kenya.

For a long time, Africa’s resources have been exploited without benefiting the people, which led to the endorsement of the Africa Mining Vision (AMV) in 2009.  
Photo © Shutterstock



Bauxite mining in Guinea. The Africa Mining Vision is designed to support African Governments in tackling the complex linkages that must be unlocked in order to make mineral resources truly developmental.  
Photo courtesy.





In 2013, the African Minerals Development Centre was set up to implement the Africa Mining Vision and its Action Plan, in response to the need for a central and strategic organization. Photo © UNDP



Deforestation and habitat degradation are continuing and population pressure is increasing. Both are affecting the integrity of the watersheds that provide critical water supplies. ClimDev-Africa's objective is to ensure effective integration of climate information and services into development planning and to ensure the mainstreaming of climate considerations into policies and programme aimed at realizing the Millennium Development Goals.  
Photo: GREENBELT MOVEMENT



Third Annual Conference on Climate Change and Development in Africa (CCDA-III), organized by the African Climate Policy Centre, held at the United Nations Conference Centre in Addis Ababa, 21–23 October 2013. Photo © ECA



A weather station comprising of sensors for wind speed, wind direction, rain and temperature. In July 2017, the African Climate Policy Centre launched the second phase of the Weather and Climate Information Services for Africa (WISER), to be implemented within a span of three years. Photo Courtesy

## Climate Change and Africa's Socio-Economic Development: African Climate Policy Centre (ACPC) makes climate change action count

In 1987, ECA in collaboration with the World Meteorological Organization, established the African Centre of Meteorological Application for Development – based in Niamey, the Niger – to serve its member States with weather and climate information for development. In 2006, the Commission started a process, through the then Food Security and Sustainable Development Division, to establish the African Climate Policy Centre (ACPC) with a view of integrating climate change into policies affecting climate sensitive sectors, and with a focus on food security. The Centre was finally endorsed and established at the first Joint Annual Meetings of the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development and African Union Conference of Ministers of Economy and Finance (Conference of Ministers) with the specific objective of providing climate policy guidance to member States and contribute to poverty reduction through successful mitigation and adaptation to climate change in Africa, as well as improve the capacity of African countries to participate effectively in multilateral climate negotiations.

The 2008 Conference of Ministers also endorsed the creation of the Climate Information for Development in Africa (ClimDev-Africa) initiative to ensure effective integration of climate information and services into development planning and to ensure the mainstreaming of climate considerations into policies and programmes aimed at implementing the Millennium Development Goals. ClimDev-Africa was mandated as a joint programme of the African Union Commission, ECA and the African Development Bank, building on the respective mandates of the three regional institutions. The Conference of Ministers mandated ACPC to serve as the secretariat of the ClimDev-Africa initiative as well as its analytical and knowledge generation hub. The Clim-Dev initiative catalysed increased investment in modern climate observation infrastructure in Africa and laid the groundwork for climate informed policy and decision-making throughout the continent.

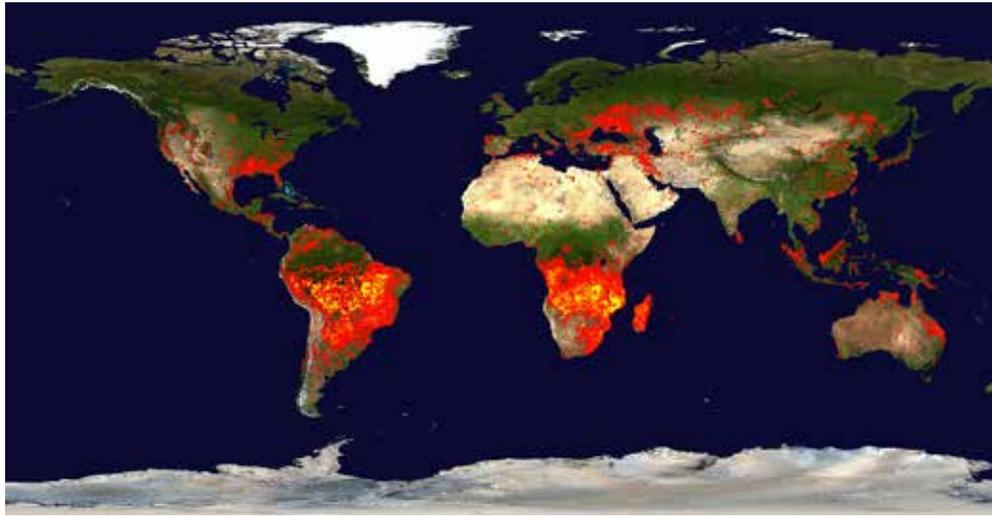
ACPC played a critical role in preparing the participation of African member States in the 2015 United Nations Climate Change Conference, and, together with the African Group of Negotiators and the African Ministerial Conference on the Environment, in the formulation of a common African position on global climate policy and governance. It has also made a case for Climate Information and Services, and the development of Young African Lawyers Programme on Climate Change (YAL) to ensure long-term sustainability of African negotiators to defend African positions in the climate negotiations. To date, YAL has trained and mentored young lawyers from more than 30 countries on climate negotiations, shadowing the African Group of Negotiators at various United Nations Climate Change Conferences.

First African Climate Talks held in Dar es Salaam, United Republic of Tanzania, September 2015. Photo © ECA



Fourth Session of the African Regional Forum on Sustainable Development, held in Dakar, Senegal in May 2018. Photo © ECA





The Moderate Resolution Imaging Spectroradiometer (MODIS) on the National Aeronautics and Space Administration's (NASA) Terra Satellite shows fire around the world. Credit: NASA



Africa Pavilion official opening, the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris, November 2015. Shown cutting the symbolic ribbon are the President of the African Development Bank, Akinwumi Adesina; Chairperson of the African Union Commission, Nkosazana Dlamini-Zuma; and Executive Secretary of the Economic Commission for Africa, Carlos Lopes.

The successful implementation of the Paris Agreement<sup>1</sup> depends on all nations incorporating climate actions into their national development strategies and programmes through their nationally determined contributions. ACPC is working with African States to develop appropriate methodologies for mainstreaming the nationally determined contributions into national development programmes to ensure the implementation of the Sustainable Development Goals. This work focuses specifically on improving the generation, analysis and use of weather climate information, the development of methodologies for climate proofing investment in energy and other infrastructure and building the resilience of African economies and livelihoods to contemporary and future climate shocks. The Centre is also contributing to the development of solutions to climate induced conflicts, displacement and migration while also supporting the sustainable use of climate sensitive ecosystems and natural resources, such as forests, rivers and marine ecosystems.

Going forward, ACPC will continue to occupy the space as a dialogue convener on climate and development issues in Africa, opening the space to strengthen the capacity of member States to explore, analyse and implement better ways and investment that capitalize on climate change and efficient use of their natural resources to grow resilient and inclusive economies for common prosperity.<sup>2</sup>

<sup>1</sup> *Paris Agreement*, adopted on 12 December 2015 at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

<sup>2</sup> More information on the work of the African Climate Policy Centre ACPC is available at <https://www.uneca.org/pages/about-acpc>.



An aerial view of a flood plain of Jangwani river, which separates Masaki and Oyster Bay in Dar es Salaam, the United Republic of Tanzania. Africa is the only region with a defined land policy agenda after ECA collaborated with the African Union Commission and the African Development Bank to establish the Land Policy Initiative in 2006. Photo: UNEQUAL VIEWS

## African Land Policy Centre: Setting and coordinating implementation of the African unified agenda on land

In 2006, ECA collaborated with the African Union Commission and the African Development Bank to establish the Land Policy Initiative, which was testimony to the central role of effective land governance in achieving equitable and sustainable development, making Africa the only region with a defined land policy agenda. A secretariat for the Land Policy Initiative was also established at ECA to lead Africa's unified efforts to push the agenda on land. Subsequently, the Initiative has facilitated knowledge generation to inform evidence-based policies and programming; generated and sustained political and public will to set the continental land agenda; enhanced capacity of key stakeholders and strengthened institutional mechanisms in support of the African Union agenda on land and also tracked implementation of the key commitments outlined in the African Union Declaration on Land, reporting regularly through the African Union policy organs. This against the backdrop that effective land governance is critical for promoting inclusive and sustainable socioeconomic development in support of Africa's structural transformation.

With agriculture and natural resource-based sectors contributing substantially to Africa's gross domestic product (GDP) and to the livelihood of most Africans, the importance of effective land governance in agricultural transformation cannot be overemphasized. Furthermore, land is a social and political asset, crucial for cultural identity, social status and participation in decision-making. In particular, addressing land tenure insecurity is important if women and other vulnerable groups are to have access to resources and benefit equally from land-related interventions. Conversely, securing women's tenure security can increase agricultural productivity and shared household decision-making, thereby increasing the total amount of resources available to the family for nutrition and food security resulting also in increased household health expenditure and improved educational achievements of children.

The first phase of the Land Policy Initiative took place between 2006 and 2009 and the main achievements were the development of a Framework and Guidelines on Land Policy in Africa, which was adopted by the African Ministers responsible for agriculture and land in April 2009, and the commitment of the Heads of State in the Declaration on Land Issues and Challenges in Africa, adopted during the thirteenth Ordinary Assembly of the African Union in July 2009. The Framework and Guidelines on Land Policy in Africa was developed in close collaboration with the regional economic communities and informed by regional assessments and consultations in all five regions of the African Union.



The second Steering Committee Meeting for the AU-ECA-AfDB Land Policy Initiative was held at the African Union Conference Centre on 4 November 2013. The Land Policy Initiative has carried out rigorous advocacy efforts at the regional level to ensure two things: that land remained a priority on the continental development agenda; and that the Initiative generated commitments on key land issues. Photo © ECA

The second phase of the Initiative contributed to land governance and management through various interventions at the continental, regional and national levels. It enhanced the generation of knowledge on land governance and administration in numerous thematic areas, including large-scale land-based investment, women's land rights and land-related conflicts. In addition, the Conference on Land Policy in Africa was established to promote knowledge dissemination.

The Land Policy Initiative carried out rigorous advocacy efforts at the regional level to ensure two things: that land remained a priority on the continental development agenda; and that the Initiative generated commitments on key land issues, most notably, the Nairobi Action Plan on Large-Scale Land-Based Investment and the African Union commitment on a 30 per cent target for women's documented rights to land. Furthermore, it enhanced key stakeholders' capacity to support the implementation of the African Union Declaration on Land, including establishing the Network of Excellence on Land Governance in Africa and a land governance programme at the Intergovernmental Authority on Development. In addition, it enhanced synergy and coordination through strategic partnerships to strengthen existing networks and establish other essential platforms.

The secretariat of the Land Policy Initiative transitioned to the African Land Policy Centre and was officially launched at the Ministerial segment of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment on 5 October 2017, fulfilling key African Union decisions.



The second Conference on Land Policy in Africa held in Addis Ababa, November 2017. The conference was hosted by the Land Policy Initiative, which is a joint programme of the tripartite consortium consisting of the African Union Commission, the African Development Bank and the Economic Commission for Africa. Photo © ECA



A regional consultative workshop on Land Policy in Central Africa. With agriculture and natural resource-based sectors contributing substantially to Africa's gross domestic product and to the livelihood of most Africans, the importance of effective land governance in agricultural transformation cannot be overemphasized. Photo © ECA.



The second Conference on Land Policy in Africa was held under the theme “The Africa We Want: Achieving socioeconomic transformation through inclusive and equitable access to land by the youth” in Addis Ababa, 14–17 November 2017. Photo © ECA

In 2012, ECA initiated and anchored the establishment of the African Biomedical Engineering Consortium (ABEC) to coordinate, promote and mobilize resources for its members.  
Photo courtesy





The 3D printer assembled and used at Innovators Summer School 2013 by students (Pisa Engineers).  
Photo © ECA

## 6.4 STATISTICS, INNOVATIONS, SCIENCE & TECHNOLOGY

### **New Technologies and Innovation:** Innovating for Africa - Improving Africa's healthcare through biomedical engineering

Africa spends between \$3 billion–\$4 billion on medical devices to improve healthcare, but without spare parts or trained technicians, the devices stop working almost immediately and equipment graveyards become their resting place.

To tackle this issue, ECA launched the “Engineering Expertise for Improved Health Outcomes in Africa” in May 2011 as a pilot project to assist member States to build biomedical engineering and innovation capacity. Its main objective is to develop the domestic capacity of African countries to install, repair, maintain and upgrade medical devices, attract female students to engineering and instil enhanced entrepreneurial and innovation competencies to bring medical devices to market.

The project had three main activities:

**CURRICULUM DEVELOPMENT** – ECA supported the development of a detailed Biomedical Engineering generic curriculum that helped some universities to quickly establish their curriculum (e.g., Kenyatta University) or improve recently launched ones (e.g., Makerere University);

**THE INNOVATORS SUMMER SCHOOL** – The School became a major platform for imparting skills that were not yet being taught at the universities (e.g., coding mobile devices to serve medical devices and 3D-Printing), promoting innovation and instilling entrepreneurial competencies. Excellence awards are given to students participating in the Summer School in three categories – most innovative project, project with the most likely economic impact, and project likely to have the most social impact;

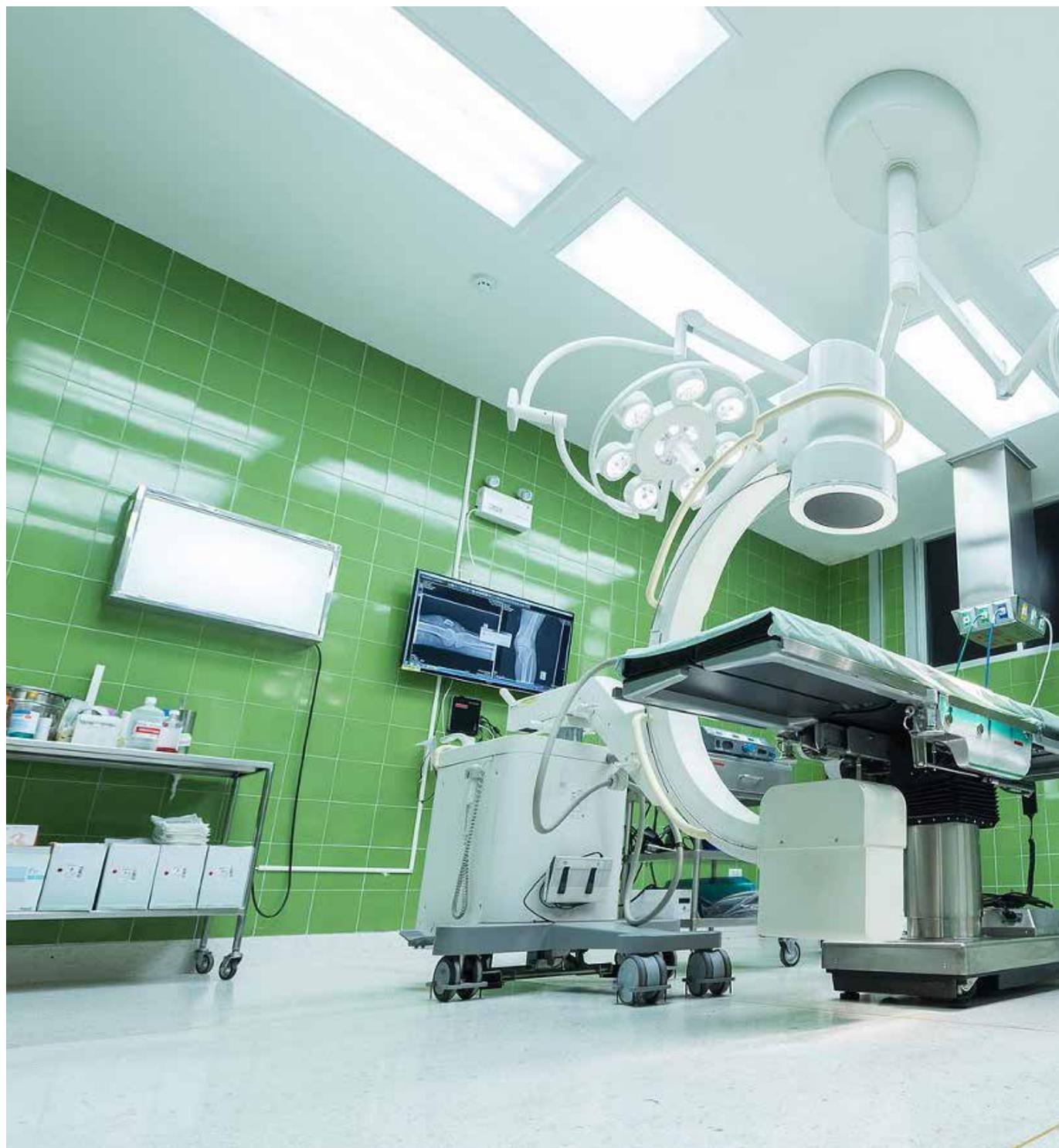
**NETWORKING AND RESEARCH** – In 2012, ECA initiated, drove and anchored the establishment of the African Biomedical Engineering Consortium (ABEC) to coordinate, promote and mobilize resources for its members. ABEC could apply for support in areas where the ECA mandate did not allow (e.g., post-graduate training). For example, the Consortium and its partners successfully won a \$1.5 million funding from the European Union for post-graduate training and staff exchange, and attracted another Euro 1.2 million to develop an Africa-Europe electronic platform for safe design of medical devices. At present, ABEC is exploring registration in Kenya or Uganda with possible national chapters of the consortium.

Some of the noticeable outcomes include the increase in the number of universities and institutions participating in the Biomedical Engineering (BME) initiative, from two in 2011 to about twenty-two in 2019 with 1,200 students pursuing BME undergraduate and post-graduate programmes at member universities. Of the students that attended the Innovators Summer Schools between 2012 and 2016, approximately 48 per cent have started their own businesses, 65 per cent have developed new prototypes, 92 per cent have retained the social networks forged and 19 per cent have won grants. Approximately 30 per cent of the students are female and all the Innovation Prizes at the seven schools were won by female students.

To ensure sustainability, ABEC and its partners have since attracted two grants worth around \$3 million; supported two design schools; provided 27 post-graduate training of potential lecturers from partner universities; ensured an e-infrastructure for safe design of medical devices; and have spurred several innovations and partnerships. Two partner teams have won global awards and prizes for their design innovations – one is in the market and another was launched in December 2018.

While it is too early to assess the impact, it could have on healthcare outcomes, indirect evidence suggests the pilot initiative has had an impact on health innovations and entrepreneurship. Hospitals that did not have qualified biomedical engineers are snapping up graduates trained locally – contributing towards improved healthcare facilities and outcomes.

The African Biomedical Engineering Consortium and its partners successfully won a \$1.5 million funding from the European Union for post-graduate training and staff exchange, and attracted another Euro 1.2 million to develop an Africa-Europe electronic platform for safe design of medical devices. At present, ABEC is exploring registration in Kenya or Uganda with possible national chapters in the pipeline. Photo © KNIPP





A dumping ground for old medical equipment in Malawi. Africa spends \$3 billion and \$4 billion on medical devices to improve healthcare, but without spare parts or trained technicians, the devices stop working almost immediately, and equipment graveyards become their resting place. Photo © Stephen Rudy/Courtesy of Gradian Health.



First meeting of the African Regional Conference on Science held in Addis Ababa, 6 – 10 November 1995. Photo © ECA



The Third Conference of African Ministers responsible for Civil Registration at the closing ceremony of the twenty-fourth Ordinary Session of the Assembly of the Union, which was held in Addis Ababa, 31 January 2015. The role of Civil Registration and Vital Statistics (CRVS) in attaining good governance in Africa as well as the need for good governance itself in conducting civil registration processes across the continent came under review at a regional conference held in Yamoussoukro, Côte d'Ivoire, 7 – 9 February 2015. Photo © ECA



Dignitaries that attended the high-level meeting on the need for Africa to embark on a digital identification drive, convened by the Economic Commission for Africa (ECA) and the African Union Commission (AUC). Addis Ababa, 18 November 2018. Photo © ECA



Trevor Manuel, former Finance Minister of South Africa (right) and H.E. Mrs. Tumusiime Rhoda, Peace Commissioner for Rural Economy and Agriculture, AUC at the 8th Joint Annual Meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development, at Addis Ababa, March 2015. Photo © ECA.

## Statistics and Statistical Capacity: Numbers don't lie – 60 years Building Statistical Capacity to Monitor Africa's Development

There was little preparation when the wave of independence started in Africa in the 1950s. National statistical systems were struggling to provide the newly independent Governments and institutions with useful information that would guide them to accurately plan, fund and evaluate development activities. At the time, ECA was the only Pan-African institution working in the field of statistics and has since played a very important role in promoting statistics, with the understanding that solutions to socioeconomic problems are inseparable from statistics.

The Commission played a key role in the organization of the first Conference of African Statisticians in 1959 and has continued to hold its role as a think tank in advancing Africa's statistical development. It led the development of the Addis Ababa Plan of Action for Statistical Development in Africa, in the 1990s; coordinated the implementation of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa to improve development outcomes and good governance of statistics in Africa; and contributed to the development of the African Charter on Statistics, which was adopted by the Assembly of Heads of State and Government of the African Union in February 2009. In addition, ECA has brought forth reflections on data revolution in the African context and produced the Africa data consensus and the "Africa Data Revolution Report".

The Commission played a key role in building the capacity of African countries to build human resources in statistics through joint projects with Governments and other partners, fostering the establishment of the educational "one-stop" solution institution that trains highly skilled manpower in the fields of statistics and geospatial information science and technology, and their applications. This led to the establishment of the North African Demographic Research and Training Centre in 1963 and other institutions such as the Regional Centre for Mapping of Resources for Development in 1975 and the African Regional Institute for Geospatial Science and Technology (formerly known as Regional Centre for Training in Aerospace Surveys), which was established in 1972. In under seven years (1961–1967), with the support of ECA, the number of official statisticians in countries increased from 1,600 to 3,900. In addition, ECA implemented the Special Training Programme for Africa from 1979 to 1993 at regional level, which contributed to the training of a large number of statistical personnel at all levels and strengthened 20 existing statistical training centres. Furthermore, with technological developments, e-training components have been added with four e-trainings sessions conducted recently on economic statistics, environmental statistics and nation accounts, including GDP rebasing, for the overall participation of about 1,208 trainees.

ECA also played a vital role in advocacy and strengthening the national statistical systems for member States. In 1978, ECA launched the National Accounts Capability Programme, to strengthen African capacities in national accounts and underlying economic statistics in the framework of the 1968 System of National Accounts, which recorded improvement in the areas

of compilation of sets of aggregates, tables and accounts for newly independent States, among others. Since 2000, capacity development has targeted the design and implementation of the national strategies for the development of statistics and to date, 40 countries have designed national strategies that provide sound institutional statistical environment and production. In addition, ECA has led the development of the Statistical Development Index to measure progress in national statistical capacity development.

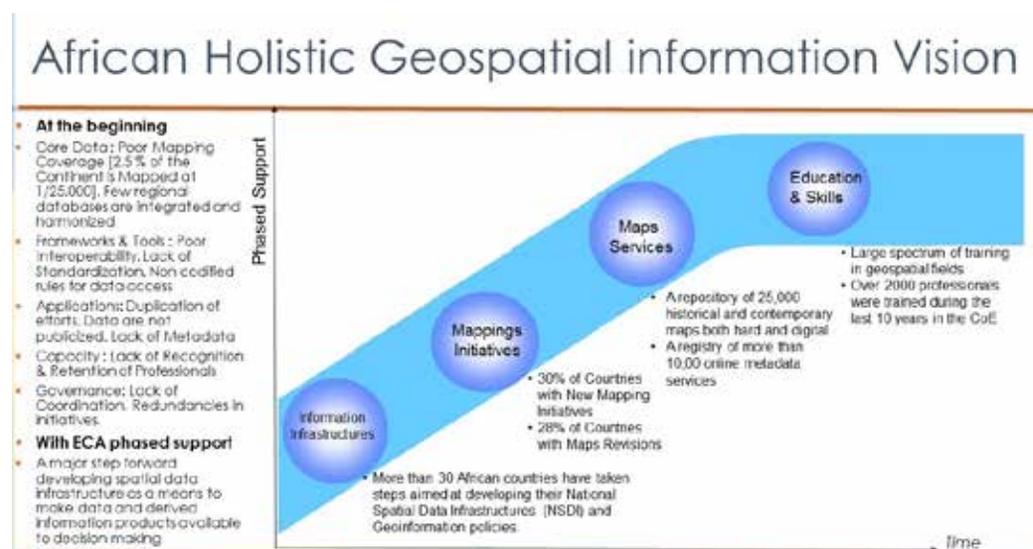
Initiated in 1990, the African Statistics Day is an annual event that helps to raise awareness on statistical development. The Statistical Commission for Africa was created to serve as the apex statistical body, providing a forum for discussion and decision-making on all aspects of national statistical development.

In 1978, ECA started a maiden programme on household surveys, the African Household Survey Capability Programme (AHSCP) whose success motivated its extension to other regions and the establishment of the United Nations National Household Survey Capability Programme, a global initiative in which the AHSCP became a regional component. In addition, ECA has carried out advocacy work to establish civil registration since 1964, which contributed to the creation of the Civil Registration and Vital Statistics (CRVS) and the Africa Programme on Accelerated Improvement of CRVS in 2010. Through the efforts of ECA, hundreds of African countries' experts on CRVS were trained, technical support provided to more than 25 countries in undertaking assessment and preparing strategic plans, and an overall improvement of the CRVS System. A significant result is the increase in birth registration rates in Africa from 40 per cent to 56 per cent during a period of three years between 2012 and 2015. The 2010 round of population and housing censuses in Africa was an unprecedented success in terms of the number of countries that participated, with a total of 47 (9 more than the 2000 round). The significant achievements of the 2010 round was that four countries that had missed the 1990 and 2000 rounds conducted a census in the 2010 round. These countries are Angola (after 44 years), Djibouti (after 26 years), Liberia (after 24 years) and Togo (after 29 years).

ECA has also promoted spatial information infrastructures and support to African countries in maintaining information and knowledge resources, tools, applications and services that improve availability and use of spatially enabled data for informed decision-making. Thanks to the Commission's sustained effort, more than 30 African countries have embarked on the development and implementation of these policies and strategies, and are at various stages in this process. Supported by the emergence of a community of robust geospatial experts, geospatial technologies are gradually becoming the driving force of many applications and services from land administration to natural resource management, and agriculture across many nations in Africa.



The First Joint Session of the Committee of Directors General of National Statistical Offices and the Statistical Commission for Africa (StatCom-Africa), held in Tunis from 8 to 12 December 2014, was hosted by the Statistics Division of the African Union Commission and the ECA African Centre for Statistics, in collaboration with the African Development Bank Statistics Department. The conference was held under the theme “Strengthening the production of agricultural statistics in Africa for better monitoring and evaluation of CAADP”. Photo © ECA



The Geospatial Information for Sustainable Development in Africa (GI4SD) vision for the 2030 horizon on the African continent is “Advancing Africa’s Sustainable Development Agenda through sound Geospatial Information Management”. Photo © ECA.



ECA has carried out advocacy work to establish civil registration since 1964, which contributed to the creation of the Civil Registration and Vital Statistics (CRVS) and the Africa Programme on Accelerated Improvement of CRVS in 2010 which led to the increase in birth registration rates in Africa from 40 per cent to 56 per cent during a period of three years between 2012 and 2015. Photo © Shutterstock.

## 6.5 SUCCESS STORIES FROM THE SUB REGIONAL PROGRAMMES

### Reducing climate change impacts in West Africa: Subregional Office for West Africa and African Centre of Meteorological Application for Development's success story

That a strong link exists between climate and development in an open secret which was attested after the coming into effect of the Paris Agreement on 4 November 2016. In Africa, higher temperatures and shifting weather have triggered droughts and flooding, driving farmers and herders off their land. Shrinking lakes have left fishermen high and dry. On a continent where agriculture accounts for 15 per cent of the Africa's total GDP, extreme weather is an obvious threat to economic development.

Being aware of the continent's vulnerability, African leaders have long supported international efforts to combat global warming and climate change. Through its subregional offices in the region, ECA has sponsored initiatives to help these Governments to build more resilient and climate-smart economies.

The Commission started making the inroad in the West Africa subregion three decades ago in April 1987, when an African weather office was established in Niamey, the Niger. The African Centre of Meteorological Application for Development (ACMAD) was the brainchild of ECA Conference of Ministers and the World Meteorological Organization.

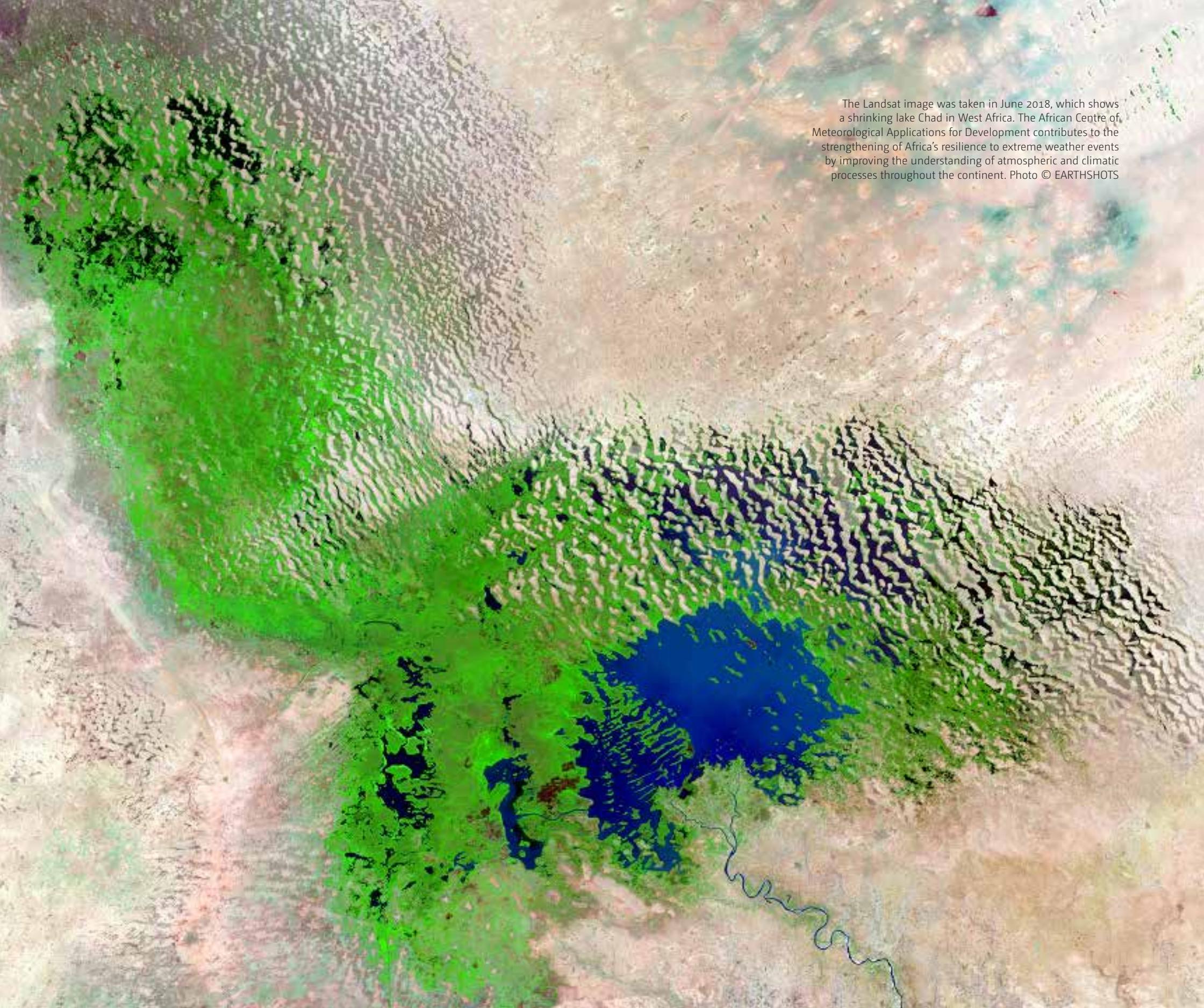
The Council Board of Governors for ACMAD convened for an inaugural meeting in Niamey, from 12 to 14 April 1988, among other things, to reaffirm that the main reason for the establishment of the Centre by member States, was to respond to the drastic fall in agricultural production caused by the devastating drought between 1983 and 1985.

At present, the Centre is contributing to strengthen Africa's resilience to extreme weather events by improving African countries' understanding of atmospheric and climatic processes over the continent. However, although ACMAD provides its services to the entire continent, only 27 out of the 54 ECA member States have endorsed ACMAD status, suggesting the need for additional efforts for other African countries to join the drive in promoting ACMAD activities.

In May 2015, ACMAD was designated to host the World Meteorological Organization's Regional Climate Centre to serve the Africa region. These are centres of excellence that came about from the implementation of the Global Framework for Climate Services, which accelerates and coordinates the technically and scientifically sound



This photo shows a bone-dry part of the River Niger at Mopti, a major town in the Sudano-Sahelian zone of Mali, West Africa as captured on 1 April 1986. On April 1987, an African weather office – African Centre of Meteorological Application for Development (ACMAD) – was established in Niamey, Niger, to respond to the drastic fall in agricultural production caused by the devastating drought between 1983 and 1985. Photo © United Nations



The Landsat image was taken in June 2018, which shows a shrinking lake Chad in West Africa. The African Centre of Meteorological Applications for Development contributes to the strengthening of Africa's resilience to extreme weather events by improving the understanding of atmospheric and climatic processes throughout the continent. Photo © EARTHSHOTS

implementation of measures to improve climate-related outcomes at national, regional and global levels. They serve as a backbone for a region's National Meteorological and Hydrological Services climate activities by creating regional climate products, including regional long-range forecasts and helping Governments to meet national climate information needs. The responsibilities of the Regional Climate Centre are regional in nature and do not duplicate or replace the services produced by the National Meteorological and Hydrological Services.

The Subregional Office for West Africa continues to build up relationships with several strategic partners, such as the national statistics offices, United Nations Development Group, the Economic and Statistical Observatory for Sub-Saharan Africa, the West African Economic and Monetary Union, the Economic Community of West African States (ECOWAS), the regional office and headquarters of the United Nations Development Programme, and the United Nations Office for West Africa and the Sahel, to generate knowledge products, engage in policy dialogue and capacity-building in the subregion. These partnerships have resulted in: the production of country profiles or STEPS profiles, or both; operationalization of the United Nations Integrated Strategy for the Sahel (UNISS) through UNISS Support Plan; evaluation of prospects for the African Charter on Statistics in West Africa to harmonize statistical programmes in the subregion; the signing of a memorandum of understanding for cooperation between ECA and ECOWAS on 2 June 2017; and technical support to the Gambian Government for the establishment and agreement of a pact on peace and sustainable development.

Cocoa pods in Côte d'Ivoire. Climate models suggest that West Africa, where much of the world's cocoa is grown, will get drier, which could affect the supply. The African Centre of Meteorological Applications for Development in Niamey, the Niger was established to strengthen Africa's resilience to extreme weather events by improving the understanding of atmospheric and climatic processes throughout the continent. Photo/ISSOUF SANOGO/GETTY IMAGES





A Trans-African Hydro-Meteorological Observatory (TAHMO) weather station in Lela, Southwestern Kenya. With an eye on the weather, farmers rely on the crops they grow. Photo © ECA

A young girl wades into water where the family kitchen once stood in Diamniadio Island, Saloum Delta in Senegal. Rising water levels caused by rising global temperatures have led to frequent flooding in the delta. The rising sea also has increased salt levels in the nearby water, poisoning the soil and killing crops. Photo © Jane Hahn/AP.



The underwater waterfalls in Mauritius, Africa is excited over the prospects of sharing in the multi-trillion maritime industries, with the continent's Agenda 2063 envisioning the blue economy as a foremost contributor to transformation and growth.  
Photo © Shutterstock

## Harnessing Africa's Ocean Resources for Sustainable Development: Subregional Office for East Africa takes lead in exploring Africa's Blue Economy

Formerly called the Multinational Programming and Operational Centre (MULPOC), the Subregional Office for East Africa was established on 10 October 1977 in Gisenyi (Northern border of Rwanda) at the onset of the Economic Community of Great Lakes Countries (CEPGL) comprising of three countries: Burundi, the Democratic Republic of the Congo (ex-Zaire) and Rwanda, whose headquarters were located at the same place. The office initially catered for the three countries, CEPGL and the Economic Community of Central African States (ECCAS). It played a key role in supporting both organizations through impactful studies and the setting up of specialized institutions, such as the Great Lakes Development Bank, the Institute for Agricultural Research and Zootechnics, and the Organization of Energy in the Economic Community of the Great Lakes Countries. As an example, the actual methane exploitation in Lake Kivu originated from a study of the office in 1988. The study resulted from the 1986–1987 Programme of Work which identified support to the exploitation and management of resources from seas, lakes and rivers in CEPGL member States and at regional level as a key component.

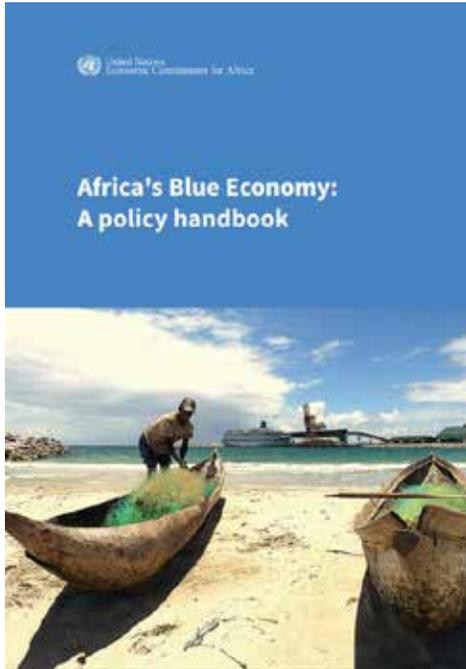
A flagship publication was launched thirty years later, entitled, The Blue Economy Policy Handbook for Africa, which led to the formulation of the first Blue Economy policy frameworks in the Comoros and Madagascar. The Blue Economy has been coined by the African Union as a new frontier for socioeconomic transformation on the continent, in its Agenda 2063. While complementary to the green economy approach in its pursuit of sustainability, it is, however, a concept with much broader development significance for Africa covering both aquatic and marine spaces.

The development of the Handbook was conducted by the Subregional Office for East Africa, following recommendations of the nineteenth session of the Intergovernmental Committee of Experts held in Madagascar in March 2015. It offers a step by step methodology and case studies advocating a move from the current sectoral approach to policy formulation to a multisectoral, integrated, and participatory approach at multiple levels. The Handbook and the subsequent study on key blue economy sectors in Eastern Africa have become popular knowledge products and contributed to the strategic positioning of ECA at the continental and global levels as illustrated by the Commission's involvement in the Global Blue Economy Conference hosted by Kenya between 26 and 28 November 2018.

In her remarks during the Leaders Commitment Segment of the Sustainable Blue Economy Conference, which was held in Nairobi on 26 November 2018, the Executive Secretary of the Economic Commission for Africa, Vera Songwe, said the entire Africa's blue economy was capable of generating approximately \$4 trillion annually if properly harnessed. Photo/ AltAfrica

La Digue Island, Seychelles. African countries are eyeing oceans for tourism, industrial fishing and exploration revenue to jumpstart their blue economies. Photo © Shutterstock





A snorkeler explores a coral reef in the coastal waters. Marine and coastal tourism in Africa can be developed based on Blue Economy. While Blue Economy is complementary to the Green Economy approach in its pursuit of sustainability, it is a concept with much broader development significance for Africa, covering both aquatic and marine spaces. Photo © Ami Vitale



Launch of the Blue Economy Policy Handbook for Africa in Addis Ababa, 3 April 2016. Seen from left to right: former ECA Executive Secretary, Carlos Lopes; Director of the Subregional Office for East Africa, Antonio M.A. Pedro; and the late veteran Franco-Senegalese journalist, Jean-Karim Fall. Photo © ECA

**THE**

uses smart shipping to lessen the impacts on the environment

creates jobs poverty and

conserves marine life and oceans

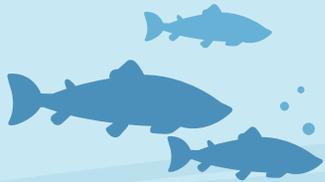
# BLUE ECONOMY



is inclusive and improves the lives of all



harnesses renewable energy



is based on sustainable fisheries



takes action against illegal fishing

, reduces ends hunger



protects coastal communities from the impacts of climate change



tackles marine litter and oceans pollution

The number of countries covered by the office has been steadily increasing over the years to 14 member States, including landlocked, coastal and island countries, alongside numerous regional economic communities and intergovernmental organizations in Eastern Africa. The office has always been playing a unique role within the agencies of the United Nations system in Rwanda and Eastern Africa because of its regional mandate, and its achievements have been appreciated at the highest levels. Its Intergovernmental Committee of Experts meetings have represented a popular forum for experts from the region to discuss strategic and emerging areas of interest. The latest identification of AfCFTA as the office area of specialization is again a testimonial of the office's contributions towards the policy scene setting in the region. Other key achievements from the office during the past decade include the development of national Tourism Satellite Accounts, and tourism and energy policy frameworks for the East African Community.

<sup>1</sup> AfCFTA, the African Continental Free Trade Area.

## Instinctive Check on SDG Progress in North Africa: Subregional Office for North Africa publishes first report on SDG achievement in the Maghreb

During the thirty-third session of the Intergovernmental Committee of Experts of the Arab Maghreb Union in Tunis, Tunisia, on Friday 2 November 2018, the ECA Subregional Office for North Africa tabled a report on Sustainable Development Goal implementation and progress in Maghreb countries.

The report, produced in response to a request from the Arab Maghreb Union, discusses Algeria, Mauritania, Morocco and Tunisia, focusing on Goal 2 (zero hunger), Goal 7 (affordable and clean energy), Goal 8 (decent work and economic growth), Goal 9 (industry, innovation and infrastructure), Goal 13 (climate action) and Goal 15 (life on land).

In the report, ECA highlights the four countries' efforts to date, noting that Mauritania included the Sustainable Development Goals in its Strategy for Accelerated Growth and Shared Prosperity for the period 2016–2030. In Tunisia, a press release noted, a “rapid, integrated evaluation” conducted by the Government of its five-year development plan (2016–2020) shows alignment with the Goals. Overall, however, the publication emphasizes that the process of national ownership and mainstreaming varies by country and is “still too slow.”

The report identifies Maghreb countries' needs on accelerating the implementation and integration of the Goals into planning frameworks, finalizing mechanisms to coordinate national efforts to implement the Goals, as well as stakeholder efforts and strengthening the coordination of national and regional statistical systems to improve data availability and coherence, which remains “a considerable challenge for all countries.”

Looking forward, the report recommends that additional efforts be made to align national priorities with the Sustainable Development Goals, increase cross-sectoral partnerships across stakeholder groups, and take the Goals into account in national budgeting processes. It adds that although regional priorities are reasonably well defined for implementing the 2030 Agenda, few strategic frameworks are available to steer action by Maghreb countries, and that target figures at the Maghreb level are lacking. It further calls upon the Arab Maghreb Union to direct efforts towards: capacity-building and knowledge-sharing efforts, a Maghreb-wide sustainable development strategy; and implementation of subregional programmes that support African Union-sponsored initiatives.

At the request of member countries, the Subregional Office for North Africa will follow up on the report with the production of a regional profile that examines Sustainable Development Goal implementation, progress and challenges for the entire subregion. In addition, the office is supporting the preparation of the voluntary national report for Mauritania, which will be submitted by the Government of Mauritania to the High-level Political Forum on Sustainable Development in 2019. The office is also supporting efforts to implement and monitor progress on the 2030 Agenda in Tunisia.



GREEN ENERGY: A newly commissioned wind turbine for electricity generation in Mauritania. The Subregional Office for North Africa is supporting preparation of the country's voluntary national report, which will be submitted by the Mauritanian Government to the High-level Political Forum on Sustainable Development in 2019. Photo Courtesy



During the thirty-third meeting of the Intergovernmental Committee of Experts of the Arab Maghreb Union in Tunis, on Friday 2 November 2018, the ECA Subregional Office for North Africa tabled a report taking stock of Sustainable Development Goals implementation and progress in the Maghreb countries. Photo © ECA.

## Accelerating Industrialization in Southern Africa

The thirty-fourth ordinary session of the Heads of State and Government of the Southern African Development Community (SADC), held in Victoria Falls, Zimbabwe in August 2014, reviewed the progress on regional integration and economic development in Southern Africa and noted that industrialization was a major gap in the development process of the region. The Heads of State and Government therefore decided that there was “an urgent need for the region to leverage its abundant and diverse resources, especially in agriculture and mining to accelerate industrialization through beneficiation and value addition”. As such, they resolved to develop a long-term Industrialization strategy and roadmap for the SADC region. To implement this decision, the SADC secretariat approached ECA for support in developing the Industrialization strategy and roadmap.

ECA, in an interdivisional approach led by its Subregional Office for Southern Africa, supported SADC in developing the Industrialization Strategy and Roadmap 2015–2063, which was approved by the extra-ordinary session of the SADC Heads of State and Government in Harare, Zimbabwe, in April 2015. The Executive Secretary of SADC, Dr. Stergomena Tax, stated that: “The SADC Industrialization Strategy and Roadmap is the first of its kind. It has a long-term perspective and is aligned to national, regional, continental and international dimensions. The strategy recognizes that for trade liberalization to contribute to sustainable and equitable development, and thus to poverty reduction, it must be complemented by the requisite capacities to produce, and to trade effectively and efficiently.”

The strategy is anchored on three pillars. These are: industrialization as a champion of economic and technological transformation; competitiveness as an active process of moving from comparative to competitive advantage; and regional integration and geography as the context for industrial development and economic prosperity.

The extra-ordinary session of the SADC Heads of State and Government in 2015 further directed the SADC secretariat to develop a detailed and costed action plan for the implementation of the strategy. ECA also supported the SADC secretariat in doing so, in which the Costed Action Plan (2015–2030) was approved by the SADC Heads of State and Government in Lozitha, Eswatini, on 18 March 2017.

In implementing the SADC Industrialization Strategy and Roadmap, ECA has continued to provide technical support to the SADC secretariat. These include the development of a framework on improving the role of small and medium-sized enterprises in the industrialization process in Southern Africa, and on the domestication of the strategy by member States in their industrial policies and national development plans.

Other related industrialization initiatives of SADC that ECA has supported include, developing the draft SADC Mining Vision, Mining Sector Skills Audit for Southern Africa, and an Intellectual Property Rights Framework.



Regional Forum on Developmental Regionalism, Peace and Economic Transformation in Southern Africa. Organized by the Subregional Office for South Africa and the African Peacebuilding Network and Social Science Research Council in collaboration with the Southern African Development Community secretariat, and hosted by the Government of Swaziland (now known as Eswatini) at the Royal Swazi Spa Resort in Ezulwini, 28-30 September, 2016. Photo/ African Peacebuilding Network.



Manufacturing production has been increasing faster in sub-Saharan Africa than in the rest of the world, and it now makes up a greater share in world manufacturing than fifteen years ago. Photo © GO BOTSWANA



A textile factory in South Africa. Photo © Shutterstock

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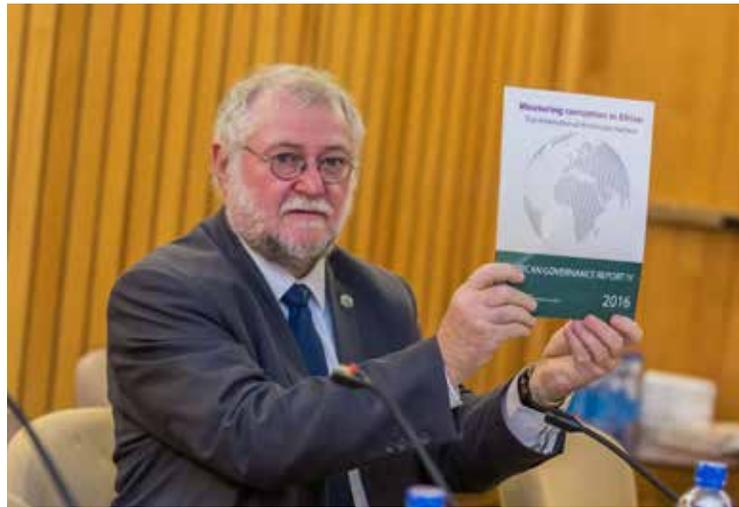
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SUPPORT





## Scaling up the Fight Against Corruption: Subregional Office for Southern Africa oils the anti-graft works in Southern Africa



Minister of Finance of Namibia, Calle Schlettwein, launching the Africa Governance Report IV in Addis Ababa, 2 April 2016. Photo © ECA

A protestor in an anti-corruption march in South Africa. Corruption has a debilitating effect on the lives of billions of people around the world and usually, it's the most vulnerable members of society that are the hardest hit. Photo courtesy

Graft has been gnawing away the fabrics of Africa's socioeconomic development. It has hampered democracy, development and the ability to bring people out of poverty. Often sensational news emerges, of mind-boggling plunder and malfeasance: pens and photocopiers purchased at many multiples of their market price; millions paid out to bogus contractors for phantom services; and State industrial plants simply disappearing.

Nevertheless, even as the vice bites, Governments in the region have turned up the heat in their efforts to win the fight against corruption. African leaders reiterated their commitment towards tackling this phenomenon during thirtieth ordinary session of the Assembly of the African Union in January 2018, when 2018 was declared the year of anti-corruption in Africa under the theme, "Winning the fight against Corruption, a sustainable path to Africa's transformation".

In the Southern Africa subregion, the fight is afoot. The ECA Subregional Office for Southern Africa, in collaboration with the African Union's Southern Africa Office, launched two major initiatives. A regional Conference on "Corruption and the Challenge of Economic Transformation in Southern Africa", and a "Consultative Meeting of National Anti-Corruption Institutions in Southern Africa" were both hosted by the Government of Botswana and held from 18 to 22 June 2018.

The President of Botswana, Hon. Mokgweetsi Masisi, opened the regional anti-corruption conference while former President of the Interim Government of National Unity, Liberia, Hon. Amos Sawyer, delivered the keynote address. More than 120 participants, including scholars, policymakers, the private sector and civil society organizations, heads of anti-corruption institutions throughout the region, the African Union Advisory Board on Corruption, and representatives of key regional institutions all took part in discussing corruption as a challenge in Southern Africa, and offering key policy recommendations aimed at promoting zero tolerance on corruption in the subregion.

More than 45 research papers were presented at the conference covering a wide range of issues and topics on the problem of corruption in the region. Specifically, the Conference provided a platform to promote robust intellectual policy debate and discussions on graft in the subregion; identify its scale, magnitude, dimensions and manifestations and implications on sustainable socioeconomic growth.

Participants also looked at the effects of corruption on the weak and vulnerable in society and its implications on social transformation and building inclusive societies; and the national, regional, continental and international policy frameworks and responses to the problem of corruption and their adequacy.

On 21 and 22 June 2018, a second initiative convened a Consultative Meeting of National Anti-Corruption Institutions in Southern Africa, which provided an interactive platform focused on how anti-corruption institutions can better carry out their mandates through sharing information, experiences, lessons learned and best practices.

The Consultative Meeting led to the establishment of a Network of Anti-Corruption Stakeholders in Southern Africa, aimed at promoting continued engagement and cooperation in upscaling the fight against corruption in the subregion through coalition building and collective action by anti-corruption institutions, the civil society, private sector and the media. A Bureau of the Network was elected, and ECA and the African Union have continued to support the work of the Network.



Pupils from Munalu Girls and Boys Secondary Schools Anti-Corruption Clubs raising awareness through a poem on the danger of corruption. Photo: Moses Zangar, Jr./UNDP in Zambia



The ECA Subregional Office for Southern Africa in collaboration with the African Union's Southern Africa Office, launched two major initiatives to help the region to scale up its fight against corruption. Photo COURTESY

The ECA Subregional Office for Southern Africa in collaboration with the Southern Africa Office for the African Union, launched two major initiatives, a regional Conference on "Corruption and the Challenge of Economic Transformation in Southern Africa", and a "Consultative Meeting of National Anti-Corruption Institutions in Southern Africa", to help to scale up the fight against corruption. PHOTO COURTESY





## Supporting Infrastructure development for Africa's Economic Transformation: A compelling transport master plan to connect Central Africa - Subregional Office for Central Africa

Dismantling transport barriers that hinder the movement of goods between and across various African countries is key to unlocking the region's development potential. It is a long-term investment that has a big socioeconomic impact on the trade and development matrix of any given subregion and the greater region.

In line with the objectives of the imminent AfCFTA, the ECA Subregional Office for Central Africa has taken the lead in developing the Central Africa Consensual Transport Master Plan, backed by solid, reliable and widely accessible transport infrastructure linking all capitals of ECCAS<sup>1</sup> member States. From the plan that was adopted by ECCAS Heads of State and Government in January 2004, a total of 55 projects were prioritized for immediate roll-out. These included the paving of 14,241 km of roads to achieve full linkage between all capital cities of ECCAS countries (44 projects), the construction of 2,000 km of rail cross-border railways, 6 port/maritime projects, 1 inland waterway project and 1 air transport project.

The Master Plan has attracted donor confidence from funding bodies such as the African Development Bank, and the result has been the involvement of the Bank in many of the road projects especially as it sees the completion of these roads as filling the important missing links of the major trans-African corridors (Lagos-Mombasa and Tripoli-Cape Town).

In line with the Master Plan, the Subregional Office-Central Africa developed a Geographic Information System map on the consensual road network of Central Africa, approved by the subregion's ministers of transport and infrastructure development. This interactive map provides useful information, such as the length, the width and the condition of each section of outlined roads. All major cities and waterways are also clearly identified. It is enhancing the delivery of projects on the Master Plan.

A total of 36 roadways have been developed to ease transport integration in Central Africa, covering 6,008 km (or 51 per cent of the priority road projects), ongoing paving of 1,169 km of roads. Already, the cost of transporting agricultural produce (e.g., tomatoes, onions and plantains) from Cameroon to Chad has significantly gone down as a result of the paving of the Douala-N'Djamena corridor, with the stretch from Touboro to Moundou (on the Cameroonian side). Users have reported

<sup>1</sup> ECCAS, *Economic Community of Central African States*.



**SUBREGIONAL PRESENCE:** The first meeting of the new Central African Subcommission of the Economic Commission for Africa was held from 18 to 24 April 1966 in Leopoldville, Democratic Republic of the Congo. Photo © ECA



**MOBILITY:** Signing ceremony of the Constitution of the Trans-East African Highway in Sudan on 19 December 1980. Photo © ECA

that travel time have gone down from five to three days and could be even better without the many road checkpoints.

Users of the Douala-Bangui corridor with improved road stretches developed from the Central Africa Consensual Transport Master Plan framework, have reported similar fluidity in delivery of agricultural products from Cameroon to the Central African Republic and timber products from Central African Republic destined for the port of Douala. Security challenges due to the volatile situation on the Central African Republic border have affected efficiency.

Meanwhile, the Cameroonian and Congolese Governments have shown absolute commitment in realizing the Master Plan's Development Corridor No. 29 for the 1,612 km link between their capitals, Brazzaville and Yaounde. Much of the 651 km needing tarring on both sides of the Sangmelima (Cameroon)-Ouessou (the Congo) road to complete this corridor, has been done thanks to funding from multiple partners (Arab Bank for Economic Development in Africa, Islamic Development Bank, African Development Bank, Saudi Development Fund, Kuwait Fund) and the Governments concerned. When completed, it will unleash new opportunities to boost subregional trade and AfCFTA.

Motivated by the Central Africa Consensual Transport Master Plan framework and its own development needs, Cameroon concluded a study on the construction of the deep-sea port of Kribi in 2005 and completed the project in 2015, which enables the docking of vessels of up to 100,000 tonnes. In a similar vein, the Government of Sao Tome and Principe appropriated the Master Plan extending the main port of Sao Tome and rehabilitating the secondary port of Principe, allowing the docking of big vessels on the main port which has optimized the cost of imports into and exports out of Sao Tome (Sao Tome Port). Furthermore, the secondary port has facilitated the movement of products from the main port to the island of Principe and vice versa. Reducing operational costs in this way, would positively affect growth on the islands.

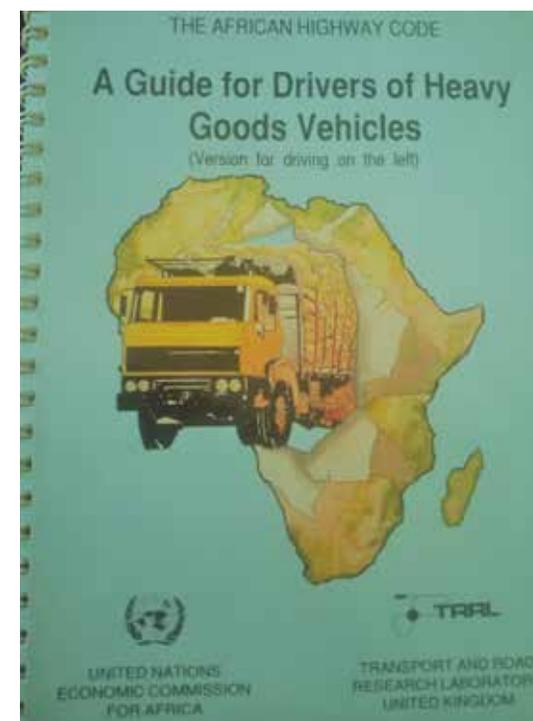


### CONTRIBUTING TO REGIONAL INTEGRATION THROUGH THE TRANS-AFRICAN HIGHWAYS

The Trans-African Highways (TAH) network is a major contribution of ECA to Africa's regional integration. ECA has spearheaded the implementation of 57,300 km network of 10 highway sections since the early 1970s to provide direct road links between capital cities on the continent; contribute to the political, economic and social integration and cohesion of Africa; and to ensure road transport facilities between important areas of production and consumption. A Trans-African Highway Bureau was established in the Transport, Communication and Tourism Division of ECA in 1971, underscoring the importance ECA has attached to TAH over the years. It also established authorities for various sections of the network in the 1980s, including the Lagos-Mombasa, Cairo-Gaborone, and Algiers-Lagos sections.

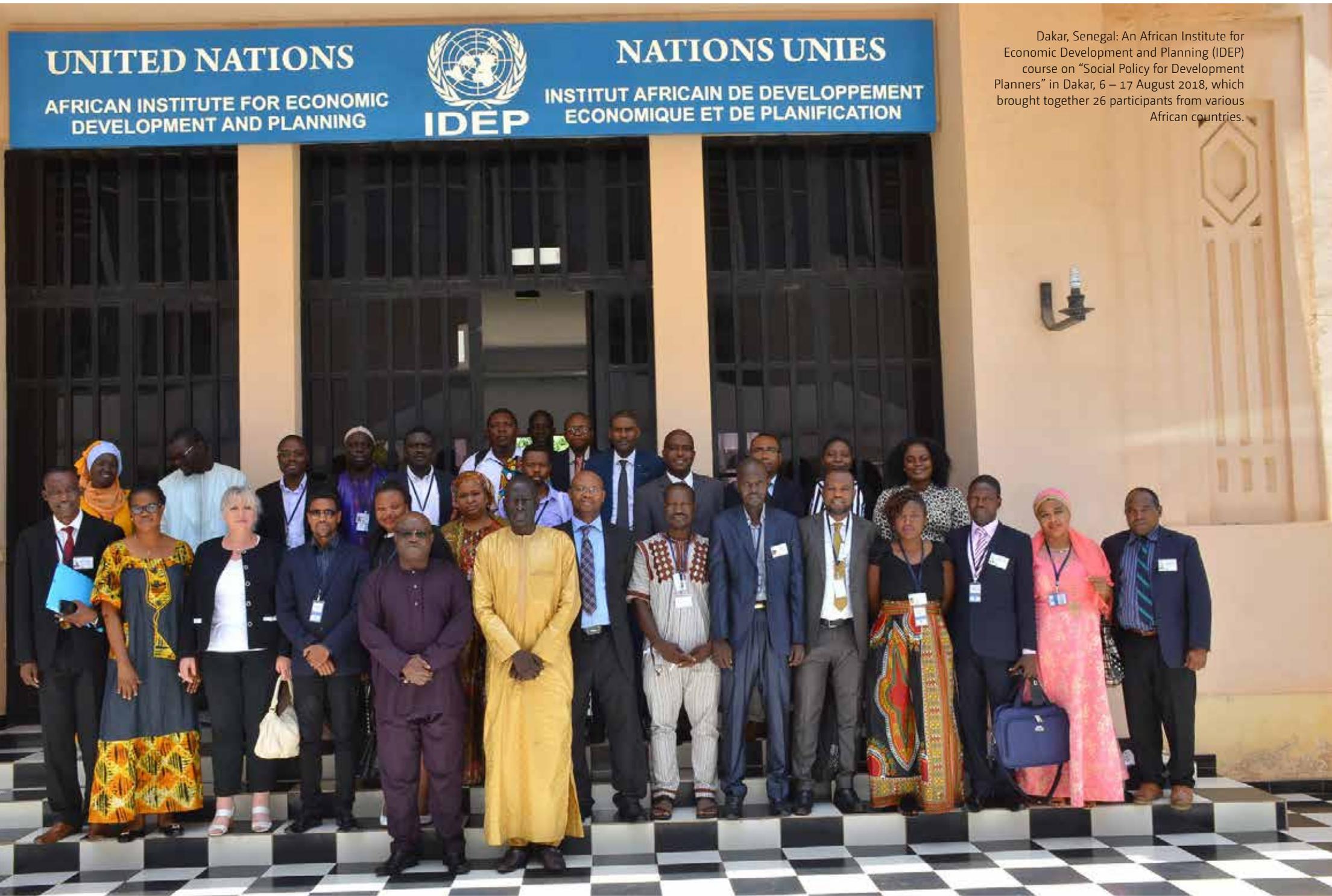
In addition, ECA worked closely with the African Union Commission to articulate the Intergovernmental Agreement on the harmonization of norms and standards of TAH that was endorsed by the African Heads of State and Government in 2014. The Agreement addresses pertinent issues, including definitions of the various sections of the network, road standards, road safety, social development and environmental assessment. ECA is part of the TAH Working Group created to facilitate the implementation of the Intergovernmental Agreement and has led the process of developing an action plan for the ratification of the Agreement that was adopted in November 2018 by the representatives of African countries. The other members of the TAH Working Group include the African Union Commission, NEPAD Planning and Coordinating Agency (now known as the African Union Development Agency), regional economic communities and the African Development Bank.

The launch of AfCFTA is an added impetus to the implementation of the missing links (substandard sections) of TAH. ECA is a strong advocate of the need to develop cross-border infrastructure, including roads, to ensure that African countries reap the full benefits of AfCFTA. Good quality cross-border roads are a requirement to facilitate an increased intra-African trade and mobility that will result from AfCFTA.



Construction work at the Kribi Deep Sea Port, located in the southwest of Cameroon. Thanks to the Central Africa Consensual Transport Master Plan framework and its own development needs, Cameroon concluded a study on the construction of the deep-sea port of Kribi in 2005 and completed the project in 2015, which has enabled the docking of vessels of up to 100,000 tons. Photo © CHEC





Dakar, Senegal: An African Institute for Economic Development and Planning (IDEP) course on "Social Policy for Development Planners" in Dakar, 6 – 17 August 2018, which brought together 26 participants from various African countries.



African Institute for Economic Development and Planning (IDEP) at 50 years. IDEP staff holding a plaque for the golden Jubilee. Photo © ECA

## 6.6 ECA SPONSORED INSTITUTIONS - SUCCESS STORIES

### **The UN Pan-African Institute for Development and Economic Planning:** Strengthening Development Planning Capacities of African countries toward effective implementation of Agenda 2063 and 2030 Agenda of Sustainable Development

Since its establishment in 1962, the Pan-African Institute for Planning and Economic Development (IDEP) has strengthened its presence on the continent and has emerged as the premier African institution for the building, upgrading and/or updating the technical skills and competencies of mid-career and senior government officials in economic management and development planning. IDEP is one of few institutions officially mandated and recognized by African Governments to support the training and development of a critical mass of middle to senior-level African Civil Servants equipped with technical aptitudes and capacities to make informed development decisions, designs and implement national and sectoral policies and development plans to achieve inclusive and sustainable structural transformation and development.

The Institute offers training courses that are anchored to economic policymaking, economic management, and development planning with a special focus on areas that are consistent with Africa's development priorities, such as policy analysis, revenue mobilization, trade policy and negotiations, data and statistics, natural resources management, infrastructure development, regional integration, migration, environmental sustainability, employment creation, regulatory oversight, the green and blue economies, and industrialization. In this regard, IDEP works closely with the ministries of finance, economic development and planning of its African member States to assess their needs and develop tailor-made and generalized courses to offer in response.

For more than fifty-five years, IDEP has supported African countries' economic management and development planning while adapting and responding the evolving global and continental priorities and emerging demands. IDEP has also served as a forum for learning, reflection, sharing, analysing and advancing emerging national and regional development challenges and opportunities.



IDEP development seminar on the Theme: “Winning the fight against corruption in Africa” - Dakar, 24 May 2018. Photo © ECA

Demand for IDEP support has risen rapidly. For example, applications to IDEP skills trainings have more than doubled since 2011. Specifically, a 64 per cent increase in the number of applications to IDEP courses was experienced in the 2016–2017 biennium during the 2014–2015 biennium. In brief, about 3,760 applications for training were received in the 2014–2015 biennium, compared with 6,156 applications received in the 2016–2017 biennium. The introduction of online courses as well as the rising interest of member States in the IDEP capacity development programme accounted for the rise in demand.

To illustrate the Institute’s contribution to capacity development necessary for Africa’s structural transformation and development, approximately 2,800 development planners and policymakers benefited from full scholarships to attend skills training at IDEP from 2012 to 2017. A third of the participants were female and 90 per cent of surveyed trainees found IDEP trainings relevant to the African context with approximately 96 per cent of trainees indicating they would recommend IDEP online training courses to others and 90 per cent stating to have used the new knowledge acquired to influence internal processes and policies.

In terms of capacity-building activities, the IDEP Library and Knowledge Centre, established in 1963, has been at the forefront of providing quality information and documentation services to a large and diversified audience of trainees, including researchers, trainers, visiting fellows, government officials, scholars, postgraduate students, and the public. The Knowledge Centre is home to the original collection of national development plans dating back to postcolonial Africa and the biggest collection of dissertations produced by senior African development planners and policymakers who have been affiliated to the Institute’s master’s degree programme. The IDEP Knowledge and Library Centre has a collection of more than 38,000 unique titles information resources; four million titles of external knowledge from subscriptions and Open Access knowledge bases of which 52,172 are digitized full text records. IDEP knowledge repository provides a centralized access to various collections on digital learning resources. The Library receives more than 2,000 visitors annually and over 45,000 annual visitors to the online library.



In line with its mandate to provide training to officials of Member States, the African Institute for Economic Development and Planning organized a course on 9 November 2018 on the theme: “Domestic resource mobilization and investment in Africa”. This theme is of crucial importance given the ongoing difficulties faced by Africa as it strives to mobilize resources to finance its development. Photo © ECA



### Implementing the Sustainable Development Goals and Agenda 2063: A Sharing of Experiences and the Way Forward Post-Africa Regional Forum for Sustainable Development and Voluntary National Reviews

Side Event during the 2018 High-level Political Forum on Sustainable Development (HLPF) at  
the Permanent Observer Mission of the African Union to the United Nations

16 July 2018, 10:30 –14:30



“ IDEP will continue to play its role as a trainer of African leaders in capacity building for the implementation of the 2030 and 2063 agendas.”

**Karima Bounemra Ben Soltane**  
Director of IDEP





ECA Executive Secretary, Vera Songwe, with Prime Minister of Ethiopia, Abiy Ahmed, and Deputy Secretary-General of the United Nations on 18 November 2018 at the 11th Extraordinary Summit of the African Union at the African Union headquarters in Addis Ababa, Ethiopia during which the ECA and the African Union Commission (AUC) convened a high-level meeting on the need for Africa to embark on a digital identification drive. Photo © ECA

## 6.7 ECA LEVERAGING ON PARTNERSHIPS



**PARTENERSHIPS:** The former Chairperson of the African Union Commission, Alpha Konare; Secretary-General, Kofi Annan; and the Under-Secretary-General and the Executive Secretary of ECA, Abdoulie Janneh, signing the Enhancing UN-AU Cooperation Declaration in Addis Ababa, November 2006. Photo © ECA

### The ECA Leveraging Partnerships and Cooperation

ECA depends on two principal sources of finance to implement its work programme, the Regular Budget through which the General Assembly appropriates resources to the Commission, and the extrabudgetary resources (contributions from bilateral and multilateral donors). Over the past ten years, however, Regular Budget appropriations have continued to decline in real terms, in line with the budgetary constraints within the United Nations. Therefore, the importance of extrabudgetary resources in the overall ECA work programme cannot be overemphasized.

In this regard, the Commission developed its partnership strategy over the years with a view to enhancing complementarity and development impact and responding better to the evolving needs of its member States in the context of new and emerging opportunities and challenges. The strategy is framed on the premise that Africa's development challenges and its transformative agenda are so huge that no single institution or organization, no matter how well-resourced, is capable of tackling them alone.

The Commission's approach to partnerships is to forge more strategic and results-based collaborative alliances with its hallmark view of partnerships beyond mobilization of financial resources to include sharing of ideas and knowledge, developing synergies, building on comparative advantages and avoiding duplication of efforts. ECA is working closely with six types of partners with which it can boost its interventions, namely: Pan-African institutions (African Union Commission, African Development Bank and the League of Arab States); Member States and regional economic communities; Regional commissions, agencies and programmes of the United Nations system; Development partners (multilateral and bilateral); Non-State actors (research institutions, civil society, media, private sector, philanthropic organizations and private foundations); and South-South and triangular cooperation.

#### **TRIPARTITE PARTNERSHIP WITH THE AFRICAN UNION COMMISSION AND THE AFRICAN DEVELOPMENT BANK:**

The strong partnership between ECA and the African Union Commission has been complemented by the African Development Bank with the setting up of a joint secretariat support office, which is currently hosted in ECA. This has enabled the three institutions to collaborate in the implementation of a number of key continental initiatives.

#### **COLLABORATION AMONG OTHER CONTINENTAL INSTITUTIONS, AGENCIES OF THE UNITED NATIONS SYSTEM AND DEVELOPMENT PARTNERS:**

Partnerships built by ECA in support of Africa's development efforts have continued to deepen. This is because such partnerships are necessary

to harness resources for Africa's development, ensure coherence in the activities of the various stakeholders and avoid duplication of efforts.

**UNITED NATIONS DEVELOPMENT PROGRAMME AND OTHER AGENCIES OF THE UNITED NATIONS SYSTEM:** ECA continues its role in enhancing the coordination of United Nations activities in Africa, especially through the modality of the Regional Coordination Mechanism co-chaired by the Deputy Secretary-General of the United Nations and the Deputy Chairperson of the African Union Commission. In addition, specific activities are being undertaken with the United Nations Development Programme and other agencies of the United Nations system, especially with regard to joint reporting on major issues, consensus building, sectoral issues and peer learning activities.

**UNIVERSITIES, RESEARCH INSTITUTES AND CIVIL SOCIETY ORGANIZATIONS:** As part of its commitment to creating and managing knowledge on the continent, ECA continues to partner with African universities, research institutions and civil society organizations working on development issues. These groups are natural partners for ECA as they are well placed to complement its work, especially in the area of capacity development and knowledge management.

**BILATERAL/MULTILATERAL PARTNERS:** In addition to specific project support in several key areas, ECA has a joint financing arrangement in the form of an innovative Pooled Fund Partnership in the spirit of the Paris, Accra, and Bussan Declarations on Aid Effectiveness with some bilateral partners such as Denmark, Norway, Sweden and the United Kingdom. This joint financial arrangement has been further enhanced through regular meetings and dialogue and efforts are being made to expand partnerships to African States through the United Nations Trust Fund for African Development.

ECA has made the tremendous achievements described in the earlier sections of this Coffee Table Book, because of the extrabudgetary funding support from its partners. The funds received from various bilateral and multilateral partners continue to be critical in the implementation of the key initiatives and activities in the Commission's programmatic areas.

ECA will continue to strengthen its relationship with existing partners and cultivate new partnerships with other bilateral, multilateral and non-State actors with the aim of becoming a more rigorous and responsive centre of excellence in support of Africa's transformative agenda.



Executive Secretary of ECA, Carlos Lopes, meeting with Joint Financing Agreement Partners in Addis Ababa on 5 December 2014. Photo © ECA



AU- ECA Conference of Ministers 2015. The Eighth Joint AUC-ECA Annual Meetings of the AU Conference of Ministers of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development held from 25-31 March 2015 in Addis Ababa, Ethiopia, on the theme, Implementing Agenda 2063 - Planning, Mobilizing and Financing for Development. Photo © UNECA. Photo © UNECA



Memorandum of Understanding signing ceremony by ECA and Arab Bank for Economic Development in Africa. ECA and the Arab Bank for Economic Development in Africa (BADEA) signed a Memorandum of Understanding in Addis Ababa on 3 April 2016, on the margins of the Africa Development Week 2016. Shown are: Executive Secretary, Carlos Lopes, and the Arab Bank for Economic Development in Africa (BADEA) delegate, Director-General, Sidi Ould Tah. Photo © ECA



A high-level panel discussion held at United Nations Headquarters on the theme, “The Africa We Want: Support of the United Nations system to the African Union’s Agenda 2063” on 13 October 2014. The event was co-organized by the Office of the Special Adviser to the Secretary-General on Africa, the Office of the Permanent Observer of the African Union to the United Nations, the New Partnership for Africa’s Development (NEPAD), the Economic Commission for Africa, the Department of Public Information and the African Peer Review Mechanism Secretariat (APRM). Pictured: The Special Adviser to the Secretary-General on Africa, Maged Abdelaziz (left), greeting the Special Adviser to the Secretary-General on Post-2015 Development Planning, Amina J. Mohammed, at the meeting; Chief Executive Officer of NEPAD, Ibrahim Assane Mayaki (right). United Nations, New York. Photo © UN

## Support for the New Partnership for Africa’s Development and the Regional Coordination Mechanism for Africa

### ECA SUPPORT FOR THE NEW PARTNERSHIP FOR AFRICA’S DEVELOPMENT

In 2000, ECA designed “The Compact for Africa’s Development” as a basis for operationalizing the Millennium Development Goals in Africa, and to support the then Organization of African Unity in tackling Africa’s economic and social challenges. The Compact offered a framework for a comprehensive response to Africa’s development challenges, consequently providing the impetus for transforming aid relationships and for fostering public-private partnerships.

ECA has been the vanguard on NEPAD from conception to its birth in 2001 and has continued to provide significant support to the Agency towards the implementation of its key programmatic areas, which have been mainly through Regular Work Programmes, the African Peer Review Mechanism (APRM) and the Partnership Principle of Mutual Accountability. NEPAD was adopted by the African Heads of States as an integrated socioeconomic development framework for Africa reflecting African leaders’ common vision and shared commitment to eradicating poverty, both individually and collectively as a path to sustainable growth and development. It intends to foster peace and security on the continent and to enhance Africa’s participation in global, political and economic affairs.

Through regular work programmes, all ECA divisional work programmes and the activities of its five Subregional Offices were re-focused to support the implementation of NEPAD objectives, the complementary Millennium Development Goals and at present, the 2030 Agenda for Sustainable Development and Agenda 2063. In addition, ECA established the NEPAD Support Section to coordinate its support to the programme and to serve as the secretariat of the United Nations Regional Consultative Mechanism, which has evolved into the Regional Coordination Mechanism (RCM) for the African Union and its NEPAD programme.

ECA developed guidelines on economic and corporate governance, and subsequently assisted the NEPAD Steering Committee to incorporate political governance issues into APRM. More recently, ECA supported the secretariat to incorporate natural resources governance issues into APRM, and recommendations have been made to use the Mechanism for peer review and learning on the 2030 Agenda for Sustainable Development and Agenda 2063 implementation.

The Partnership Principle of Mutual Accountability – carried out through the joint work of ECA and the Organization of Economic Cooperation and Development (OECD) on the “Mutual Review of Development Effectiveness in the context of NEPAD”. This was informed by an ECA paper entitled “Towards an Institutional Mechanism for Mutual Review of Development Effectiveness between Africa and its Partners”, and the work that ECA has jointly done with OECD on the framework for mutual review of development effectiveness. The first Mutual Review report was tabled before the ECA Conference of Ministers in May 2005 and in 2012, the ECA Conference of Ministers reaffirmed the value of the exercise.

### ECA SUPPORT FOR THE REGIONAL COORDINATION MECHANISM FOR AFRICA

The Regional Coordination Mechanism for Africa (RCM-Africa) was established following the landmark passing of the Economic and Social Council (ECOSOC) resolution 1998/46, after the Council recognized the role of team leadership in regional commissions. The Mechanism ensures that agencies of the United Nations system working in Africa, the African Union Commission and its NEPAD institutions hold annual sessions to coordinate and consult, with a view to improving coordination among the work programmes of the organizations of the United Nations system in each region.

RCM-Africa has continued to support the African Union and its bodies, including the NEPAD Agency, regional economic communities and other intergovernmental organizations, in implementing the Millennium Development Goals and its successor, the Sustainable Development Goals, the NEPAD Programme and Agenda 2063.

RCM-Africa held the eighteenth and nineteenth sessions in 2017 and 2018, organized jointly with the regional United Nations Sustainable Development Groups for Eastern and Southern, and West and Central Africa, a partnership that demonstrates the commitment of the United Nations system to enhance coordination and collaboration in supporting Africa's development priorities.

After the joint meeting with Development Groups for Eastern and Southern and West and Central Africa in Addis Ababa on 10 December 2018, modalities for follow up and implementation of Phase I regional optimization actions of the United Nations reforms, which informed the preparation of a joint work plan for implementation in the course of 2019 were agreed upon. The meeting also agreed to integrate and harmonize the seven strategic priorities of the African Union into the context of RCM-Africa, the seven strategic initiatives of the regional United Nations Sustainable Development Groups, the Framework for Renewed African Union-United Nations Partnership on Africa's Integration and Development Agenda, the Joint African Union-United Nations Framework for an Enhanced Partnership in Peace and Security, and the Framework for the integrated Implementation of Agenda 2063 and 2030 Agenda for Sustainable Development.

The resulting strengthened linkages and synergies at the various levels will ensure a more effective support for the implementation of global, regional and subregional development frameworks, including the 2030 Agenda and Agenda 2063.

Twenty years on, RCM-Africa is rethinking its mandate and operations based on the recent major decisions and reforms in the African Union and the United Nations system. Of particular interest are: the reorganization of the structure and portfolios of the senior leadership of the African Union Commission, expected to sharpen the focus of the Commission and further guide support for RCM-Africa; approval of the mandate of the African Union Development Agency following the January 2017 decision on the transformation of the NEPAD Agency in which RCM-Africa could provide institutional building; institutional reform of APRM as a platform for promoting peer reviewing and learning on the implementation of Agenda 2063 and Agenda 2030; and the establishment of an effective division of labour between the African Union, regional economic communities, member States and continental organizations that complements the ongoing rationalization of United Nations assets at the regional, subregional and national levels for more coordinated and coherent support.



Chairperson of African Union Commission, Nkosazana Dlamini Zuma, with the Chief Executive Officer of the African Union Commission, Ebrahim Assane Mayaki, and the Under-Secretary-General, Carlos Lopes, during a working breakfast of the twenty-ninth session of the New Partnerships for Africa's Development (NEPAD) Heads of States and Government Orientation Committee at African Union headquarters in Addis Ababa.



The Southern African Development Community (SADC) Senior Policy and Technical Coordinator, Maxwell Mkumba, making his remarks during the official opening of the Subregional Coordination Mechanism Meeting for Eastern and Southern Africa. With him, from left to right: ECA Subregional Office for Southern Africa, Said Ademujobi; ECA Deputy Executive Secretary, Giovanie Biha; and the East African Community Deputy Secretary-General in charge of Planning and Infrastructure, Enos Bukuku.



Participants at the nineteenth session of the Regional Coordination Mechanism for Africa in Addis Ababa, May 2018. The session was under the theme “UN support to AU in winning the fight against corruption”. Photo © ECA.

A voter casts her ballot at the polling station at Odangwa in Ovamboland in November 1989. In November 1989, 23 years after the United Nations terminated the South Africa mandate to administer Namibia, the Territory took its first step towards independence. Aspiration 3 of Agenda 2063 calls for an Africa of good governance, democracy, respect for human rights, justice and the rule of law. In January 2017, Namibia acceded to the African Peer Review Mechanism (APRM), making it the thirty-sixth African Union member State to do so. Photo: United Nations





Chairperson of the African Peer Review Panel of Eminent Persons, Mustapha Mekideche (centre), addresses a press conference on “Agenda 2063: Africa’s Fifty Year Transformation Plan. The briefing journalists with him were (from the left): the Secretary-General’s Special Adviser on Africa, Maged Abdelaziz; Chief Executive Officer of the NEPAD (New Partnership for Africa’s Development) Planning and Coordinating Agency and Interim Chief Executive Officer of the African Peer Review Mechanism secretariat, Ibrahim Assane Mayaki; Director, of the Directorate of Information and Communication, African Union Commission, Habiba Mejri Cheick; and African Union Commissioner of Economic Affairs, Anthony Mothae Maruping. United Nations, New York, 14 October 2015. Photo # 649378

## African Peer Review Mechanism (APRM): Finding African solutions to African problems

Africa’s story on solving the continent’s development problems has changed – from seeking foreign solutions for African problems, to finding African solutions to African problems. In 2003, African leaders picked up the narrative and established APRM as an instrument for monitoring governance performance for African Union member states.

APRM was initiated in 2002 upon recognition of the linkage between good governance and development and established in 2003 by the African Union under the framework of the implementation of NEPAD. NEPAD has been one of the key building blocks in Africa’s governance architecture, representing a continental blueprint for peace and security, sustainable growth, development, democracy and good governance.

ECA has an important role in realizing the NEPAD vision and goals, and by helping to build the institutional capacity of its secretariat and place the institutional and operational pieces of NEPAD, ECA became an integral part of their implementation. Most crucially, the relationship is built on the comparative advantage of ECA for strategic thinking, in particular in dispelling myths about structural adjustment, improving global dialogue about Africa’s development concerns and providing pathways to an alternate African-based economic order.

“As an incubator and producer of indigenous African ideas-based information”, ECA has, since 2002 been instrumental in designing the APRM tools as well as its implementation and revitalization. Its commitment to APRM has been in using its expertise, contributing to all country reviews, undertaking research on APRM cross-cutting issues and providing tailor-made trainings to APRM participant countries to ensure a robust, competent, open and inclusive mechanism on areas such as natural resources management, economic diversification, young people and gender, agriculture, elections and macro-economy policies. The Commission’s substantive inputs to the national sensitization and external assessments guaranteed the independence and credibility of the reviews.

Furthermore, ECA assessment guidelines and governance benchmarks for APRM, developed at the behest of the NEPAD Heads of State and Government Implementation Committee, was of great pedagogical relevance in setting norms and standards for assessment. By the beginning of 2018, 37 of the African Union’s 54 member States had acceded to APRM, with 21 passing their first review and implementing their national programmes of actions, while 2 countries went through the second review generation.

With the successful reviews recorded since 2017, the twenty-eighth ordinary session of the Assembly of the African Union expanded the mandate of APRM to include tracking implementation and overseeing monitoring, evaluation and reporting of the continent’s key governance areas, specifically the 2030 Agenda and Agenda 2063. These important milestones have further consolidated the position of APRM to drive the governance agenda in Africa and have reinforced confidence in the value and credibility of the process.



National African Peer Review Mechanism APRM Workshop on “Harmonizing the Mauritius National Plan of Action (NPOA) with the existing development strategies and Medium-Term Expenditure Framework (MTEF)”, held in Mauritius, 23 and 24 April 2012. Photo © ECA



A Workshop on enhancing the role and effective participation of parliamentarians in the African Peer Review Mechanism process.” Photo © ECA

The Former President of South Africa, Jacob Zuma, the former President of Liberia, Ellen Johnson Sirleaf, and the President of Kenya, Uhuru Kenyatta at a meeting of the African Peer Review Mechanism (APRM) in Durban, South Africa, 14 April 2012. Photo © AU.



Annual Programme Performance Review with ECA partners in 2018. Photo © ECA.



## 6.8 OTHER ORGANIZATIONAL INNOVATIONS

### Advancing Accountability and Learning at ECA: Strategic Planning, Evaluation and Quality Assurance



The Strategic Planning and Operational Quality Division has contributed a range of innovative planning instruments coupled with an active engagement drive throughout the Commission to engender ECA accountability and learning capability. Photo © ECA

The Division in charge of Strategic Planning, Evaluation, and Quality Assurance was established in 2013 as part of ECA reforms to transform itself into a think tank of reference on African development policy issues. The core function of the Division is to promote a culture of accountability and transparency across all streams of work at the Commission. To respond to the shifting development landscape in Africa, the ECA think tank, convening and operational activities have grown substantially under the over-arching frameworks of the 2063 Agenda “The Africa We Want”, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement on Climate Change.

In this context, the Division has contributed a range of innovative instruments coupled with an active engagement drive throughout the Commission to engender ECA accountability and learning capability. In 2015, the Division conceptualized its first ever programme of research with the objective of accelerating Africa’s structural transformation through generating and disseminating contextually viable, country owned, integrated and innovative policy ideas in the areas of smart industrialization, transformative macroeconomic policy and natural resource management.

To support tracking the progress and evidence thereof, the Division developed, entirely in-house, a breakthrough innovation and a cutting-edge Performance Management Dashboard conceptualized around the following four key pillars for measuring performance at the Commission: policy influence in support of Africa’s transformation agenda; production and dissemination of credible knowledge products that are of high-quality, evidence-based and good-fit; accountability and learning; and operational effectiveness.

Since the establishment of a dedicated evaluation function in 2013, ECA has positioned evaluation as a central strategic management function to provide the basis for critical inquiry as an integral part of its efforts to continuously improve performance and results, as well as to play an important role in strengthening the oversight, transparency, accountability and collective learning arrangements of the Commission. Guided by its evaluation policy set out in 2014, and the United Nations Evaluation Group norms and standards, the evaluation function ensures impartial, credible and useful evaluations that enhance organizational learning, transparency and accountability.

<sup>1</sup> AfCFTA, *African Continental Free Trade Area*.

In 2014, ECA developed its Quality Assurance Policy and Plan. One of the policy objectives of the quality assurance function is to enhance the use of the results from the ECA quality assurance system to support accountability, programme learning, quality improvements and resource allocation. Such undertaking has contributed to benchmark best practices, such as in the case of the Commission's work towards the establishment of AfCFTA.<sup>1</sup> It has also promoted the use of quality assurance frameworks such as the Standard Operating Procedure for the ECA Data Bank, the ECA Capacity Development Strategy and the ECA Knowledge Networks and Solution Exchanges.

Overall, the Commission's progress and efforts towards becoming a learning and more accountable institution has been acknowledged by member States, including Permanent Representatives in Addis Ababa, the fifth Committee, and development partners. Moving forward, ECA will strive to capitalize on those earlier achievements in the context of broader United Nations development system repositioning, the United Nations Management reforms and the UMOJA Extension 2.



Following the introduction of the new United Nations Secretariat wide planning and budgeting process and templates, the HQ Programme Planning and Budgeting Department in collaboration with the Strategic Planning and Operational Quality Division, organized a one-week training to familiarize the ECA senior management and professional staff with the new programme plan and performance information for 2020. The Workshop session was organized by Programme Planning and Budgeting Unit for ECA staff. Photo © ECA

## ECA Performance Management Dashboard: a tool for advancing a culture of accountability and organizational learning

When ECA embarked on reforms that articulated a new vision for it to become Africa's premier think tank on development policy matters in 2013, there was wide consensus on the need to demonstrate greater accountability and organizational learning. This, coupled with the need to apply an evidence-based approach in monitoring the execution of strategies and organizational performance, led to the development of the ECA Performance Management Dashboard, a cutting-edge performance management tool for promoting a culture of accountability and organizational learning.

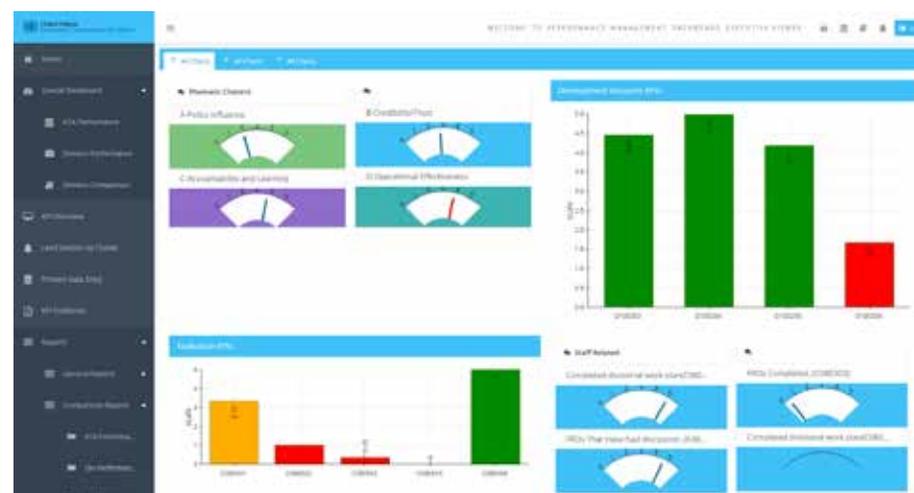
The Dashboard was developed under the leadership of the Strategic Planning and Operational Quality Division of ECA as a home-grown innovation. It is aimed at supporting the sustained, integrated and coherent management of performance by identifying and correcting negative trends on time; generating detailed reports that capture financial and nonfinancial trends; supporting senior management team in decision-making based on collected business intelligence; and providing timely recommendations to tackle gaps and challenges identified.

Thanks to the ingenuity of the tool, the Commission's reporting has gradually shifted from activity and output based to evidence-based outcome and impact reporting. It has for the first time generated reports in policy influence, credibility and trust, accountability and learning and operational effectiveness, which are all the four thematic clusters around which the Dashboard is organized. For example, on policy influence, 79 per cent of participants of the African Development Week stated that their countries utilize ECA knowledge resources in the design and implementation of their policies in the area of macroeconomic policy and 77 per cent in the area of new technologies and innovations for development. On credibility and trust, 77 per cent of ECA partners believe that ECA knowledge products are of consistent high quality and 63 per cent believe that ECA statistics are of consistent high quality. On operational effectiveness, 70 per cent of procurement requests were completed in line with the approved Acquisition Plan within the standards timelines; and 100 per cent of "important and critical" audit recommendations were implemented by deadlines set by the oversight body, demonstrating accountability and learning. The system broke the reporting silos bringing together data and information generated from multiple sources into an integrated and harmonized reporting system. By harmonizing some key performance indicators, ECA was able to improve comparability of data between subprogrammes.

The four thematic clusters are supported by ten strategic results areas, which are measured through a combination of quantitative and qualitative key performance indicators along the output-outcome-impact results chain. The indicators were built into a web-based application that contained two applications – the Performance Management Dashboard Data Entry and Dashboard Data Viewing modules. The Management Dashboard went live in 2014 and after one year of piloting, the Strategic Planning and Operational Quality Division (SPOQD) reviewed the model, and together with the Public Information and Knowledge Management Division revamped the web-based application to align with the standards set by the United Nations Office of Information and Communication Technology (OICT) for UN website harmonization.

Between 2015 and mid-2017, SPOQD generated high quality reports along the four clusters and presented them in forums such as: senior management team meetings, quarterly briefings of African Ambassadors, ECA Town Hall meetings, annual Conferences of Ministers of Finance, and mid-year and annual Performance Review meetings with development partners.

Moving forward, the Performance Management Dashboard is to be revamped to realign with the new ECA reforms, taking into consideration the lessons learned thus far.



A screenshot of the ECA Performance Management Dashboard developed under the leadership of the Commission's Strategic Planning and Operational Quality Division as a home-grown innovation for promoting a culture of accountability and organizational learning. Photo © ECA



ECA commissioned its first data centre in April 2005. Since then, it has undergone comprehensive upgrades in August 2012 and June 2017 to become a state-of-art data centre. The centre fosters information and communications technology services with an information security framework that encompasses technical, physical and human dimensions to protect ECA information asset and reputation. The upgrade project entailed a modular data centre with hot aisle containment, which is one of the most popular tools for saving energy in the data centre. Photo © Shutterstock

## Public Information and Knowledge Management Division: Anchoring the vision of repositioning ECA as premier think tank in Africa

ECA undertook a reprofiling exercise in 2012 with the vision of repositioning the Commission as “the premier think tank in Africa”, which led to the establishment of the Public Information and Knowledge Management Division to provide a strategic role in the repositioning of ECA as a think tank. The Division brought together four sections: External Communications and Media Relations, Publications and Documentation, Information Technology, and Knowledge and Library Services.

The Communications service has evolved over the years, adjusting to the realities of Africa’s changing media landscape. Consequently, ECA has experienced an increased external presence on multiple social media platforms, reaching 13,000 followers on Facebook and 75,000 on Twitter. New innovative internal communications mechanisms have also been introduced, increasing staff engagement. An average of 20 press releases and media advisories per month are distributed to a vast community of media contacts. Coverage of major events has shifted in the past five years, with more attention given to media engagement, multimedia, webcasting, advertising and broadcasting across Africa.

The Publications function strives to maintain a service par excellence in terms of the quality of ECA publications, client responsiveness and publishing capacity. The specific focus of the Publications service is shared between parliamentary documentation and policy research, published to the highest standards. During the past several decades, the Publications function has contributed to the secretariat’s effort to ensure that the collective works of the Commission are produced attractively and efficiently, are published in a timely manner and to “green” standards, and are strategically disseminated for maximum policy influence. The positive feedback from member States, decision makers, academia, partners and the ECA readership is trending upward every day.

The Information and Communications Technology Services ensures the alignment of ECA information and communications technology (ICT) assets, business model, operations and strategy with current and future needs while providing shared services and developing partnerships with United Nations collocated agencies to reduce the cost of operations and improve client services. ECA has witnessed several transformative accomplishments with its information technology in support of its core operations and mandate and is working to improve its partnerships with various business units Commission-wide to provide ICT services that respond to their specific business needs. The section has also developed an integrated Information Security framework that encompasses technical, physical and human dimensions to protect ECA information asset and reputation.

The ECA Library (now known as the Knowledge and Library Services) responsible for the Knowledge services of ECA has morphed from basic library services into a modern knowledge center in the twenty-first century, ensuring reliable access to high-quality information resources and knowledge services.



“Book Talk” knowledge sharing monthly event on Science, Technology and Innovation (STI): Left to right – Dr. Mahama Ouedraogo, Director, Science and Technology-AUC; Almoustapha Cisse, Acting Director, Public Information and Knowledge Management Division; Kasirim Nwuke, Chief, New Technologies and Innovation Section; Joseph Atta-Mensah, Principal Policy Adviser Photo © UNECA



International Translation Day, organized by the Publications Section under the theme “Translation? Breaking down Language Barriers”. Addis Ababa, 30 September 2018. Photo © ECA

“Book Talk” knowledge sharing event: A book talk in session at the United Nations Conference Centre. Photo © ECA





ECA Library in its early years. The Library has morphed from basic library services into a modern knowledge centre in the twenty-first century, ensuring that its users have reliable access to high-quality information resources and knowledge services. Photo © ECA

The ECA Knowledge Centre – 3D Design: Limpopo, the five-storied Library building, is under review to create open and flexible spaces, in response to the library trends in the twenty-first century in which spaces are both physical and virtual, providing technology, tools, services and expertise that encourage new patterns of user interactions and knowledge services. Photo © ECA.





Executive Secretary of ECA, Adebayo Adedeji, and Secretary General of the Organization of African Unity, Ide Oamaru, with other guests at the inauguration of the ECA Library in 1970. Photo © ECA



ECA Knowledge Hub (<https://knowledge.uneca.org/>)



ACCESS TO ECA KNOWLEDGE: Chief of Knowledge and Library Services Section Irene Onyancha receiving guests from Hawassa University. Photo © UNECA

## From a basic library to a modern United Nations Knowledge Centre: Realizing the vision of ECA as Africa's premier think tank

Within the walls of the ECA Library lies an incredible wealth of information in the shape of more than 1.5 million documents. Since its establishment in 1959 as a United Nations depository library, the Library has evolved, adapting to new library trends and emerging technologies, and complying with the reforms of the United Nations and ECA. Its aim is to realize the ECA vision for the Library, which is to continuously enrich the Commission's knowledge ecosystem through providing reliable access to high-quality information resources and knowledge services.

During the past decade, ECA has embarked on a pursuit to spruce up the Library's profile, from offering basic library services to becoming a modern United Nations knowledge centre. This has been in line with the ECA vision of being a premier think tank in Africa supported by the restructuring of the Commission in 2012, which also led to the establishment of the Knowledge and Library Services (KLSS) whose aim is to provide a 360° approach to knowledge services in the twenty-first century.

Knowledge Management is top among areas that KLSS has invested in to refashion it into a modern knowledge centre. This includes the adoption of emerging information technologies to facilitate knowledge creation, organization, sharing, application and transfer. In 2009, the ECA Knowledge Repository (<http://repository.uneca.org>) was initiated, which provides a digital online library for collecting, preserving and disseminating all ECA knowledge products. The repository has been successful, clocking more than 40,000 unique publications published since 1958 to date. The usage statistics show a widely accessed knowledge platform, with a monthly average of 150,000 hits and 40,000 downloads. Furthermore, in 2012, the ECA Archives and Records Management Programme was initiated and has been key in ensuring accountability and transparency of ECA business processes and compliance with the United Nations regulations through the availability of accurate, complete and reliable records.

The ECA Knowledge Hub (<https://knowledge.uneca.org/>) provides a centralized knowledge ecosystem in which users can discover, consult, share ECA wealth of knowledge and collaborate with peers and member States over the ECA Discourse Forum (<https://discourse.uneca.org/>). Featured platforms include the Libguides <http://libguides.uneca.org/?b=p>, ASKIA federated search engine (<http://askia.unca.org>), which collates online knowledge resources from and on Africa; the ECA Library Catalogue (<http://libcat.uneca.org>), which allows users to have single access to multiple subscription databases, open access and United Nations information sources, all integrated over a single entry. KLSS introduced a monthly knowledge sharing forum dubbed the "Book Talk Event" for staff to share and discuss their published publications with colleagues. The ECA Knowledge Centre has patronage of approximately 1,000 external visitors monthly.

Limpopo, the five-storied Library building, is also under review to create open and flexible spaces, in response to library trends in the twenty-first century in which spaces are both physical and virtual, providing technology, tools, services and expertise that encourage new patterns of user interactions. New envisaged spaces on the ground floor are projected to be completed in 2020 and include a lecture hall, new reception, renovated reference and public Internet access area, gallery, bookshop and café.

## ECA Print Shop: Evolving from a monochrome printer to an ISO certified modern full-service Print Shop

Since 2004, the ECA Print Shop has evolved from a simple black-and white operation to a full-service facility that meets a wide range of client needs, such as digital copying of conference documentation and designing and printing major multi-colour publications for the Commission and other agencies of the United Nations system based in Addis Ababa. The printing facility has made major upgrades to the latest technology and has also recruited an expert workforce to be where it is today, meeting most of the printing needs of the ECA and its clients with ease, improved quality and reduced turnaround times.

The Print Shop is now shifting its print and publishing strategies towards shorter runs with an on-demand printing solutions model with end-to-end, cost-effective, just-in-time, and short and medium-volume business solutions. This is fuelled by the goal of reducing costs, an appreciation of the commercial benefits of using more targeted prints, and out of a desire to reduce the environmental footprint of the organization, supporting the United Nations policy on “Going Green”.

In 2015, ECA invested in an HP Indigo Digital Press for the Print Shop to operationalize the concept of Print-on-Demand, which has progressively become the dominant technology in the modern publishing industry. This shift in the Print Shop production model has significantly reduced the dependence of the latter on the traditional conventional offset printing method of its printing activities.

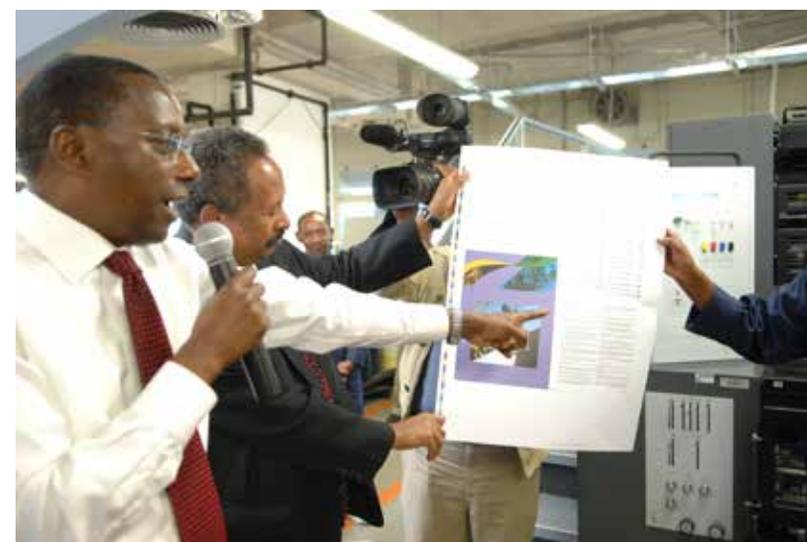
The Print Shop has achieved key milestones, including acquiring ISO:14001-2005 Certification in 2013. The standard is aimed at supporting environmental protection and prevention of pollution in balance with socioeconomic needs.

In addition, given its sustained efforts in efficiencies and promoting green publishing, the Print Shop won the Secretary-General award on Efficiencies in 2014. In 2015, the Print Shop scooped another award in a global competition organized by Kodak International promoting green publishing, “The Sonara Plate Green Leaf Award”, which was the first to be won by any organization in the Middle East and Africa. In 2018, the Print Shop was again audited by Société Générale de Surveillance and achieved the revised high standard of ISO: 14001; 2015.

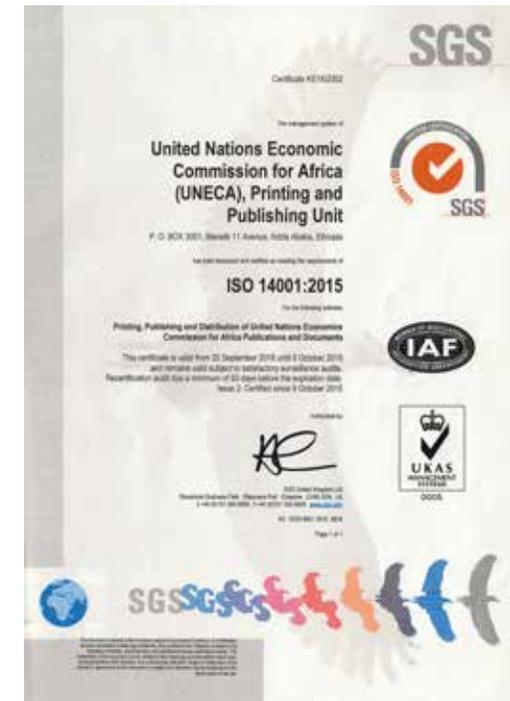
These efforts have been put in place to ensure that ECA knowledge products are published to excellent world standards and distributed both physically and digitally to member States, partners, United Nations Depository libraries, United Nations Information Centres and other interested parties, while supporting the United Nations policy on Going Green to protect the environment.



Executive Secretary of ECA, Adebayo Adedeji, visiting the ECA Printing Shop in the early 1980s.



Chief of the Print Shop, Charles Ndungu, explaining the new technology of printing to the Deputy Executive Secretary, Abdalla Hamdok in 2014. Photo © ECA



In 2018, the Print Shop was audited again by SGS and achieved the revised high standard of ISO:14001;2015.

The ECA Print Shop invested in an HP Indigo Digital Press to operationalize the concept of Print-on-Demand in 2015, which has progressively become the dominant technology in the modern publishing industry. Photo © ECA

View of ECA Niger building. Photo © ECA





View of the New Office Building at ECA compound October 2014. Photo © ECA



Inauguration of New Office Facility in the ECA compound in October 2014. The Secretary-General, Ban Ki-moon, and the Prime Minister of Ethiopia, Hailemariam Desalegn, shown cutting the symbolic ribbon. Photo © ECA

## Division of Administration: Backbone of Organizational Support - Six decades of improving operational efficiency for programme delivery

The Division of Administration provides the backbone of services for the day-to-day operations of the ECA secretariat. Its primary mission is to provide guidance, direction and support on policies and procedures to all ECA programme Divisions, the five subregional offices and the African Institute for Economic Development and Planning (IDEP). Support is given in the following diverse management areas: conference services, including managing the United Nations Conference Centre in Addis Ababa; human resources services; finance and budget; supply chain management services, including procurement; facilities management and operations; medical services, including managing the United Nations Healthcare Centre. The Division also focuses on the effective and efficient implementation of the United Nations system-wide mandated initiatives, among them is the implementation of the International Public-Sector Accounting Standards since 2014 to improve the standards and credibility of financial reports; and Umoja since 2015.

As the main programme support pillar of ECA, the Division has been instrumental in the many historic achievements of ECA in support of the African development agenda. A good example of this support is in the area of conferences and meetings, which are central to the Commission's mandate and convening power. The Division of Administration has historically provided the tools and services for all the meetings and conferences that are vital to the intergovernmental processes among United Nations' member States and provides a full range of conference services and technical support to intergovernmental bodies. In this regard, the Conference Centre at ECA, and before then the Africa Hall conference facilities, have been an integral part of the history of ECA and its contribution to consensus building on Africa's development strategies and policies.

ECA has also witnessed significant expansion during the past 60 years in the number of buildings and other physical facilities and assets and is currently ranked third in real estate holdings, after New York and Geneva. The Division is responsible for overseeing the Strategic Capital Master Plan, a major project to refurbish more than 20 buildings and infrastructure facilities in the ECA headquarters compound and the implementation of the multi-million-dollar landmark Africa Hall restoration and reconstruction project with a completion target date of 2021/2022 and in the process, to comply with life safety and building codes and address technology and security needs.

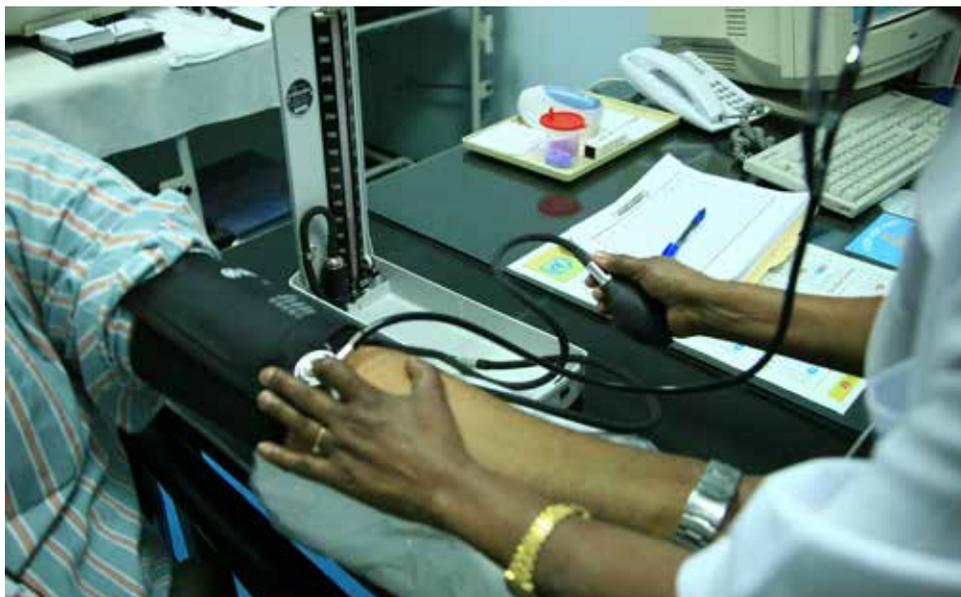


ECA strives to recruit qualified staff, bearing in mind gender and geographic considerations and young talent. Photo © ECA

Throughout its existence, ECA has strived to recruit qualified staff, bearing in mind gender and geographic considerations, with the primary objective of mobilizing the required resources for programme delivery in support of Africa's development. To its credit, the Division of Administration at ECA is often cited as one of the places where the late Kofi Annan began his long and successful career in the United Nations, which culminated in his selection as Secretary-General of the United Nations in 1997.

Through the United Nations Health Care Centre, the Division of Administration has the critical task of ensuring that ECA staff and dependents and those of other participating entities enjoy having access to better health care services. The Centre is responsible for the implementation of the organization's policy on occupational safety and health through the provision of various health promotion and prevention activities. Since its establishment, more than 23,000 United Nations personnel and their dependents have used the clinic services each year with an average of 55 medical evacuations annually and medical clearance employment for some 1,000 candidates.

Since 2015, the Division has adopted measures to prepare itself for the changes sweeping across the Organization by constantly reviewing its processes, workflows and tools to make them fit for purpose and align them with current established best practices of structure and operational methodologies, at appropriate resource levels. Several new and innovative initiatives are currently underway as part of the Secretary-General's management reforms to strengthen the Division's capacity to support the increased scope and enhanced delegations of authority.



The United Nations Health Care Centre (UNHCC) has the critical task of ensuring that ECA staff/and dependents and those of other participating entities of the United Nations system, enjoy having access to better health care services. Since its establishment, over 23,000 personnel and their dependents use the services of the clinic annually. Photo © ECA



Former Deputy Executive Secretary of ECA, Lalla Ben Barka (centre), the first female Deputy Executive Secretary with retired staff during a staff recognition ceremony on 29 January 2014 at the United Nations Conference Centre, Addis Ababa.

## Africa Hall: An architectural icon of Africa's heritage, unity and culture

Throughout its six illustrious decades of existence, Africa Hall has stood as a symbol of African history, unity and culture, representing one of the most prominent examples of the continent's architectural heritage. Its construction started in July 1959 and completed in February 1961, with Emperor Haile Selassie I declaring its opening having donated it to be the headquarters of ECA.

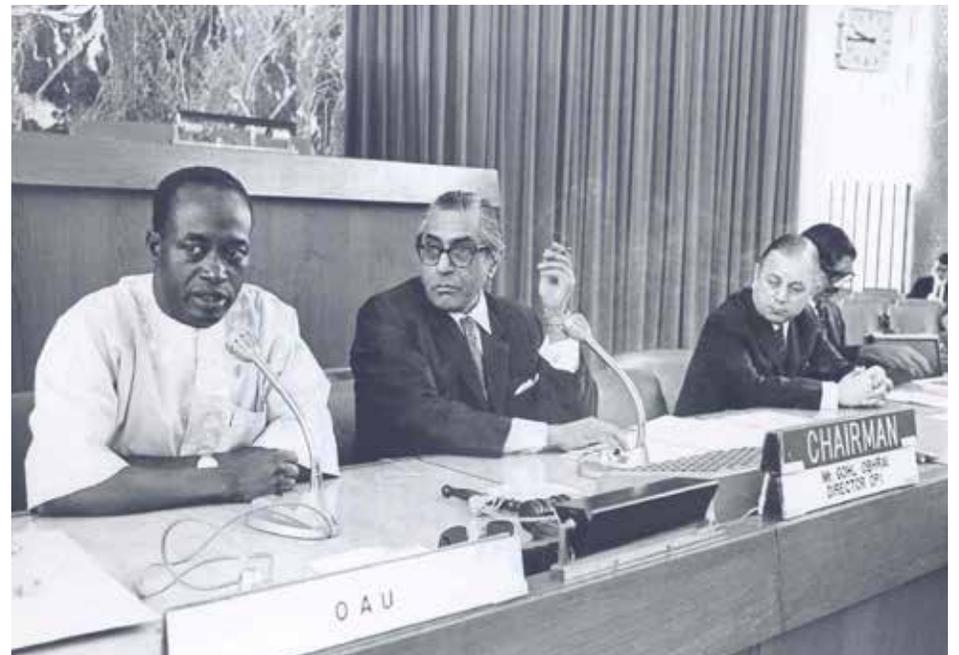
Two years later on 25 May 1963, 32 Heads of State and Government of the newly independent States of Africa would meet in the Hall to sign the Organization of African Unity Charter resulting in the formation of the Organization African Unity (OAU), now the African Union. It continues to stand as a monument of African unity.

Taking a stroll around the Hall is taking a stroll through the continent's heritage. The Hall and the decor that define it offers a distinctive enduring quality, pulsating with rich rhythms imbued with old and new narratives within its walls. This quality is enhanced by the extensive artwork in and around Africa Hall and in particular a 150 square metre triptych – an imposing stained-glass study conceived, designed and executed by the late Afework Tekle – one of the celebrated artists of Ethiopia.

The stained-glass mural is a three-part study entitled Africa then, Africa now and the future, and Africa then and now. Africa then, represents the struggle against colonialism and its impact. The painting depicts several images, including a disunited family with a lost child, Africans burdened by the continent and colonialism and struggling against a dragon, with its predominant red colour, thunder, fire and a black unbroken chain symbolizing slavery. The second study, Africa now and the future has immense figures. There is a child advancing forward, carrying a burning torch. A dominant yellow colour has a more hopeful quality that symbolizes the elimination of "ignorance and illiteracy". Africa then and now is green; an African is destroying the dragon of colonialism and slavery. Africans are seen watching a large rising sun; a horrific red-clad skeleton is leaving. The narrative is a monumental work culminating in the ideal around the title of the triptych – The Total Liberation of Africa.

*"Only a few years ago, meetings to consider African problems were held outside of Africa, and the fate of its peoples were decided by non-Africans. Today, the tradition of Berlin and Algeciras has been repudiated, and it is thanks to the Conference of Accra and now of Addis Ababa that the peoples of Africa can, at long last, deliberate on their own problems and future,"*

Emperor Haile Selassie I remarked during the Hall's opening on February 26, 1961.



Meeting in session: Joint Conference of African non-governmental organization and editors' roundtable, held at Africa Hall, Addis Ababa, 12 – 21 February 1970. The first Secretary-General of O.A.U, Diallo Telli (left), shown making a statement. Photo © ECA



3D interior architectural design of the main hall

A view of the Africa Hall entrance, Addis Ababa, Ethiopia. Photo © UNECA





During the signing of the agreement on the renovations of Africa Hall. Left to right: Collen Kelapile, former ECA Chief of Staff; Antonio Baio, Project Manager Africa Hall; Carlos Haddad, Director of Division of Administration; Hirut Zemene Kasa, Minister of State for Foreign Affairs of Ethiopia, Jim Ocitti, former ECA Director of Public Information and Knowledge Management Division; and Vera Songwe, ECA Executive Secretary.

Africa Hall comprises of the Assembly Main Hall, Delegates Lounge, a public hall, waiting rooms for the public, the Gallery and Flying Passages and meeting rooms. The Hall has been a place where in which African decision makers could convene to influence and push key issues on the African development agenda. It has hosted a multitude of international conferences and is still a busy centre where the Commission continues to exercise its convening power to organize major high-level conferences and meetings that shape the African development landscape.

On 13 April 2018, the Executive Secretary of ECA, Vera Songwe and the State Minister of Foreign Affairs of Ethiopia, Hirut Zemene, signed an agreement that marked the beginning of a renovation project to transform the Hall into a rejuvenated state-of-the-art conference facility, while preserving and restoring the historical and cultural values embedded in its architecture. This is following the General Assembly approval of the project to renovate the Africa Hall and entrusting ECA with its implementation. On top of modernizing and renovating the Plenary Hall and technological upgrade, the revamp will also include setting up a permanent exhibition in the building as part of the visitor centre to make it a leading tourist attraction. The structural upgrade will enhance the Hall's resilience, safety and comfortable functionality gearing to the renovated building's expected availability in 2021.

*“It is possible to construct grand buildings here too.”*

Emperor Haile Selassie I, 26 February 1961