United Nations A/75/6 (Sect. 18)

General Assembly

Distr.: General
27 April 2020

Original: English

Seventy-fifth session
Items 140 and 141 of the preliminary list*

Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part V
Regional cooperation for development

Section 18
Economic and social development in Africa

Programme 15
Economic and social development in Africa

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* A/75/50.

** In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

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Foreword

Africa, like the rest of the world, is faced with the historic challenge of responding to both a global pandemic and recession. The choices of policymakers in the coming year will determine how countries fare in the present decade of action and delivery to 2030.

Over 150 million young Africans will enter the job market over the next decade. Prior to the crisis, progress in reducing poverty in many countries was an encouraging indication that Africa could achieve the goals of the 2030 Agenda for Sustainable Development and Agenda 2063. Although a few countries are making significant progress towards leaving no one behind, the reality is that over 400 million Africans still live below the poverty line. Given its regional mandate and global links, the Economic Commission for Africa (ECA) is well positioned to support countries in addressing the challenges that remain to achieve the Africa we want.

Together with all other regions in the world, Africa has been shaken by coronavirus disease (COVID-19) pandemic and is at risk of a fiscal collapse that threatens to erase all gains made in reducing poverty over the past two decades. ECA has been at the forefront of a coordinated response with member States to undertake an in-depth analysis of the impact of COVID-19 in Africa. Following that analysis, global calls were launched for a two-year complete debt standstill for all African countries and for $100 billion to cover the immediate costs of a fiscal stimulus to provide social safety nets for the most vulnerable and protect jobs. ECA has served as the platform for African countries to develop common positions as they engage with international finance institutions and multilateral partners. ECA will step up its support for Governments as they design new and recalibrate existing fiscal and monetary frameworks to better respond to this crisis.

ECA is focused on creating a prosperous future, both by generating ideas and transforming those ideas into actions that will deliver results and change lives. We do this by leveraging our core functions as a think-tank (generating innovative yet practical ideas to address major challenges); as a convener (providing a platform for consultations and building consensus on regional solutions); and as an operator (supporting our member State partners as they implement solutions to their development challenges).

As the leading job creator on the continent, the private sector is at the heart of development discussions at ECA. The Commission is deepening its collaboration with the private sector in support of policies that foster stronger private-sector participation and private-sector governance in African economies and is also working with major stakeholders to ensure that African countries benefit from rapid technological change. The recently established ECA Centre for Digital Excellence – Digital Identity, Trade and Economy is already extensively supporting countries in informing and tracing populations during this pandemic. Through ECA efforts, countries have ratified the Agreement Establishing the African Continental Free Trade Area and have embarked on the development of national competitiveness strategies. Where infrastructure is concerned, the focus has moved from policy discourse to actions on the ground through the Sustainable Development Bond Initiative (which relates to Goal 7 on energy), where private-sector financing is being incentivized for the deployment of clean energy to meet the continent's growing energy needs.

ECA, guided by its five strategic directions, the joint African Union-United Nations Framework, and the newly formed issue-based coalitions, will leverage partnerships within and across the United Nations and the global development system to support countries in achieving their development objectives, underpinned by a focused work programme that emphasizes macroeconomic governance, private-sector development, technology, data and statistics, climate change, poverty and inequality, gender equality and regional integration.

Despite the challenges that Africa faces, immense opportunities exist for the continent to embark on a bold new development path that leverages emerging technologies, deeper regional integration and strengthened innovative partnerships. The current crisis could serve as an opportunity for a reset, with ECA working in lockstep with Governments to harness all opportunities and mitigate long-term risks. I am committed to ensuring that ECA works closely with member States to deliver actions that will lead to the accelerated achievement of the Sustainable Development Goals.

(*Signed*) Vera **Songwe**
Executive Secretary, Economic Commission for Africa

I. Economic Commission for Africa

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

18.1 The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for the development of Africa. The mandate derives from the priorities established in Economic and Social Council resolution 671 A (XXV).

18.2 Through its work to promote the social and economic development of Africa, ECA will support African member States in creating more prosperous and inclusive societies where most citizens are free from want and deprivation. If African member States are to attain the desired outcomes set out in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1) and Agenda 2063 of the African Union, integrated policy and capacity support focused on accelerating the structural transformation and diversification of their economies are imperative. In this regard, ECA has a key role to play in providing dedicated regional platforms, undertaking cutting-edge policy research and responsive capacity support and policy advice at the country level. ECA support aimed at developing the capacity of governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2021

18.3 The ECA programme strategy has at its core an integrated and coherent approach whereby subprogrammes plan and deliver together, with a focus on transformational changes across key domains and measurable contribution to the 2030 Agenda and Agenda 2063. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:

(a) Building on the unique position of ECA to foster local responses and adapt global solutions to the continent's problems;

(b) Formulating policy options to accelerate economic diversification and job creation for the transformation of Africa;

(c) Designing and implementing financing and leverage models for the development of human, physical and social infrastructure assets;

(d) Supporting ideas and actions to foster deeper regional integration and the development of regional public goods, with a focus on peace, security and social inclusion;

(e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.

18.4 In pursuing these strategic directions, ECA has three core functions that cut across all its various subprogrammes. These are its convening function, its think-tank function, and its operational function, as defined below:

(a) Convening function: provision of multilateral and multi-stakeholder platforms, helping to reinforce multilateralism regionally and globally;

(b) Think tank function: conducting interdisciplinary research and analysis of key challenges facing member States and Africa as a whole, while also promoting peer learning and development;

(c) Operational function: provision of direct policy advice and support to member States, including through cooperation with other United Nations system entities.

18.5 The Commission will continue to harness the private sector as a driver of production and productivity growth, a creator of jobs and a provider of alternative means of development financing. ECA will, therefore, deepen its collaboration with the private sector in support of policies on the appropriate enabling environment for that sector.

18.6 In the face of the COVID-19 pandemic, the Commission will continue to provide a platform for member States to develop and agree on a common African position for their engagement with international finance institutions and multilateral partners, as well as to capture knowledge and solutions for learning and peer learning. In the light of the fluid nature of the crisis, the Commission will continually evaluate estimates of the socioeconomic impact of COVID-19 on Africa, including estimates of immediate fiscal stimulus requirements needed to support member States' economic recovery, including the nexus between pharmaceuticals and food security in the African Continental Free Trade Area. The Commission will also support governments in recalibrating their fiscal and monetary frameworks to better respond to future crises, in line with the exigencies of combating COVID-19 and the need to strengthen the employment-inducing effects of trade initiatives. To address the concerns of African countries regarding the impact of COVID-19 on their societies and economies, the Commission will continue to work with African ministers of finance, planning and economic development to devise strategies and policies to establish an enabling environment for the development of industries, including the pharmaceutical industry, that can respond to the needs and challenges of African countries with regard to the current outbreak of COVID-19 and any future outbreaks. In collaboration with the Resident Coordinator system, the Commission will work towards linking its policy recommendations with the work of United Nations country teams in the region for effective uptake by governments.

18.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Policy priorities of member States are focused on the implementation of the 2030 Agenda, the Sustainable Development Goals and Agenda 2063; and collective actions are coordinated to counter the socioeconomic impact of the COVID-19 pandemic;

(b) Member States continue to work together and provide policy guidance to the secretariat through intergovernmental policy organs and platforms, despite the impact of COVID-19;

(c) Regional economic communities remain committed to and cooperate with one another in line with their commitments to implement internationally and regionally agreed development frameworks;

(d) Extrabudgetary resources are made available that enable the Commission to complement its mandate emanating from the African Union-United Nations frameworks on peace, security and development (Agenda 2063 and the 2030 Agenda) and from the resolutions of the 2019 session of the Conference of African Ministers of Finance, Planning and Economic Development, including those relating to human rights.

18.8 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the objective of subprogramme 6 is to accelerate the pace of member States to implement, and report on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls, in order to achieve gender equality and women's empowerment in Africa. The subprogramme also provides technical support to the Commission's other subprogrammes to ensure that the gender dimension is reflected in their programme of work. This support includes technical assistance to member States to mainstream gender in their African Continental Free Trade Area national strategies,

technical assistance to member States to overcome tenure insecurity and gender biases; the production and dissemination of gender statistics; advocacy of strengthening the gender data focal point network; policy research, including in gender and trade-related issues; and public finance for gender equality and women's empowerment. The subprogramme will also strengthen the capacity of member States, through the provision of tailored technical support, advisory services and hands-on training, in gender and economic policy management, women's entrepreneurship, gender-responsive public finance and the integration of gender and demographic dividend dimensions into national policies and programmes.

18.9 With regard to inter-agency cooperation and liaison, the ECA business model will be informed by modalities emerging from the ongoing United Nations reforms to promote collaborative delivery through cross-sectoral initiatives that cut across goals and targets and to ensure effective linkages between regional, subregional and national dimensions. These include working with and through the Resident Coordinators across the continent as designated representatives of the Secretary-General for development operations at the country level. This strategy will also involve enhanced collaboration with regional United Nations entities through issues-based coalitions to ensure more coordinated responses and an impactful collective contribution to the 2030 Agenda and Agenda 2063. In addition, ECA will make its knowledge products more visible and accessible to member States, Resident Coordinators and United Nations country teams through a more targeted effort to disseminate its knowledge resources, including through the online and on-site training services provided by the African Institute for Economic Development and Planning (IDEP).

18.10 With regard to cooperation with other entities, the joint African Union and United Nations frameworks on peace, security and development, such as Agenda 2063 and the 2030 Agenda, and now also on human rights will entail a need for greater and stronger coordination between United Nations agencies to deliver as one in cooperation with the African Union. Consequently, support by ECA for member States will be underpinned by its leadership role in coordinating the work of the United Nations system to support the African Union Commission in the delivery of actions on the priority areas of the development framework, while enabling activities that link the three frameworks. This will include working to implement activities that support the nexus between peace and security, human rights and development, while fostering inter-agency coordination and multisectoral partnerships to identify the joint actions, programmes and projects of regional platforms that will contribute to achievement of the goals of the development framework in the context of the five strategic directions of ECA listed above and based on African Union priorities. In addition, ECA will continue to build on its existing strategic partnership with the African Development Bank and other regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations in advancing the Sustainable Development Goals and Agenda 2063.

18.11 With regard to South-South and triangular cooperation, and as part of the implementation of resolutions adopted under the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Commission will continue to leverage value-adding partnerships premised on the principle of enhancing complementarity and development impact. This will also enable the Commission to respond better to the evolving needs of member States within the context of new and emerging opportunities.

Legislative mandates

18.12 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	57/144	Follow-up to the outcome of the Millennium Summit

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, “Water for Life”, 2005–2015, and further efforts to achieve the sustainable development of water resources
60/1	2005 World Summit Outcome
60/222	United Nations Declaration on the New Partnership for Africa’s Development
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
65/214	Human rights and extreme poverty
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/274	Cooperation between the United Nations and the African Union
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020
66/130	Women and political participation
66/137	United Nations Declaration on Human Rights Education and Training
66/224	People’s empowerment and development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/145	Strengthening collaboration on child protection within the United Nations system
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/153	Enhancement of international cooperation in the field of human rights
70/155	The right to development
70/159	Globalization and its impact on the full enjoyment of all human rights
70/184	Information and communications technologies for development
70/187	International trade and development
70/192	Follow-up to the International Conference on Financing for Development
70/198	Agricultural technology for sustainable development
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
70/215	Development cooperation with middle-income countries
70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
71/242	Industrial development cooperation
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
71/244	South-South cooperation

71/289	Cooperation between the United Nations and the International Organization of la Francophonie
71/315	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
72/169	Enhancement of international cooperation in the field of human rights
72/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
72/234; 74/235	Women in development
72/266	Shifting the management paradigm in the United Nations
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all
73/241	International migration and development
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018-2027)
74/242	Agriculture development, food security and nutrition
74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)

Economic and Social Council resolutions

2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2017/28	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2018/23	New strategic directions of the Economic Commission for Africa

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
929 (XLVIII)	Third International Conference on Financing for Development
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes
938 (XLIX)	Integrated reporting and follow-up on sustainable development
939 (XLIX)	Africa Regional Forum on Sustainable Development
941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society
962 (LII)	Data and statistics
963 (LII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
964 (LII)	2020 programme plan and budget
965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock
966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
967 (LII)	Progress in the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 and preparation for the Fifth United Nations Conference on the Least Developed Countries
968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
969 (LII)	Digitization and the digital economy initiative

Deliverables

18.13 Table 18.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 18.1
Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**5**	**5**
1. Coordination meetings on the African Union-United Nations Framework on implementation of the Agenda 2063 and 2030 Agenda	–	–	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	**–**	**–**	**2**	**2**
5. Implementation reports on the African Union-United Nations Framework on implementation of the Agenda 2063 and 2030 Agenda	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advancing the peace, security and development nexus; support for the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: initiating advocacy and awareness-raising with member States.				

Evaluation activities

18.14 The following evaluations and self-evaluations completed in 2019 have guided the programme plan for 2021:

(a) Midterm evaluation of the African Trade Policy Centre;

(b) Evaluation of the African Mineral Development Centre;

(c) Self-evaluation of the Conference of African Ministers of Finance, Planning and Economic Development;

(d) Self-evaluation of the 2019 session of the African Regional Forum on Sustainable Development;

(e) Evaluation of capacity building activities in the areas of: (i) design and implementation of strategies and policies towards sustainable and inclusive cities in Africa; (ii) strengthening capacity for policy analysis, forecasting and development planning in Africa; and (iii) strengthening the capacity of the countries of the African Peer Review Mechanism in conducting effective self-assessment and implementing the national plans of action.

18.15 The findings of the evaluations referenced in the paragraph above have been taken into account for the programme plan for 2021 of all subprogrammes.

18.16 The following evaluations and self-evaluations are planned for 2021:

(a) Evaluation of two thematic areas in the field of macroeconomic modelling and statistics, in subprogrammes 1 and 4;

(b) Evaluation of major flagship events (session of the Conference of African Ministers of Finance, Planning and Economic Development and the Africa Regional Forum on Sustainable Development);

(c) Project evaluation on demographic dividend with a gender dimension: entry points for the implementation of Sustainable Development Goals in Africa and Asia and the Pacific;

(d) Project evaluation on defining, estimating and disseminating statistics on illicit financial flows in Africa;

(e) Project evaluation on measuring, monitoring and improving performance in regional integration within the regions of ECA, the Economic and Social Commission for West Asia (ESCWA) and the Economic and Social Commission for Asia and the Pacific (ESCAP);

(f) Project evaluation on strengthening capacities for evidence-based implementation and follow-up on the Sustainable Development Goals and Agenda 2063 in Africa.

Programme of work

Subprogramme 1
Macroeconomic policy and governance

Objective

18.17 The objective, to which this subprogramme contributes, is to achieve structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis, and enhanced public sector finance management and governance.

Strategy

18.18 To contribute to the strengthening of effective development planning, the subprogramme will develop knowledge products such as the annual Africa Sustainable Development Goals Progress Report and policy-relevant tools such as the integrated planning and reporting toolkit, to assist countries in the design, implementation and tracking of performance on national development plans that are aligned with the Sustainable Development Goals and Agenda 2063. The subprogramme will convene regional and expert meetings for the dissemination of the knowledge products, exchange of experience and capacity-building in the area, and in addition the subprogramme also plans to provide technical assistance and to mount country-specific initiatives to strengthen development planning institutions. This work is expected to lead to a more coordinated and integrated approach to policy design and implementation and faster progress towards attainment of the Sustainable Development Goals. The subprogramme will also continue to track progress through progress annual reports and convene meetings of least development counties for policy dialogue and advice on country initiatives for the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (Istanbul Programme of Action), which is expected to accelerate the sustainable graduation of African least developed countries and support member States in making progress towards the Sustainable Development Goals, by creating a policy framework that ensures coherence, coordination and effective resource mobilization and allocation. Past results in this area include the adoption by 18 countries (Burkina Faso, Cameroon, Congo, Ethiopia, Gambia, Ghana, Guinea, Côte d'Ivoire, Liberia, Mauritania, Namibia, Senegal, Seychelles, Sierra Leone, Sudan, Uganda, Zambia and Zimbabwe) of the integrated planning and reporting toolkit and the entry in the portal of their national development plans, which are currently being aligned with the 2030 Agenda and Agenda

2063. In the case of five of these countries (Ethiopia, Seychelles, Sudan, Uganda and Zambia), the alignment module within the toolkit has been completed.

18.19 To contribute to strengthened effective macroeconomic policy analysis, the subprogramme will produce knowledge and policy products, such as the *Economic Report on Africa*, convene and participate in various corporate conferences and workshops, such as the annual session of the Conference of African Ministers of Finance, Planning and Economic Development, and conduct capacity-building and advisory activities that foster the exchange of knowledge and ideas. This work will support member States in their progress towards the achievement of targets 1.a and 1.b of the Goals and is expected to result in an increased use of new ideas and macroeconomic modelling and forecasting tools in policy analysis, formulation and implementation, thereby fostering structural transformation and sustained inclusive growth. Past results in this area include macroeconomic model output forecasts and simulations used during their deliberations with donors (in Djibouti and the Gambia) and during budget sessions (in Ghana).

18.20 To contribute to enhanced public sector finance management and economic governance, the subprogramme will undertake policy research and produce knowledge products such as the *African Governance Report*, convene workshops and seminars and work with internal and external partners, such as the African Peer Review Mechanism and the Consortium on Illicit Financial Flows. This work will assist member States in their progress towards the achievement of Goals 16 and 17, and is expected to result in increased mobilization of domestic and international public resources for development and investment in priority areas.

18.21 Past results in this area include reforms to facilitate improved taxation of multinational corporations, which provided alternative measures and policy complements for African policymakers to consider, with Mozambique and South Africa taking decisions to freeze or review double taxation agreements, while others have introduced new information technology tools to identify mispriced trade in goods. In addition, a methodology for measuring commercial aspects of illicit financial flows has been developed and a process has been launched in Nigeria to determine existing data frameworks and capacity needs for the development of in-country modalities for the measurement of such flows.

Programme performance in 2019 against planned result

18.22 A planned result for 2019, which is the enhanced capacity of member States in macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session (A/73/400), was achieved, as evidenced by the 16 member States (compared with the target of 16) using ECA macroeconomic analysis and planning tools in the design, implementation and monitoring of gender-sensitive macroeconomic policies and plans.

Programme performance in 2019: strengthened policy formulation and implementation through the use of macroeconomic models

18.23 A number of African countries have expressed a need for additional capacity and tools to carry out their economic analysis and forecasting and policy simulations to aid in their policy formulation and implementation endeavours. Empirical studies are key, as they can provide a basis for their deliberations with donors and international financial institutions with regard to their funding requirements and the development policies that the countries need to achieve their development objectives. In view of the growing number of African countries seeking technical assistance relating to tools and the associated capacity development activities, in 2015, ECA initiated a project to develop a prototype macroeconomic model which is generic in nature with the capability to be scalable and customized into specific country characteristics reflecting the economic developments of specific countries. The process involved the assessment of model requirements pertaining to

African countries and review of existing literature, model design, development and testing for a greater part of 2015 and 2016 before commencing on actual model customization and implementation in countries.

18.24 ECA has since supported African countries in the development and implementation of the macroeconomic models to aid in their policy formulation and implementation process. In specific countries, including Algeria, Burundi, Cameroon, Djibouti, Egypt, the Gambia, Ghana, Kenya, Mauritania, Senegal and Sierra Leone, the process included surveying the countries' requirements, the availability of economic analysis tools, their knowledge and skills in economic analysis, in particular in econometrics and modelling in general, collaboration between different country institutions, and other attributes. On the basis of these surveys, the models were developed, and training sessions devised for the development of the associated skills in modelling, forecasting, policy simulation and economic analysis in general. The beneficiary countries are at different phases in the model development and implementation process. Thus, scoping missions to analyse requirements (stage 1) have been held in Cameroon, Kenya, Senegal and Sierra Leone; scoping missions and initial training (stage 2) have taken place in Egypt, Ethiopia, Mauritania and Senegal; and the final model has been put into use (stage 3) in Algeria, Burundi, Djibouti, the Gambia and Ghana.

Progress towards the attainment of the objective, and performance measure

18.25 This work contributed to strengthening macroeconomic policy analysis in member States, as evidenced by 4 countries reaching the model utilization phase and 12 countries reaching the model assessment phase or further by 2019. Model output forecasts and simulations were used during the country's deliberations with donors in Djibouti and the Gambia and budget discussions in Ghana.

Table 18.2
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
• N/A	• N/A	• Algeria, Djibouti, Egypt, Ethiopia, Ghana reach stage 1: Model requirements assessment. • Burundi reaches stage 2: Model development and training	• Djibouti and the Gambia reach stage 2: Model development and training • Ghana reaches stage 3: Further development, training and use	• Senegal, Sierra Leone reach stage 1: Model requirements assessment • Egypt, Ethiopia, Mauritania reach stage 2: Model development and training • Algeria, Burundi, Djibouti and the Gambia reach stage 3: Further development, training and use

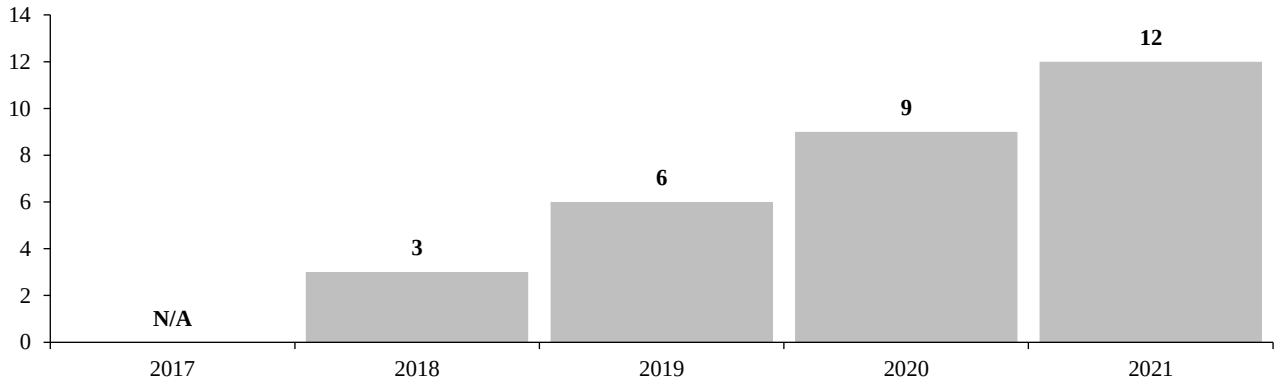
Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: macroeconomic model to inform policymaking and analysis (result carried forward from 2020)

18.26 The subprogramme will continue the work related to macroeconomic modelling, in line with its mandate, and will assist countries in their progress towards structural transformation, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.I
Performance measure: cumulative number of member States leveraging the macroeconomic model for policy analysis and advice



Abbreviation: N/A, not applicable.

Result 2: curbing illicit financial flows to enhance domestic resource mobilization (new result)

18.27 Currently, the Africa region is one of the regions that would benefit most from improved collection of government revenues, lack of which are posing significant challenges for the financing of development. This opportunity would be further enhanced by curbing losses of resources through illicit financial flows, a pervasive practice which is significantly constraining domestic resource mobilization in the region. To achieve the Sustainable Development Goals, it is imperative that the United Nations supports African States' efforts not only to increase domestic resources but also to ensure that such resources are retained in African economies.

18.28 The subprogramme has been working to support member States in augmenting their domestic revenues to finance sustainable development as specified by Goal 17 and indicator 16.4.1 of Goal 16. ECA, the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office on Drugs and Crime (UNODC) have been working together to develop a working definition and methodology to measure illicit financial flows; and indicator 16.4.1 has been elevated to tier 2 status. Their ability to measure illicit financial flows enables States to put appropriate measures in place and make progress towards the Sustainable Development Goals. ECA also worked with the African Union Commission, Nigeria and other member States to establish an African common position on asset recovery, with a view to facilitating the development of a framework for recovering assets lost through illicit financial flows. The pilot work carried out to date with Nigeria, which will be replicated in and adapted to other African countries, has made it possible to identify and validate key sectors, indicators and institutional data required to measure such flows in Nigeria, and has provided information for the development of a draft set of guidelines on measuring illicit financial flows. These guidelines will support Nigeria, and eventually other countries, to measure such flows

and take steps to tackle them, improving public financial management and economic governance in the region.

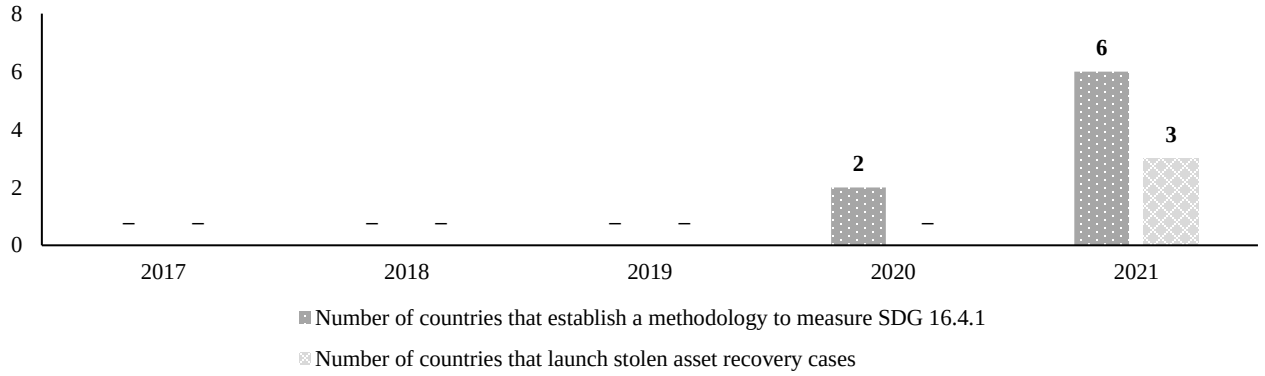
Internal challenge and response

18.29 The challenge for the subprogramme was that, although there is empirical evidence of the existence of illicit financial flows in the region, the lack of hard data impedes efforts to identify, at the national level, the source of leakages, to establish the amount of resources being lost and their destinations and to devise ways and means of recovering the lost assets. These issues have made it difficult for ECA to provide appropriate policy support for efforts to tackle illicit financial flows and to facilitate the recovery of lost assets. In response, the subprogramme will increase efforts in the conduct of in-country analyses to assess the availability of data and data gaps on illicit financial flows, with a view to building knowledge of the sources of such flows at the national level and facilitating the development of strategies and methodologies to tackle them.

Expected progress towards the attainment of the objective, and performance measure

18.30 This work is expected to contribute to the enhancement of public sector finance management and governance which would be demonstrated by six countries that establish a methodology to measure illicit financial flows (indicator 16.4.1 of the Goals); and three countries in the region that launch stolen asset recovery cases against the current baseline of zero. The work will raise the level and management of domestic financial resources and strengthen economic governance structures to curb illicit financial flows.

Figure 18.II
Performance measure: number of countries that establish methodologies to measure magnitude of illicit financial flows (as per indicator 16.4.1)



Legislative mandates

18.31 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions	58/4	United Nations Convention against Corruption
54/128	Action against corruption	60/34	Public administration and development

64/116	The rule of law at the national and international levels	65/314	Modalities for the fifth High-level Dialogue on Financing for Development
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption	66/213	Fourth United Nations Conference on the Least Developed Countries
		66/256	The United Nations in global governance
		70/188	International financial system and development
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries	71/36	Preventing and combating illicit brokering activities
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development	71/216	External debt sustainability and development

Economic and Social Council resolutions

2005/3	Public administration and development	2014/11	Follow-up to the International Conference on Financing for Development
2008/18	Promoting full employment and decent work for all		

Economic Commission for Africa resolutions

862 (XLII)	Enhancing domestic resource mobilization	935 (XLVIII)	Least developed countries
865 (XLII)	Global financial and economic crisis	962 (LII)	Data and statistics
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation	967 (LII)	Least developed countries in Africa
		966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa
896 (XLV)	Illicit financial flows from Africa		
916 (XLVII)	Illicit financial flows		

Deliverables

18.32 Table 18.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.3
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Report on overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**–**	**–**	**4**	**–**
2. Committee on Economic Governance	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**7**	**2**	**6**
3. Project on illicit financial flows from Africa	1	1	1	1

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
4. Development, customization and training on the ECA macroeconomic model to selected countries	–	5	–	4
5. Internship programme for young African economists to build their capacity in formulating, implementing and monitoring development policies and programmes	1	1	1	1
Seminars, workshops and training events (number of days)	**–**	**–**	**6**	**2**
6. Macroeconomic modelling workshop – to share experiences between African policymakers and experts on macroeconomic modelling	–	–	2	2
7. Training workshop on public finance in Africa	–	–	2	–
8. Seminar on development planning tools	–	–	2	–
Publications (number of publications)	**2**	**3**	**2**	**3**
9. Africa Sustainable Development Goals progress report	1	1	1	1
10. *Economic Report on Africa*	1	1	1	1
11. *African Governance Report*	–	1	–	1
Technical materials (number of materials)	**7**	**6**	**10**	**10**
12. Policy briefs on emerging economic issues and challenges to growth and development in Africa	3	2	3	3
13. Research papers on emerging issues related to macroeconomic analysis, economic governance and public finance	4	4	3	3
14. African quarterly economic outlook	–	–	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advisory service to member States on emerging macroeconomic and governance issues and development planning; technical support to the secretariat of the African Peer Review Mechanism in the area of country self-assessments and integration of outcomes from the assessments into national development plans and related processes.

D. Communication deliverables

Outreach programmes, special events and information materials: organization of the annual session of the Conference of African Ministers of Finance, Planning and Economic Development, which serves as a platform for deliberating emerging economic issues in Africa.

Digital platforms and multimedia content: in the area of development planning, the 2030 Agenda and Agenda 2063.

Subprogramme 2
Regional integration and trade

Objective

18.33 The objective, to which this subprogramme contributes, is to strengthen regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments.

Strategy

18.34 To contribute to increased trade flows, the subprogramme will continue to work with the African Union Commission, the Resident Coordinator offices and UNCTAD, and also with development partners, to support member States in securing market access and business opportunities from the African Continental Free Trade Area while minimizing any potential adverse effects (import surges, dumping, customs revenue loss risks) in the context of the agendas of the African Union, regional economic communities and World Trade Organization (WTO)-related and other multilateral and bilateral trade issues such as regional trade protocols, the African Growth and Opportunity Act and

economic partnership agreements. This action is expected to result in countries implementing their respective African Continental Free Trade Area strategies developed with technical support from ECA. Past results in this area include the signature by 54 members of the African Union (out of 55) of the Agreement Establishing the African Continental Free Trade Area, ratification of the Agreement by 27 of those countries and the development of nine national strategies for implementation of the Agreement. The subprogramme will also provide technical assistance for the implementation of the African digital transformation strategy at the policy levels as the common digitization agenda for the continent, which is expected to improve the ways in which both the public and the private sector operate, thus assisting member States in their progress towards achieving target 8.2 of the Goals. Furthermore, the subprogramme will leverage the policy findings of ECA key knowledge products at meetings and workshops, which are expected to create a more coherent, coordinated and responsive interface between the African Continental Free Trade Area and the free trade areas and customs unions of the regional economic communities. Past results in this area include the development of the digital transformation strategy, with ECA forming part of the team that supported the African Union Commission in the drafting of the digital strategy for Africa. The draft was discussed by the African Union Specialized Technical Committee on Communication and Information Technologies at its meeting in November 2019 and will be tabled for consideration and adoption by the Assembly of the African Union at its February 2020 session.

18.35 To contribute to improved industrialization, the subprogramme will develop and disseminate policy tools, instruments and guidelines and help to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for member States in support of the Action Plan for the Accelerated Industrial Development of Africa, contributing to the achievement of target 9.2 of the Goals. It will also provide technical support to member States which is expected to result in policy coherence and the alignment of trade and industrialization policies with the 2030 Agenda and Agenda 2063. In addition, the subprogramme will organize training courses to aid the programmes of work of member States (in particular the landlocked developing countries and regional economic communities) for the implementation of existing regional cooperation frameworks such as the Action Plan for Boosting Intra-African Trade, the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa. This work is expected to result in the diversification of productive capacities and production patterns, thereby contributing to the acceleration of industrialization in Africa. Past results in this area include applications of evidence-based policy recommendations in flagship publications such as the *Economic Report on Africa* (2014, 2015 and 2016 editions) and the 2016 publication entitled *Transformative Industrial Policy for Africa* available to African countries to employ when dealing with non-African investors.

18.36 To contribute to increased investments, the subprogramme will provide advisory services to member States on strengthening the formulation and implementation of national, regional and continental competition policies, intellectual property policies and measures for investment facilitation. The subprogramme will also provide advisory services and training for negotiators on the Agreement Establishing the African Continental Free Trade Area in the light of the second phase of Agreement issues, in order to equip them with up-to-date knowledge of policies in the areas of competition, investment and intellectual property which would help member States to reduce transaction risks and intermediation costs, improve the quality of project information and documentation, and strengthen engagement with the private sector. The subprogramme will provide advisory services and technical assistance to member States and regional economic communities to address bottlenecks to integration, such as the lack of policy coherence and a climate not conducive to regional integration, through the formulation and dissemination of policy recommendations for the harmonization and mainstreaming of multiple regional integration protocols, regulations and policies into national laws and plans. This work is expected to result in enhanced opportunities for private sector operators to leverage transboundary opportunities, with the aim of creating a more business-friendly African single market, ensuring improved market access conditions for African exports, in line with targets 8.a and 10.a of the Goals. Past results in this area include the development by eight countries of their national strategies on the Agreement Establishing the African Continental Free Trade Area.

Programme performance in 2019 against planned result

18.37 A planned result for 2019, which is the enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by 54 member States and regional economic communities (compared to a target of 54) implementing and monitoring policies to boost intra-African trade and to attract foreign direct investment and African cross-border investment. This is further evidenced by the adoption and signing of the Agreement Establishing the African Continental Free Trade Area by 54 member States, which are now participating in the Free Trade Area.

Programme performance in 2019: taking full advantage of the Agreement Establishing the African Continental Free Trade Area: ratification and strategies

18.38 The general consensus in Africa today is that the continent cannot achieve its main development objectives without integrated economies. Integration of the African economies not only increases their attractiveness as investment destinations but also the ability of the continent's businesses to build competitiveness, promote value addition and increase trade in a way that ultimately helps to generate jobs and ensure prosperity for all Africans. The scope of the Agreement Establishing the African Continental Free Trade Area covers trade in goods, trade in services, investment, intellectual property rights and competition policy and possibly e-commerce. The Free Trade Area is further expected to catalyse the industrial transformation of Africa while boosting trade and investment between countries and regional economic communities.

18.39 It is in this context that the subprogramme, working in collaboration with the African Union Commission, the European Union, UNCTAD, the International Trade Centre, Resident Coordinator offices and development partners, focused on regional cooperation and integration among member States for increased trade flows, improved industrialization and increased investments, by promoting understanding of the benefits and challenges of implementing the Agreement Establishing the African Continental Free Trade Area. The subprogramme conducted awareness-raising events in 34 member States, through national forums targeting such enablers as national authorities, civil society organizations, journalists and the private sector, and by conducting high-level advocacy programmes and regional and subregional workshops on the African Continental Free Trade Area and the importance of ratification of the Agreement.

18.40 Incorporation of the Agreement in national legislation and frameworks greatly improves the process of harnessing its benefits. To that end, the subprogramme assisted nine member States in the development of national strategies on the African Continental Free Trade Area. Countries endeavoured to identify gaps that needed to be addressed, and also their comparative and competitive advantages for diversification and ability to develop or integrate value chains under the Agreement. This required the design and implementation of new policy interventions or the retuning of existing policy frameworks, with a view to deriving maximum benefit from the African Continental Free Trade Area. The national strategies facilitated the identification of key value addition and trade and investment opportunities in potential markets, supply-side constraints, and measures to boost the trade and production capacities required for a country to take full advantage of national, regional and global markets within the context of the Free Trade Area. These strategies are contributing principally to the accomplishment of Sustainable Development Goal 17 (targets 17.11 and 17.12) and to progress against indicator 9.2.1 of Goal 9.

Progress towards the attainment of the objective, and performance measure

18.41 This work contributed to the strengthening of regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments, as demonstrated by 27 countries ratifying the Agreement Establishing the African Continental Free Trade Area. The number is above the threshold of 22 ratifications needed for the Agreement to enter into force and, as a result, the Agreement came into force in May 2019. In July 2019, the operational phase of the Agreement was launched at the session of the Assembly of the African Union in the Niger. Of the 55 members of the African Union, only one has yet to sign the Agreement. A further nine national African Continental Free Trade Area strategies were developed.

Table 18.4
Performance measure

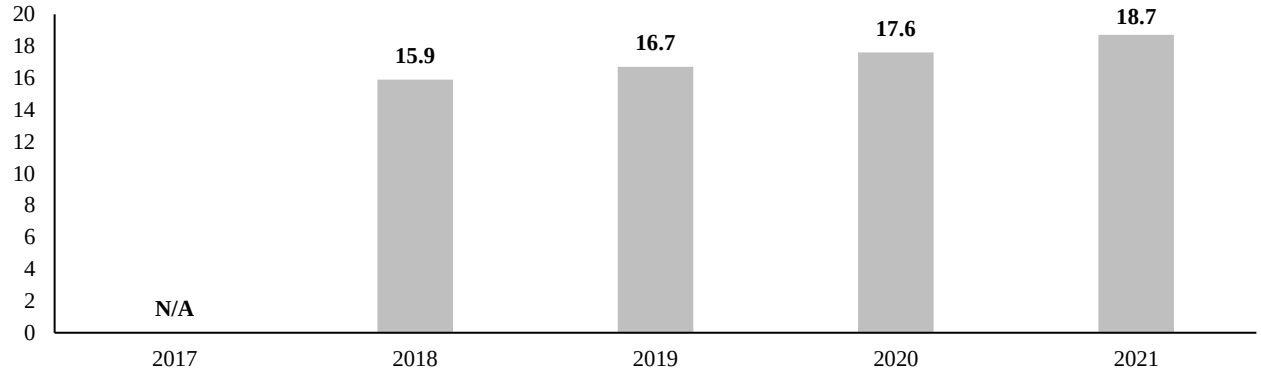
2015	*2016*	*2017*	*2018*	*2019*
African heads of Government agreed to the creation of a continental free trade area by 2017	First African Continental Free Trade Area negotiation forum	Countries launch the African Continental Free Trade Area	Signature of the Agreement Establishing the African Continental Free Trade Area by 44 countries and ratification by 14 countries	Ratification by 27 countries, entry into force of the Agreement and development of nine national strategies on the African Continental Free Trade Area

Planned results for 2021

Result 1: ratification, incorporation and implementation of the African Continental Free Trade Area (result carried over from 2020)

18.42 The subprogramme will continue the work related to intra-African trade, in line with its mandate, the work on issues related to intra-African trade, in line with its mandate and, in so doing, it will emphasize the technical assistance afforded to countries in the implementation of the African Continental Free Trade Area which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.III
Performance measure: share of intra-African trade in the total trade of Africa
(Percentage)



Abbreviation: N/A, not applicable.

Result 2: making the most of the African Continental Free Trade Area (new result)

18.43 Following the entry into force of the Agreement Establishing the African Continental Free Trade Area on 30 May 2019 and the launch of its operational phase on 7 July 2019, the subprogramme continues to provide technical support to member States upon demand, geared in particular to the operationalization of the Free Trade Area. In doing so, the subprogramme favours activities involving complementary measures that leverage the African Continental Free Trade Area as a vehicle for economic development that can contribute to efforts tackling the socioeconomic impact in the continent of the COVID-19 pandemic.

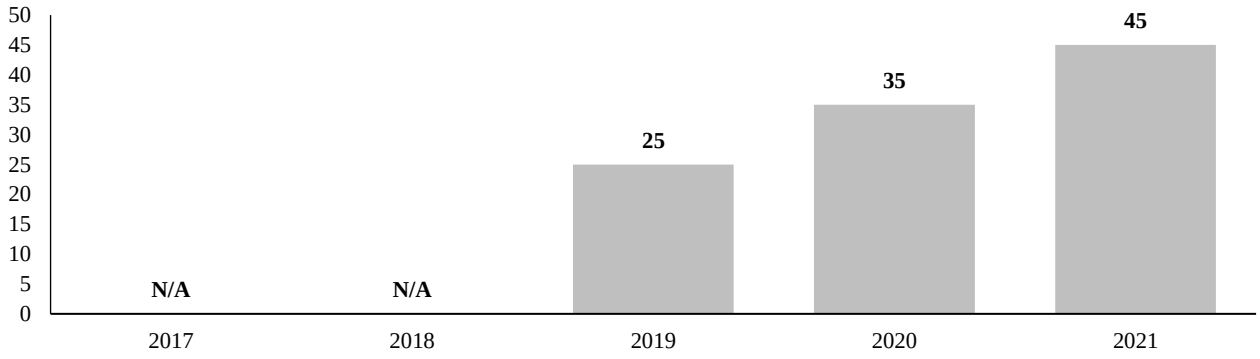
Internal challenge and response

18.44 The challenge for the subprogramme was to mobilize the special skills pertaining to the formulation and implementation of strategies for the African Continental Free Trade Area. In response, the subprogramme will increase its partnerships with pan-African institutions, the academic community and the private sector, among others, to ensure a timely response to customized requests. Use of this approach will make it possible to complement expertise and knowledge.

Expected progress towards the attainment of the objective, and performance measure

18.45 This work is expected to contribute to the strengthening of regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments, which would be demonstrated by 45 countries increasing the share of intra-African trade in the total trade of Africa in 2021 through the elimination of import duties, a reduction of tariffs and increased investments. This would represent an increase of 80 per cent, when compared to the 2019 level of 25 countries.

Figure 18.IV
Performance measure: cumulative number of countries that increased their ratio of intra-African trade to their total trade



Abbreviation: N/A, not applicable.

Legislative mandates

18.46 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session	71/320	New Partnership for Africa's Development: progress in implementation and international support
70/293	Third industrial development decade for Africa (2016–2025)	72/205	Commodities

Economic and Social Council resolutions

2011/12	Europe-Africa fixed link through the Strait of Gibraltar	2017/11	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

847 (XL)	Aid for trade	922 (XLVII)	Industrialization for inclusive and transformative development in Africa
867 (XLIII)	Assessment of progress on regional integration in Africa	934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
891 (XLV)	Accelerating regional integration and boosting intra-African trade	960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
907 (XLVI)	Industrialization for an emerging Africa		
914 (XLVII)	African regional integration index		

Deliverables

18.47 Table 18.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.5
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**3**
1. Report on the session of the Committee on Regional Cooperation and Integration on levelling the playing field for intra-African investment with a view to sharing best practices among member States	1	1	1	1
2. Updates on the status of international and intra-African trade for the Committee on Regional Cooperation and Integration	1	1	1	1
3. Report on the status of the implementation of the Vienna Programme of Action for the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**3**	**3**
4. Meeting of the Committee on Regional Cooperation and Integration	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**6**	**6**	**3**	**4**
5. Project on boosting intra-African trade through enhancing the capacity of member States and regional economic communities to increase the African share of international trade	1	1	1	1
6. Project on accelerating he African trade integration agenda through ratification and effective implementation of the Agreement Establishing the African Continental Free Trade Area	1	1	–	–
7. Project on capacity-building for inclusive and equitable African trade arrangement	1	1	1	1
8. Project on deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area	1	1	–	–
9. Fellowship programme for enhancing the capacity of young African scholars in the areas of industrialization, investment, regional integration, trade and markets	1	1	1	–
10. Project on the trade model	1	1	–	–
11. Project on operationalization of the Agreement Establishing the African Continental Free Trade Area: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	–	–	–	1
12. Project on the opportunities created by the African Continental Free Trade Area for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	–	–	–	1
Seminars, workshops and training events (number of days)	**5**	**5**	**5**	**10**
13. Training programme on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic/intermediate trade modelling and advanced trade modelling	5	5	5	10
Publications (number of publications)	**3**	**3**	**3**	**2**
14. Publication on common investment area in the continental free trade area: policy options towards levelling the playing field for intra-African investment	1	1	1	1
15. Publication on assessing regional integration in Africa	1	1	1	–
16. Publication on revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
Technical materials (number of materials)	**1**	**1**	**4**	**1**
17. Electronic guides on investments	–	–	1	–
18. Studies and policy briefs on topical international and intraregional trade issues	1	1	1	1
19. Topical issue report on the African Union integration agenda	–	–	1	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
20. Policy briefs, guidelines and toolkits on industrialization in Africa	–	–	1	–

C. Substantive deliverables

Consultation, advice and advocacy: responses to the needs expressed by member States and regional or subregional cooperation groups in the context of the New Partnership for Africa's Development (NEPAD) and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027 in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals; analytical support for the Vienna Programme of Action; maintenance of the Observatory on Regional Integration in Africa.

D. Communication deliverables

Outreach programmes, special events and information materials: communication materials on regional integration; information kits on the activities of the African Trade Policy Centre; high-level policy dialogue on trade.

Digital platforms and multimedia content: maintenance of the observatory on regional integration in Africa.

Subprogramme 3
Private sector development and finance

Objective

18.48 The objective, to which this subprogramme contributes, is to enhance the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, improved land tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure, energy and services, and agriculture.

Strategy

18.49 To contribute to enhancing the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, the subprogramme will provide advisory services and technical assistance to member States in the implementation of the 2014 Malabo Declaration on Accelerating Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods and associated frameworks. To this end, given the impacts of COVID-19, in particular on food security and agriculture, the subprogramme, in collaboration with other subprogrammes, the African Union Commission, the African Union Development Agency, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), UNCTAD, the United Nations Industrial Development Organization (UNIDO) and civil society organizations, will work to produce knowledge products with policy recommendations and offer advisory services and technical assistance to member States in the areas of regionally integrated agricultural value chains, agricultural financing, climate change management and other risks and agribusiness and agro-industrial development. This work is expected to improve competitiveness, productivity, value addition and trade in agricultural goods and services; to support efforts by member States to end hunger and achieve food security and improve nutrition (Goal 2), and to enhance the growth of small and medium-sized enterprises and job creation with a particular focus on youth entrepreneurship and employment (target 8.3). To this end, the subprogramme will convene, advocate and provide technical assistance to member States to adopt the recently endorsed African Union Guidelines on the Development of Regional Agricultural Value Chains and the Continental Agribusiness Strategy through the generation of knowledge and dissemination of best practices with a view to supporting member States in the development of effective reform policies, strategies and programmes necessary to create a conducive business environment essential to the advancement of agricultural and rural transformation and the development of agro-industry. This is expected to result in the improved standing of Africa in the global business environment rankings, by promoting the role of the private sector and facilitating its investments in agriculture, energy, infrastructure and other sectors of the economy. Past results in this area include the development, in close collaboration with

the African Union Commission, the climate change, environment and natural resources management subprogramme, the regional integration and trade subprogramme and the Subregional Office for Central Africa of a framework for developing regional agricultural value chains which was endorsed by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment, and the preparation, jointly with FAO and in close collaboration with the climate change, environment and natural resources management subprogramme, the poverty, inequality and social policy subprogramme and the regional integration and trade subprogramme, of the annual report on the Africa regional overview of food security and nutrition, a landmark document on food security in Africa.

18.50 To contribute to improved land tenure security, in particular for women, the subprogramme will continue, through the Africa Land Policy Centre, the Network for Excellence on Land Governance in Africa and in collaboration with FAO, the United Nations Human Settlements Programme (UN-Habitat), the German Agency for International Cooperation (GIZ), the United States Agency for International Development, IFAD, the CSO Platform and the Forum for African Traditional Authorities, to support member States in the implementation of the African Union Declaration on Land Issues and Challenges in Africa, with a particular focus on improving women's tenure security to meet the target set by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of a 30 per cent allocation of documented land rights to women by 2025, and responsible land-based investments in support of agriculture and infrastructural development. This work is expected to result in improved implementation by member States of the African Union framework and guidelines on land policy in Africa and the Guiding Principles for Large Scale Land Based investments in Africa, by conducting research and analysis and disseminating best practices, advocating and providing technical assistance for policy and regulatory reforms and for effective land administration. By systematically addressing land tenure insecurity through gender-responsive land policies and effective land administration and land service delivery systems, the subprogramme will support efficient, equitable and sustainable private sector engagement in infrastructure (transport, dams, energy, irrigation and others) and create an agribusiness environment conducive to the crowding in of private sector financing, in particular by reducing inefficiencies, and, therefore, the time and cost of the registration of land and other forms of property and the issuance of certificates and title deeds to facilitate lending. In addition, the subprogramme will provide technical assistance to overcome tenure insecurity and gender biases and the marginalization of youth in land and property rights systems, which is expected to result in enhanced accessibility of credit in contexts where land can be used as collateral. Moreover, it is expected to strengthen the ability of women to enter into agricultural contracts in mutually beneficial land-based investment models. Through facilitating equal rights to ownership and control over land and property, the subprogramme will support member States in making progress towards targets 1.4 and 5.a of the Goals. Past results in this area include the implementation by eight member States – Angola, Burundi, Côte d'lvoire, Ethiopia, Kenya, Malawi, the Niger and Somalia – and one regional economic community of land governance programmes designed in accordance with the framework and guidelines on land policy in Africa developed by ECA, the African Development Bank and the African Union Commission, and the voluntary guidelines on the responsible governance of tenure developed by FAO. Progress has also been made in implementing the 30 per cent campaign for women's land rights to promote gender equality and women empowerment, with the successful mobilization by Malawi and Rwanda of resources to promote women's tenure security.

18.51 To contribute to enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, the subprogramme will continue to support African member States and market participants in their efforts to explore investment and co-investment opportunities in infrastructure, real estate, and other sectors in the continent in close cooperation with pension funds, asset management firms, private equity and financial institutions. The subprogramme will also provide technical assistance and disseminate best practices to member States, to enable them to identify priority growth sectors and to develop and implement policies, strategies and programmes that will improve their competitiveness, attract investment and stimulate entrepreneurship. The programme will also provide support to member States in developing and deepening their domestic

debt markets as a more sustainable method of mobilizing additional resources for development financing needs. Deepening domestic debt markets will also allow governments to maintain fiscal stability and reduce their debt burden and reliance on foreign debt borrowing, which can put economies under strain, in particular for countries exposed to currency risks. This support is expected to result in a conducive climate for improved access to markets and diversified investors' base with increased appetite for domestic currency debt markets. The subprogramme will support women's economic and financial empowerment by supporting African women entrepreneurs and fund managers through the development of an innovative financing platform that will help to crowd in capital and promote the growth of women-owned or led companies. This is expected to result in innovative strategies to mobilize capital both domestically and internationally (through venture capital, private equity, and impact investment), with the potential to scale up and create an economic impact: for example, investing in between 5 and 10 women fund managers can lead to the financing of more than 100 companies and supporting the creation of thousands of jobs). By leveraging these types of innovative financing instruments, the subprogramme will support member States in making progress towards Goals, 1, 5, 8, 9, 11 and 17. Past results in this area include the adoption by the Government of Guinea of a more holistic approach to business competitiveness and inclusivity that is more closely aligned with intra-African trade and investment.

18.52 To contribute to enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, the subprogramme will continue to work with the African Union Commission, the African Union Development Agency, the African Development Bank and regional economic communities, including in operationalizing priority plan II of the Programme for Infrastructure Development in Africa, providing assistance with technical analysis. African infrastructure, in particular transport (i.e. logistics) and energy will be affected by the COVID-19 pandemic, as travel restrictions will have impacts on the global supply chain, and also on the manufacture of energy products. ECA will support the development of home-grown solutions for Africa. The subprogramme will therefore accelerate its work with member States, regional partners and international organizations in developing and disseminating regulatory tools and frameworks, along with best practices in public-private partnership models that attract private sector participation and investment in infrastructure and energy. Furthermore, in collaboration with international partners and regional entities, the subprogramme will continue to advocate private capital support for existing and new rail projects in Africa, owing to the importance of rail as a cheaper, more efficient, safer and environmentally friendly mode of transport. This advocacy will include encouraging member States to ratify the Luxembourg Protocol, which facilitates increased and cheaper finance from the private sector to support much-needed new rolling stock procurement and also to finance existing fleets by 2021. In addition, the subprogramme will provide policy advisory services and technical assistance to member States on the implementation of the Single African Air Transport Market, along with efforts to improve road safety in Africa and to digitalize the transport sector on the continent. This will improve connectivity and reduce the cost of air transport, thereby creating jobs and contributing to the continent's economic development; contribute to sustainable development by saving lives and reducing the cost of road crashes to the economy; and improve the efficiency of the transport sector. All these measures are expected to result in the implementation of an increased number of energy projects by member States, contributing to the achievement of Goals 9 and 7 and to the attainment of the ECA strategic direction, in particular with regard to the implementation of innovative financing for infrastructure for the transformation of Africa, the advocacy of the African position at the global level and the development of regional responses. Past results in this area include the high-impact investment of more than $50 million by the Chicago Teacher's Pension Fund and the Alameda County Employee's Retirement Association, a pension fund based in Oakland, United States of America, in infrastructure projects in the Democratic Republic of the Congo, Mali, Senegal and South Africa. This subprogramme's work on infrastructure and services will support the implementation of COVID-19 recovery action plans at the national and regional levels, in particular for the aviation and logistics sectors in Africa. By providing advisory services and technical assistance to member States in developing resilient transport infrastructure and services, the subprogramme will contribute to building Africa's capacity for emergency response to health and economic crisis, such as those triggered by the COVID-19 pandemic.

Programme performance in 2019 against planned result

18.53 A planned result for 2019, which is the enhanced capacity of member States to design and implement policies and strategies that promote innovative financing for developing capital markets to support private sector development and attract investment, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by seven member States and regional economic communities (in line with the target of seven) working with ECA to improve capital market development through the design of policies or implementation of regulations conducive to the deepening of financial markets, including in the areas of leasing, digital finance and insurance and pension funds in order to mobilize long-term investment for renewable energy, infrastructure and social sectors.

Programme performance in 2019: crowding in private sector investment in the Kenyan infrastructure market through pension funds

18.54 The subprogramme implemented a programme aimed at assisting member States to develop innovative financing mechanisms to fund infrastructure development. The majority of African member States are challenged by the massive infrastructure gap in Africa, amounting to more than $93 billion per year for both capital investment and maintenance, which makes the identification and use of innovative sources of financing of the utmost importance. To support member States in mobilizing both public and private capital for financing infrastructure, the subprogramme convened a series of training initiatives and conferences and retreats for institutional investors to raise their awareness of the opportunities to invest in infrastructure projects in Africa. In April 2019, the subprogramme convened the second of these series of initiatives in Kenya, in collaboration with USAID, the National Association of Securities Professionals, the World Bank Group and the Kenyan Pension Fund Investment Consortium (KEPFIC), bringing together Kenyan and United States-based pension funds and asset managers with the aim of facilitating investment and co-financing sustainable infrastructure in Kenya. This conference was informed by lessons learned in a similar crowding-in investment conference organized in Senegal in March 2017, which resulted in the high-impact investments by United States pension funds referred to above. This conference was based on the findings of the subprogramme report on the regulation and supervision of pension fund systems in Africa. The objective of the April 2019 conference was to raise awareness of policy, regulatory and fiduciary barriers in mobilizing domestic pension savings to finance infrastructure on the continent. For this conference, the subprogramme brought together more than 40 United States-based pension funds, asset managers and industry experts, representing a total of some $1 trillion in assets under management, and 12 pension fund members of KEPFIC, currently managing $2 billion in assets, to explore investment opportunities in infrastructure, real estate, private equity and other sectors in Kenya.

Progress towards the attainment of the objective, and performance measure

18.55 This work contributed to enhancing the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, improved land tenure security, in particular for women, and enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, as demonstrated by a commitment of $200 million by United States-based pension funds in housing and energy projects in Kenya. Through its continued engagement with the Government of Kenya, the subprogramme has built and enhanced partnerships between United States-based investors and Kenyan pension funds under the coordination of KEPFIC, enabling them to form ventures with local partners in pursuing these investments in Kenya.

Table 18.6
Performance measure

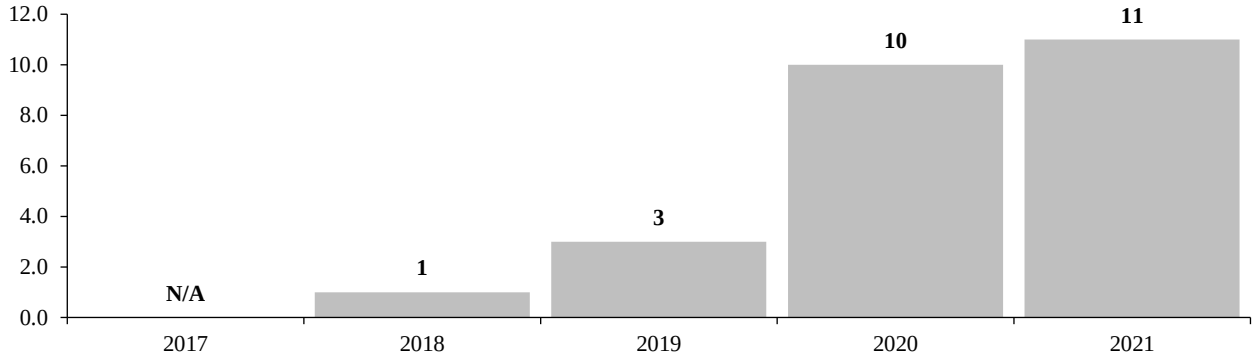
2015	*2016*	*2017*	*2018*	*2019*
• N/A	• N/A	• The role of pension funds in financing infrastructure in Africa defined	• Investments of $60 million in Africa by United States-based pension funds • Awareness of policymakers and market participants raised on the need to strengthen the regulation and supervision of African pension funds for increased investment in infrastructure	• Commitment of $200 million by United States-based pension funds in housing and energy projects in Kenya

Planned results for 2021

Result 1: strengthened business environment for private sector investments in energy and infrastructure development (result carried over from 2020)

18.56 The subprogramme will continue the work related to creation of the conducive business environment for energy infrastructure development, in line with its mandate, and will assist countries in developing, strengthening and implementing regulatory mechanisms that will attract private sector participation and investment in energy infrastructure, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.V
Performance measure: cumulative number of member States that institute energy planning units in the respective line ministries/government agencies



Abbreviation: N/A, not applicable.

Result 2: enhancing investment in energy infrastructure through land policy reforms (new result)

18.57 The subprogramme has been working in several African member States to support Governments in crowding in private sector investment in the energy and infrastructure sectors. In particular, its advisory services and technical support to member States have highlighted the importance of the effectiveness of their regulatory environment in attracting private sector investment in these sectors. To this end, the subprogramme has developed a methodology to assess the openness, attractiveness and readiness of the African electricity sector and its attractiveness to private investors. In partnership with the African Development Bank, the African Union and its associated development partners, the subprogramme has developed a framework and guidelines on land policy in Africa that aims to strengthen land rights, enhance productivity and secure livelihoods on the continent. Furthermore, the subprogramme has developed principles on large-scale land-based investments in Africa, together with a framework for tracking progress in land policy formulation and implementation.

Internal challenge and response

18.58 The challenge for the subprogramme was that its work on energy, infrastructure and services has not leveraged the knowledge and tools developed through its land-policy work stream. For instance, it has not established the extent to which the gender-sensitive land-policy frameworks and guidelines developed are aligned with current practices in member States and the implications for investments in the energy and infrastructure sectors. In response, the subprogramme will focus on assisting member States in implementing land policy guidelines and principles that will improve the business environment and facilitate investment in the energy and infrastructure sectors of member States. In this regard, the subprogramme will assess the extent to which energy and infrastructure development in 10 countries are constrained by land-related challenges and will provide technical assistance and advisory services to member States on ways and means of tackling the identified challenges.

Expected progress towards the attainment of the objective, and performance measure

18.59 This work is expected to contribute to enhancing the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, improved land tenure security, in particular for women, and enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, which would be demonstrated by at least four countries developing land policies and reforming land administration to enhance land tenure security for women and create an enabling environment for responsible private sector investment in the energy sector. In addition, road maps for at least three projects will be drawn up in the selected countries.

Table 18.7
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	N/A	N/A	Eight countries review their power sector regulatory frameworks	Four countries (out of eight) align their land policies with the energy sector

Abbreviation: N/A, not applicable.

Legislative mandates

18.60 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	70/192	Follow-up to the International Conference on Financing for Development
		70/198	Agricultural technology for sustainable development
65/146	Innovative mechanisms of financing for development	72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all
65/314	Modalities for the fifth High-level Dialogue on Financing for Development	72/238	Agriculture development, food security and nutrition
66/195	Agricultural technology for development	72/271	Improving global road safety
67/215	Promotion of new and renewable sources of energy		

Economic and Social Council resolutions

2014/10	Follow-up to the International Conference on Financing for Development

Economic Commission for Africa resolutions

819 (XXXI)	Promotion of energy resources development and utilization in Africa	921 (XLVII)	Agricultural transformation for an industrialized Africa
877 (XLIII)	Towards realizing a food-secure Africa		

Deliverables

18.61 Table 18.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.8
Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**1**
1. Reports for the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1	1	1	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
2. Reports for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	2	1	1
3. Reports for the Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	1	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**5**	**4**	**4**	**12**
4. Project on tracking progress in achieving Sustainable Development Goal 7 on access to affordable and clean energy in Africa	1	1	1	1
5. Project on improving the competitiveness of key economic sectors and enhancing the role of the private sector in economic transformation	1	–	1	1
6. Project on strengthening the capacity of selected African countries to structure and issue social and development impact bonds and other related innovative financing instruments	1	1	1	1
7. Project on strengthening the capacity of member States and regional organizations to implement the African Union declaration on land	1	1	–	–
8. Project on land governance through the Network of Excellence on Land Governance in Africa	1	1	1	–
9. Project on enhancing investment in energy, infrastructure and services through land policy reforms	–	–	–	1
10. Project on strengthening the capacity of member States, regional organizations and institutions of higher learning to implement the African Union declaration on land	–	–	–	1
11. Project on the implications of infrastructure on the African Continental Free Trade Area (infrastructure-trade nexus)	–	–	–	1
12. Project on African infrastructure and digitalization (transport and energy)	–	–	–	1
13. Project on strengthening the capacity of member States to develop sound domestic debt markets	–	–	–	1
14. Project on regional infrastructure development in Africa (high–speed rail project)	–	–	–	1
15. Project on road safety	–	–	–	1
16. Project on the African transport policy programme	–	–	–	1
17. Project on a single African air transport market	–	–	–	1
Seminars, workshops and training events (number of days)	**32**	**38**	**37**	**23**
18. Training on application of the energy mix model and planning to promote energy mix	10	15	10	10
19. Training on the application of African Union and United Nations guidelines and instruments to improve land governance in Africa	10	13	10	5
20. Training on ways and means of strengthening the capacity of African regulators and investors on issues and procedures related to the development of capital markets	2	–	2	2
21. Workshop on the continental transport policy, the African Road Safety Action Plan (2011–2020) and air transport instruments	5	5	–	–
22. Training on agribusiness development, including modelling and mapping of investment opportunities to enhance the capacity of African policymakers and the private sector	–	–	10	–
23. Training on how to strengthen the capacity of African policymakers and insurance practitioners in relation to policies, tools and practices for risk modelling in the agricultural insurance sector in Africa	5	5	5	5
24. Workshop on financial technology, financial regulations and non-payment systems	–	–	–	1

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
Publications (number of publications)	**6**	**4**	**4**	**5**
25. Publication on assessing the role of the private sector in developing energy infrastructure through African regional power pools	1	–	–	–
26. Report on the challenges and opportunities in maritime transport in Africa	1	1	–	–
27. Review of the regulatory framework for private sector investment in the energy sector	1	1	–	1
28. Review of the public-private partnership frameworks in Africa	–	–	–	1
29. Private sector financing of rolling railway stock	–	–	–	1
30. Study of the socioeconomic benefits of a single African sky system	1	–	–	–
31. *Economic Report on Africa*	–	1	1	–
32. Study report on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa	1	–	1	1
33. Report on agro-industrial park development in Africa: challenges and opportunities	–	–	1	–
34. Publication on land policy in Africa	1	1	1	1
Technical materials (number of materials)	**8**	**6**	**8**	**7**
35. Guidelines on mainstreaming land governance in the Comprehensive Africa Agriculture Development Programme and national agricultural investment plans	1	–	–	–
36. Technical material on the competitiveness index for capital markets	–	–	1	1
37. Technical material on a framework for promoting regional value chains in Africa	1	1	–	–
38. Policy brief on energy access for the 2019 session of the high-level political forum	1	1	1	1
39. Technical material in support of the Agenda 2063 continental high-speed railway programme	1	1	1	1
40. Technical material in support of the Programme for Infrastructure Development in Africa, its steering committee meetings and the Programme for Infrastructure Development in Africa Week	1	1	1	1
41. Policy briefs and profiles on land-based investment opportunities for agriculture and agribusiness	1	1	1	1
42. Report on the potential for creating an African credit rating agency to promote investments	1	–	–	–
43. Report on assessing the legal, institutional and policy frameworks for the effectiveness of banking sector supervision	–	–	1	1
44. Report on assessment of the potential for enhancing agriculture and weather index insurance in Africa	–	–	1	1
45. Africa regional overview of food security and nutrition	1	1	1	–

C. Substantive deliverables

Consultation, advice and advocacy: review of curricula on agriculture and land governance in Africa: to support women's land tenure security and entrepreneurship through policy, legal and institutional reforms and mainstream gender in land and agriculture; promotion of the regional transport policies and programmes such as: the Yamoussoukro Decision, Single African Air Transport Market, Programme for Infrastructure Development in Africa, Africa Transport Policy Programme, implementation of the African Union Road Safety Charter); promotion of road safety in Africa; issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa; issuance of the Sustainable Development Goal 7 bond to accelerate access to clean and affordable energy in Africa; promotion of private sector investment in railway equipment; organization of the African Financial Summit on the margins of the National Association of Securities Professionals; convening of the twenty-ninth Annual Pension and Financial Services Conference; convening of a conference on land policy in Africa; holding of high-level policy dialogues and other events in relevant platforms, such as the Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of the African Union Commission, the annual

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned

Conference of African Ministers of Finance, Planning and Economic Development, the Partnership Platform Meeting of the Comprehensive Africa Agricultural Development Programme, regional meetings of the African Development Bank, the councils of ministers of the regional economic communities the Scientific Committee of the Conference on Land Policy in Africa, conferences under the auspices of the World Bank, the Association of African Election Authorities; a policy dialogue to facilitate the establishment of a consortium of pension funds in selected African countries and a policy dialogue on facilitating the implementation of the Programme for Infrastructure Development in Africa; retreat and infrastructure investment workshop for African and United States investors; meeting of the Programme for Infrastructure Development in Africa steering committee; and organization of Programme for Infrastructure Development in Africa Week; technical support to crowd in financing for renewable electricity capacity in Africa and to strengthen and upgrade transmission systems on the continent; strengthening of the capacity of member States to develop regional agricultural value chains in accordance with the African Union framework and guidelines for regional agricultural value chains and to mainstream land governance issues in agriculture; convening of the Africa business forum.

Database and other substantive digital materials: toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa; decision-making toolkit and template to measure the economic benefits of hydropower, designed for African power utilities to enable the faster roll-out of small and medium-sized hydropower projects.

D. Communication deliverables

Outreach programmes, special events and information materials: communication materials on energy infrastructure, competitiveness index for capital markets; land-based investment opportunities for agriculture and agribusiness; and agriculture and agribusiness.

Subprogramme 4
Data and statistics

Objective

18.62 The objective, to which this subprogramme contributes, is to strengthen the production, dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making.

Strategy

18.63 To contribute to strengthening the production of credible data, statistics and geospatial information, the subprogramme will develop the capacity of member States by providing technical assistance in newly developed methodologies, tools and techniques in censuses and surveys, while also mainstreaming geospatial and other new technologies in all relevant stages of statistical processes, based on the latest applied research. For example, censuses and civil registration systems in member States are being digitalized with the technical support of the subprogramme and the development of new tools. To improve the availability of harmonized statistics, the subprogramme has created and maintains updated databases, which are accessible for public use. The data are updated regularly, ensuring that the most current data are available on African economies, demographics, social indicators, environment and other statistics. The subprogramme also plans to provide training and to make platforms available for the exchange of good and promising practices among member States and their respective statistical agencies. This is expected to result in enhanced capacity and further efficiency in the collection of comparable and harmonized statistics at various levels of disaggregation and improved statistical operations, including the conduct of censuses and surveys and the compilation of administrative statistics. In turn, this is expected to result in the enhanced implementation, monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063. Past results in this area include automatic loading of the correct census software on to a tablet, thereby significantly reducing the risk of error and the amount of work required to load the tablets in preparation for the census.

18.64 To contribute to strengthening the dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making, the subprogramme will increase advocacy and communication for the use of statistics and geospatial information through the organization of national statistics days, the engagement of social media, and the design and distribution of communication and advocacy materials. This is expected to result in the improved uptake of statistics and geospatial information, closer collaboration between components and stakeholders of the national statistical systems and better coordinated data systems. The subprogramme also plans to provide training and technical assistance in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure and this process is expected to result in increased commitment, investment and ownership of the processes of the production, analysis, dissemination and use of statistics and spatial information. Past results in this area include the dissemination of lessons from the Kenya census to countries in the pipeline and others planning to undertake a digital census in the coming years. Progress has also been made in 27 member States undertaking comprehensive assessments of their civil registration and vital statistics systems, within the framework of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics.

Programme performance in 2019 against planned result

18.65 A planned result for 2019, which is the strengthened capacity of member States to produce, disseminate and use disaggregated data and statistics, with a gender dimension, to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting, as referred to in the report of the Secretary-General the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by 11 member States (compared to a target of 10) that were enabled to adopt technology in the production and dissemination of data and statistics. These countries employed mobile technology for the collection of census and survey data, thereby improving the timeliness and, most important, reducing errors in and enhancing the quality of the data produced, as well as augmenting the efficiency and effectiveness of their data production.

Programme performance in 2019: application of technology for the quality and timeliness of censuses

18.66 The Economic and Social Council, in resolution 2015/10 on the 2020 World Population and Housing Census Programme, urged member States to conduct at least one census under that Programme. Manual data collection processes are lengthy, labour-intensive and come with risks of lower data accuracy, reducing the prospects of successful censuses and could deter countries from conducting them. Recognizing these challenges, the subprogramme developed a digital application for censuses to facilitate the data collection process. Following the development of the software, the subprogramme provided advisory services and technical assistance to the Kenya National Bureau of Statistics on the use of digital tablets for their census, and to the National Bureau of Statistics of Seychelles and the Ghana Statistical Service in their census preparation activities.

Progress towards the attainment of the objective, and performance measure

18.67 This work contributed to strengthening the production of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making, as demonstrated by efficiency savings by Kenya, whereby 506 days were saved, significantly improving the timely availability of data, as well as the accuracy of data, through carrying out the 2019 census digitally with the use of 163,000 tablets. Considering the importance of the timely production and availability of such data, it was essential to have such innovative solutions. This was also strongly appreciated by the Government of Kenya in its communication to ECA.

Table 18.9
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
• N/A	• Africa Census Coordinating Committee established • 2020 Africa Programme on Population and Housing Censuses Decade (2015–2024)	• 2020 Africa Programme on Population and Housing Censuses Decade (2015–2024) • Africa Addendum to the Principles and Recommendations for Population and Housing Censuses	• Recommendation from thirteenth Africa Symposium on Statistical Development on the establishment of reference centres in censuses with electronic data collection in Africa	• Nine countries have undertaken a census Kenya concludes its census in 300 days (506 less than the previous census)

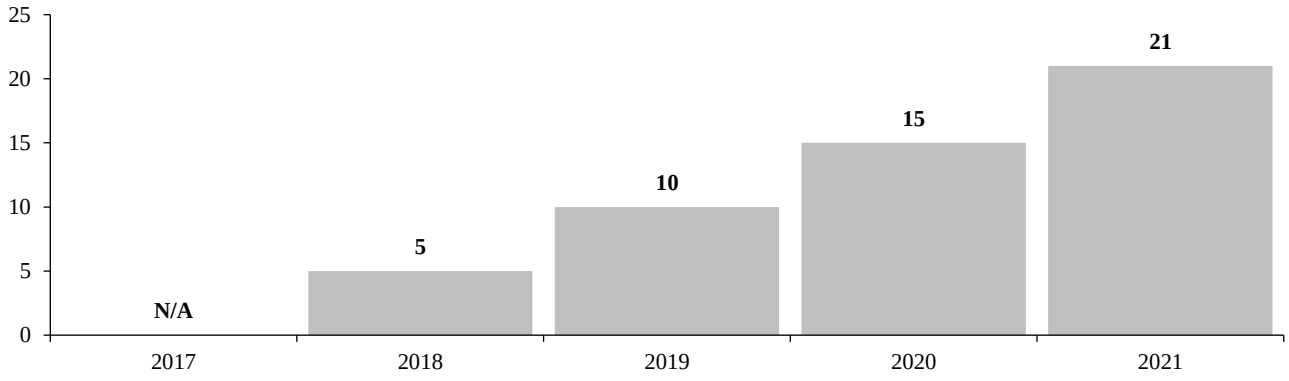
Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: improving national data availability for reporting on the Sustainable Development Goals (result carried over from 2020)

18.68 The subprogramme will continue the work related to statistics in support of the implementation of international development agendas, in line with its mandate, and will assist countries in the production of data for reporting on the 2030 Agenda and Agenda 2063, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.VI
Performance measure: cumulative number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 to meet data requirements



Abbreviation: N/A, not applicable.

Result 2: increasing visibility through civil registration and good legal identity (new result)

18.69 The subprogramme has been working with the African Union and other United Nations agencies in the implementation of the United Nations Legal Identity Agenda. In October 2018, ECA, with its strategic partners, established a centre of excellence on digital identity (ID), trade and the digital economy, which will work closely with the African Union Commission in those areas. The implementation of a digital identity procedure is heavily contingent on a strong underlying civil registration system that may be used to identify and register residents and citizens in a country. The core target set in Sustainable Development Goal 16 is for the provision, by 2030, of legal identity for all, including birth registration, to be measured against indicator 16.9.1: the proportion of children under 5 years of age whose births have been registered with a civil authority, by age. Commitment to this target notwithstanding, the subprogramme has not been able to ensure the timely completion of civil registration coverage in all member States in order to ensure the provision of legal identity. This has resulted in a very low rate of civil registration coverage and even lower coverage by population registers, with the result that there are still some 500 million people in the continent without any form of identification. The subprogramme established a digital centre of excellence that promotes the implementation of the continental digital ID principles and fosters the integration of civil registration and digital identity programmes. The centre developed a comprehensive programme and mobilized resources to support member States in the adoption of digital identity management and technology for civil registration. This was also incorporated in the African digital transformation strategy, the drafting of which was co-led by the subprogramme through its centre for excellence. In order to ensure the effective integration of stakeholders in this process, the subprogramme also established partnerships with a multitude of private sector and civil society organizations in support of the digitalization initiative. The centre provides direct technical assistance to member States in the implementation of the principles of digital ID, trade and economy.

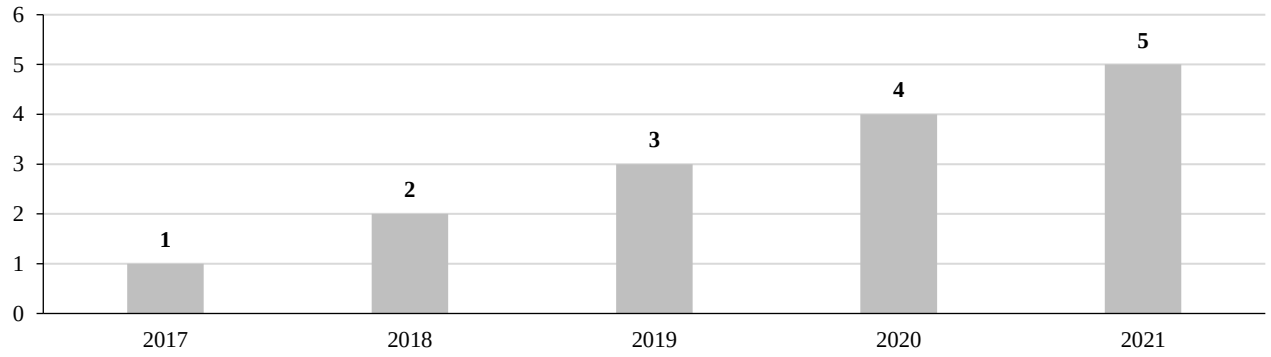
Internal challenge and response

18.70 The challenge for the subprogramme was that in providing its technical assistance and advisory services to member States in civil registration and vital statistics and developing its planned support for the digital ID system, the subprogramme did not take into account the complexity of the required harmonization of legal frameworks between the two systems. If countries are to implement digital ID programmes, such harmonization becomes critical for the development of a foundational identity that would also have a wider functionality and support. In response, the subprogramme will assist countries in reviewing their statutes in order to identify barriers precluding access to legal identities and to ensure that they conform to international standards. Using the tools that have been developed for the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics, training measures will be arranged for government officials in how to improve their systems.

Expected progress towards the attainment of the objective, and performance measure

18.71 This work is expected to contribute to strengthening the production of credible data, statistics and geospatial information in Africa, which would be demonstrated by five countries improving the coverage of civil registrations. The improvement raises the current level of registration at birth of 45 per cent of children under age 5 and of less than one fifth of deaths. In addition, the improvement is also expected to result in the ensuing provision of legal identities for the 500 million unregistered people in the continent, with the aim of contributing to closing the global identity gap with a benchmark goal of more than 300 million by 2025.

Figure 18.VII
Performance measure: number of countries that register at least 50 per cent of births within 24 months



Legislative mandates

18.72 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282	World Statistics Day
69/266	A global geodetic reference frame for sustainable development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions

131 (VI)	Co-ordination of cartographic services of specialized agencies and international organizations	2013/21	Fundamental Principles of Official Statistics
476 (XV)	International co-operation on cartography	2015/10	2020 World Population and Housing Census Programme
2011/24	Committee of Experts on Global Geospatial Information Management	2016/27	Strengthening institutional arrangements on geospatial information management

Economic Commission for Africa resolutions

849 (XL)	Statistics and statistical capacity-building in Africa	931 (XLVIII)	Data revolution and statistical development
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa	758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development
911 (XLVI)	Statistics and statistical development		

Deliverables

18.73 Table 18.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.10
Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**–**	**–**	**6**	**–**
1. Report on statistical capacity development to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
2. Report on the implementation of the 2008 System of National Accounts to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
3. Report on progress in population and housing censuses to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
4. Report on the implementation of civil registration and vital statistics to the Fifth Conference of African Ministers Responsible for Civil Registration	–	–	1	–
5. Report on the state of gender and social development statistics to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
6. Report on the integration of geospatial information for sustainable development to the sixth meeting of the Regional Committee of the United Nations Global Geospatial Information Management for Africa	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**16**	**16**	**16**	**8**
7. Meeting of the Statistical Commission for Africa	–	–	8	–
8. Conference of African Ministers Responsible for Civil Registration	8	8	–	8
9. Meeting of the Regional Committee of the United Nations Global Geospatial Information Management for Africa	8	8	8	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**9**	**8**	**16**	**20**
10. Project on agricultural statistics initiative	–	–	1	1
11. Project on health statistics initiative	–	–	1	1
12. Project on energy statistics initiative	–	–	1	1
13. Project on data warehouse project	–	–	1	1
14. Project on employment statistics initiative	–	–	1	1
15. Project on development of a trade in value added database for Africa – World Bank trust fund for statistical capacity-building	–	–	1	1
16. Africa Programme on Gender Statistics	1	1	1	1
17. African programme on population and housing censuses	1	1	1	1
18. Project on the establishment of a digital ID platform for Africa	1	1	1	1
19. Project on developing geospatial information services in support of the implementation and tracking of the Sustainable Development Goals	–	1	1	1
20. Project on strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1	1	1	1
21. Project on the Global Strategy to Improve Agricultural and Rural Statistics – phase II	1	–	1	1
22. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics	1	1	1	1
23. Development of the Data Science Campus	1	–	1	1
24. Project on support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	1	1	1
25. Fellowship programme for young African scholars to build their capacity in data and statistics	1	1	1	4

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
26. Project on guidelines for the implementation of the Integrated Geospatial Information Framework	–	–	–	1
Seminars, workshops and training events (number of days)	**45**	**45**	**65**	**55**
27. Workshop on statistical data exchange system for national statistical offices	5	5	5	5
28. Training on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	5	5	5
29. Workshop on modernizing statistical systems in Africa for leaders and management of national statistical offices	5	5	5	5
30. Workshop on population and housing censuses and progress towards the 2020 population and housing censuses for experts and management of national statistical offices and planning commissions	5	5	5	5
31. Regional workshops on gender statistics for experts in national statistical offices and line ministries	–	–	10	10
32. Workshops on civil registration and vital statistics for experts of national ministries responsible for the production of civil registration and vital statistics data	5	5	5	5
33. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistics offices	10	10	10	–
34. Training of trainers on economic statistics and national accounts for national statistical offices and ministries of finance	–	–	5	5
35. Training workshop on methods of environmental statistics and environmental economic accounting for national agencies responsible for the compilation of environmental economic accounting	–	–	5	5
36. Workshop on geospatial datasets for monitoring Sustainable Development Goals for national mapping agencies and statistical offices	5	5	5	5
37. Training workshops on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	5	5	5
Technical materials (number of materials)	**4**	**4**	**4**	**4**
38. African regional geospatial databases, online services and geoportals	1	1	1	1
39. African Atlas of Spatial Statistics	1	1	1	1
40. Africa Data Revolution Report	1	1	1	1
41. African Statistical Yearbook	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy:

Inter-agency meetings on civil registration and vital statistics, on the 2020 round of population and housing censuses in Africa and on Sustainable Development Goals indicators; advisory expert group meeting on national accounts; expert group meeting on environmental-economic accounting; and expert group meeting on environment statistics;

High-level forums on global geospatial information management; United Nations Committee of Experts on Global Geospatial Information Management; United Nations Group of Experts on Geographical Names; Regional Committee of the United Nations Global Geospatial Information Management for Africa;

Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union; African Statistical Coordination Committee; Statistical Commission; consultative meeting on strengthening and harmonization of economic statistics in Africa;

Technical assistance to member States in the implementation of United Nations legal identity and digital identity management frameworks and systems; technical assistance to countries in the implementation and revision of national strategies for the development of statistics; technical assistance and advisory services to national statistical offices on the application of data dissemination and exchange systems; consultation with member States and regional stakeholders for the validation of data for the African Statistical Yearbook; adoption of strategies and methodologies to make official statistics open by default; development and management of civil registration and vital statistics strategic plans; production and dissemination of gender

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned

statistics; advocacy to strengthen the gender data focal point network, advocacy to strengthen population and housing censuses; adoption and technical implementation of the 2008 System of National Accounts in Africa;

Technical assistance to develop the integrated geospatial information frameworks at national and regional level;

Technical assistance in the establishment of national and regional spatial data infrastructures; technical assistance in the integration of geospatial and statistical information, the implementation of the African Geodetic Reference Frame, the development of fundamental geospatial datasets themes and standards; and technical assistance and advisory services in the implementation of global and regional initiatives and programmes (Group on Earth Observations, AfriGEOSS initiative, Global Monitoring for Environment and Security, Regional Centre for Mapping of Resources for Development, African Regional Institute for Geospatial Science and Technology and others).

Database and other substantive digital materials: ECAStats, the ECA statistical data portal; African census integrated microdata; geospatial databases, online services and geoportals.

D. Communication deliverables

Outreach programmes, special events and information materials: celebration of African Statistics Day; annual African Symposium on Statistical Development; Africa statistics flash; Africa statistics pocketbook; launch of facts and figures on African and major world economies and of advocacy materials on African Statistics Day; Geographic Information System Day.

Digital platforms and multimedia content: Executive Statistics Monitor mobile application; and SDG Africa mobile application.

Subprogramme 5
Climate change, environment and natural resources management

Objective

18.74 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, through the strengthened capacity of member States to harness new technologies and innovation, natural resources and the green and blue economy, and to enhance climate resilience.

Strategy

18.75 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness new technologies and innovation, the subprogramme will support member States in the formulation and implementation of national and regional policies to build a sound scientific, technological and industrial base through, first, policy research on new technologies and innovation and data-driven decisions; second, the convening of peer-learning, dialogue and consensus-building platforms on science, technology and innovation, digital transformation methodologies and frameworks; and, third, technical assistance to member States. This is expected to result in improved public services, encouraging private sector investments in new and emerging technologies to foster the transition to innovation and digital economy; to encourage the uptake of emerging domestic and foreign-owned technologies and the development and strengthening of platforms for interactions between academic, industrial and business sectors and the government; and to stimulate commitment to green and low-carbon growth and the development and deployment of frontier and appropriate technologies. The work will further assist member States in making progress towards Goal 8, in particular, targets 8.2 and 8.3, and Goal 9, in particular, targets 9.5 and 9.b. The above efforts will contribute to empowering and stimulating the private sector and other stakeholders to acquire new and emerging technologies that could help them to develop new business models, fostering growth, job creation and poverty reduction. The private sector is proficient in mobilizing, allocating and using finance and developing new financing tools and instruments that have expanded access to finance even in rural areas and by the informal sector. Past results in this area include an increase in the number of universities and institutions participating in the biomedical engineering initiative, rising from 13 in 2015 to 22 in 2019 and covering nine African

countries. Progress has also been made in increasing the number of students pursuing undergraduate and postgraduate programmes in biomedical engineering, which is now close to 1,200.

18.76 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the economic benefits of natural resources, the subprogramme will conduct policy research and provide technical support to member States on extractives-led productive linkages, as these linkages can help to drive economic development and diversification through direct and indirect economic benefits in the extractive industry value chain. This is expected to result in an increase in the number of natural resource-rich African countries that have included linkages and diversification in their policies and strategies, contributing mainly to targets 8.b and 9.b. The subprogramme will also plan to provide technical advisory services and technical support to member States in the design and implementation of mineral policies, strategies and plans that are aligned with the principles of the Africa Mining Vision. This will be complemented by peer learning and dialogue on lessons learned and good practices through the convening of policy dialogues and expert group meetings on extractives-led productive linkages and on optimal policies and strategies that include environmental, social and gender considerations and that are aligned with the Africa Mining Vision. This work is expected to result in an increase in the number of countries that have reviewed their related policies and strategies to align them with the principles of the Africa Mining Vision, to encourage the consideration of environmental, social and gender issues, and to include mineral-based industrialization. It will also assist member States in meeting targets 12.b and 5.c. Past results in this area include the adoption by Chad of a mining policy and mining code aligned with the Africa Mining Vision and the entry into force in May 2017 of the new Mining Act of Kenya, replacing the pre-independence Mining Act of 1940 by tweaking provisions on principles of land policy, public land, regulation of land use and property, obligations in respect of the environment, and agreements relating to natural resources.

18.77 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the green economy, the subprogramme will conduct training for policymakers, experts and practitioners and increase country-level technical assistance to strengthen knowledge, skills, tools and technologies to design and implement strategies and programmes to achieve green growth in the context of sustainable development and poverty eradication. The training and in-country technical assistance will be supported by workable options and good practices identified through policy research and analysis of green growth pathways. This is expected to result in an increased number of countries adopting and implementing strategies and programmes to transition to green growth and will assist member States in making progress towards the achievement of Goal 1 (target 1.2), Goal 2 (target 2.4), and Goal 15 (target 15.9). Past results in this area include implementation by the Government of Botswana of policy recommendation from the study on fostering the sustainable transformation of agriculture in Africa through inclusive green economy, in its programme on beef cluster development. The subprogramme will continue to convene regional platforms, in particular the Africa Regional Forum on Sustainable Development, jointly with other ECA subprogrammes and in collaboration with the African Union Commission, the African Development Bank and the United Nations system. This is expected to result in expanded outreach on and uptake of effective policies and good practices and the strengthening of partnerships to support the implementation of the 2030 Agenda and Agenda 2063. It is also expected to generate strong and common regional positions for the advocacy of international support for green growth, poverty eradication and sustainable development. Past results in this area include understanding of the implementation of the Sustainable Development Goals by member States and the agreement by member States on policy options to enhance implementation of the Goals. Progress has also been made with an increase in the number countries opting for voluntary national reviews, from 10 in 2018 to 17 in 2019. Furthermore, five subnational governments (Accra, Harare, Victoria Falls in Zimbabwe, Yaoundé, and Ngora district in Uganda) have undertaken to conduct voluntary local reviews. Lastly, in response to the offer of training in the green economy for selected countries, Zimbabwe has requested hands-on training for the development of an action plan to implement green economy-related strategies.

18.78 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the blue economy, the subprogramme will conduct assessments of living species, geomorphological analysis and the mapping of floors of water bodies, including underground waters, in general, and oceans, in particular. The aim of this work is to improve knowledge of the blue economy in Africa, as the blue economy represents a vast and complex universe that requires multidimensional and deep understanding if its benefits are to be fully harnessed. The subprogramme will also provide tailor-made and targeted training to policymakers on the different dimensions and sectors of the blue economy and on the multisectoral approach necessary to develop the capacity and skills for negotiation and better representation in forums at all levels. It will also support sustainable planning, policy formulation and governance on the blue economy by providing technical advisory services to the African Union Commission, regional economic communities and intergovernmental organizations, and also to pilot member States in the formulation of strategic policy frameworks on the blue economy using the methodology provided in the Blue Economy Policy Handbook as adapted to the needs and expectations of specific beneficiaries. This is expected to result in better designed, more integrated and effective policy frameworks on the blue economy at subregional and national levels and an increased number of sustainable African blue economy initiatives at national, subregional and continental levels, contributing to Goal 14 (target 14.a). Past results in this area include adoption of the blue economy policy frameworks by the Comoros and Madagascar. In the Comoros, the strategic policy framework has been mainstreamed in the national strategy for accelerated growth and sustainable development.

18.79 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to enhance climate resilience, the subprogramme will, first, conduct policy research and analysis to build the climate resilience of African economies, societies and ecosystems to reduce their vulnerability to climate risks and disaster and to manage climate-induced human insecurity; and, second, broaden advisory services and technical assistance and provide training and tools to build human and institutional capacities in countries in support of policy coherence and the integrated implementation of climate actions for nationally determined contributions and the achievement of Sustainable Development Goal 13. This is expected to result in robust development policies, strategies and plans that capitalize on the challenges posed by climate change to the transition to climate-resilient low carbon economies, thereby supporting countries with the implementation of Goal 13 on climate action. Furthermore, the subprogramme will formulate new narratives and guidance on climate change and development and will convene dialogues, in collaboration with regional entities and development partners, to critically examine and explore the opportunities and geopolitical complexities of climate change and its implications for the development of Africa. This is expected to result in the attainment of common positions and the effective means of implementation of climate responses that capitalize on the continent's abundant natural resources, including its vast renewable resources (energy, water, marine and other resources) with a view to its inclusive and sustainable development. Past results in this area include the implementation by eight countries out of ten targeted by ECA (Cabo Verde, Cameroon, Ethiopia, Gambia, Guinea-Bissau, Liberia, Rwanda and Seychelles) of a climate-change approach to the building of climate-resilient economies. Progress has also been made in the use of cloud-based, high resolution 1 km operational numerical weather prediction and early warning systems by the Comoros, Mauritius and Seychelles. Forecasters from all three countries have been trained in its use and management. The systems, which are based on open-source tools, provide a cost-effective and comprehensive solution to operational weather forecasting compared with most existing license-based systems, whose high annual subscription fees render them unaffordable and unsustainable.

Programme performance in 2019 against planned result

18.80 A planned result for 2019, which is the improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts, as referred to in the report of the Secretary-General on the revised estimates resulting

from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by 15 outputs (against the target of 15) from climate change research or initiatives supporting the implementation of multilateral environmental agreements on natural resources management, climate change, building the capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support.

Programme performance in 2019: improved biomedical engineering expertise and innovative capacity of young people

18.81 The subprogramme launched a pilot project in 2011 to assist member States to harness new technologies for improved health-care outcomes in Africa. The project, on engineering expertise to improve health outcomes in Africa, was designed to build biomedical engineering and innovation capacity to overcome the inadequacy of medical devices needed by health-care professionals to offer life-saving services. Most countries on the continent rely on imported medical devices and foreign expertise to install, upgrade and service the equipment. They do not have industries producing medical devices. For these reasons, the project's main aim was to develop the domestic capacity of African countries to install, repair, maintain and upgrade medical devices; to attract female students to engineering; and to instil enhanced entrepreneurial and innovation competencies to bring medical devices to market. The project had three main activities. The first of these was to support interested universities in developing a biomedical engineering undergraduate programme: thus, the subprogramme supported the development of a detailed generic curriculum in biomedical engineering that helped universities to quickly establish their own curricula in that subject. The second activity consisted in fostering the technological and entrepreneurial capabilities of students: the innovators summer school programme provided a platform to impart skills that were not yet being taught at universities, such as the coding of mobile devices to serve medical purposes and 3D printing, to develop innovative skills and to instil entrepreneurial competencies. All participating teams were required to include at least one female student. Under this activity, an international design competition was also launched. The third activity involved networking for sustainability among universities, private sectors, hospitals: to this end, the subprogramme initiated, drove and anchored the establishment of the African Biomedical Engineering Consortium, to coordinate, promote and mobilize resources for its member universities. Since 2011, the subprogramme has encouraged policymakers, industrial research institutions, private sector entities, hospitals and universities to support and invest in the growth of biomedical engineering. For that purpose, the subprogramme organized meetings with ministers and permanent secretaries, heads of hospitals and institutions, representatives of donors, vice-chancellors of universities and other potential stakeholders. As a result, the consortium gathered support from 22 universities from nine African countries, seven industrial research partners and five firms from six different countries.

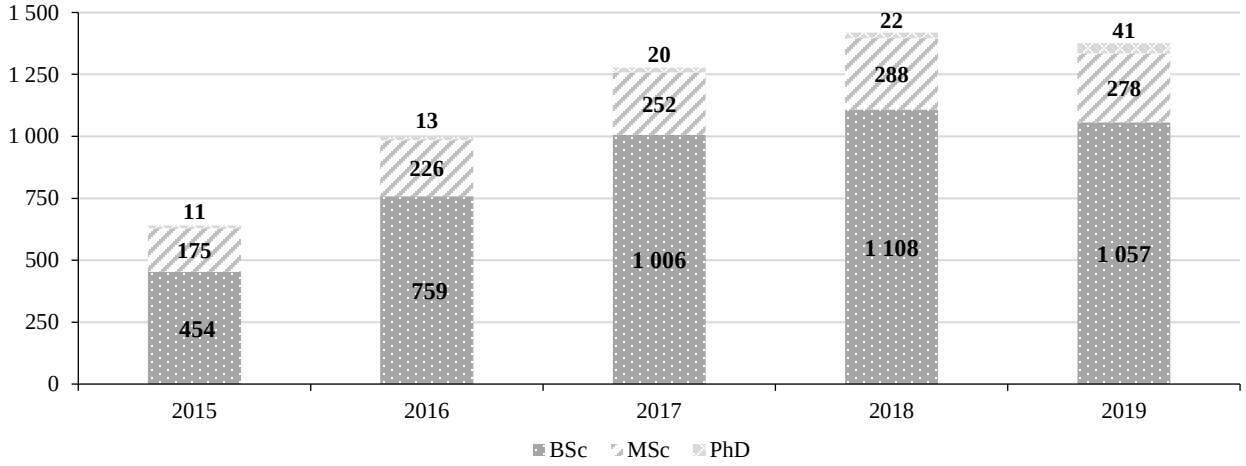
Progress towards the attainment of the objective, and performance measure

18.82 This work contributed to enhancing the capacity of member States to harness new technologies for the development of Africa, as demonstrated by the enrolment of 1,376 students in biomedical engineering programmes of participating universities – up from 640 in 2015. Of this total, 1,057 were in undergraduate programmes, 278 in master's programmes and 41 were pursuing PhD studies. In graduation terms, 370 students graduated with BSc degrees in biomedical engineering and another 50 with MSc and 8 with PhD degrees in the 2018/19 academic year. Of the students that attended the innovators summer schools held between 2012 and 2016, 48 per cent have now 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. Some 30 per cent of the students are female and all the innovation prizes awarded at the seven summer schools were all won by female students. In total the number of universities and institutions participating in the biomedical engineering initiative grew from 13 in 2015 to 22 in 2019, covering nine African countries.

18.83 To ensure sustainability, the African Biomedical Engineering Consortium was launched in 2012 to serve as a custodian and promoter of standards of training and research, capacity-building and resource mobilization, and also to promote teacher and student exchanges. Since then the Consortium has attracted two grants worth some $3 million: $1.5 million in funding from the European Union for postgraduate training and staff exchanges (www.africanbmemobility.org/), and another 1.2 million euros to develop an Africa-Europe electronic platform for the safe design of medical devices (http://ubora-biomedical.org). Two partner teams (in Malawi and Uganda) have won global awards and prizes for design innovations – one of which is already on the market and another completed its first clinical trials in 2018.

18.84 The wide variation in institutional capabilities serves as a unifying factor, with different countries providing training centres (for example, South Africa), a medical design centre (Uganda), an education and management hub (Kenya) and a student innovators design platform hub (University of Pisa, Italy). Innovation ecosystems for health-care technologies are emerging in Malawi and Uganda.

Figure 18.VIII
Performance measure: student enrolment in biomedical engineering at participating universities



Planned results for 2021

Result 1: climate resilience integrated in national sustainable development plans in Africa (result carried over from 2020)

18.85 The subprogramme will continue the work related to climate resilience, in line with its mandate, and will assist countries in integrating climate considerations into national development plans, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Table 18.11
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
• N/A	• Establishment of the Africa NDCs hub for coordinated	• At least three countries review and report on the level of	• At least six member States integrate the effects of climate	• At least three countries implement

2017	2018	2019	2020	2021
	support for implementation of NDCs • Report on coherence and readiness of African NDCs	integration of NDCs in their national development plans	change into their national development plans • At least six countries equipped with tools for review and reporting expertise to integrate NDCs into their national development plans	updated post-2020 NDCs

Abbreviations: N/A, not applicable; NDC, nationally determined contribution.

Result 2: programme plan for 2021: increased investment in climate action in Africa (new result)

18.86 In 2015 the subprogramme developed a methodological framework that member States could use to develop their intended nationally determined contributions to climate action ahead of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, at which the Paris Agreement on climate change was adopted. In subsequent years, the subprogramme reviewed the intended nationally determined contributions of all African countries and convened a workshop that was attended by focal points to the Framework Convention on Climate Change from over 30 countries. The workshop provided the opportunity for member States to reflect on their intended nationally determined contributions and identify key issues, including lack of coherence. The reviews show that African countries submitted very ambitious intended nationally determined contributions, requiring close to $30 billion of conditional and unconditional finance for implementation. As of October 2019, 50 African countries had ratified the Paris Agreement, thus transitioning their intended nationally determined contributions to nationally determined contributions to climate action. Given the increasing constraints on public resources, there is an urgent need to enhance the means of implementation of the nationally determined contributions, in particular in terms of finance. This need is rendered even more pressing in the context of COVID-19, the reduced fiscal space available to member States, and the diversion of resources both domestic and international to the fight against COVID-19. In 2019, the subprogramme, in collaboration with subprogramme 3, developed an initiative pursuant to Sustainable Development Goal 7 aimed at assisting member States to accelerate clean energy investments for climate action, taking as the entry point a commitment by interested countries to revise their nationally determined contributions in the direction of clean energy actions. Furthermore, following the Climate Action Summit in September 2019, and the requirement for parties to the Paris Agreement on climate change to submit new or revised nationally determined contributions in 2020 and the call to enhance climate ambition and action during the decade of action and delivery for sustainable development, at least 19 African countries have thus far signalled their commitment to submit more ambitious nationally determined contributions and a good number of countries have also signalled their commitment to net-zero emissions by mid-century. These countries will need targeted support to fulfil these commitments.

Internal challenge and response

18.87 The challenge for the subprogramme was that its interventions did not capitalize on its internal strength to provide tailored-made country-level support based on analytical work and in an integrated manner. In response, the subprogramme will conduct analytical work to support countries with policy options for harnessing energy resources, new technologies and innovation in an integrated way that capitalizes on accumulated knowledge of internal expertise.

Expected progress towards the attainment of objective, and performance measure

18.88 This work is expected to contribute to the advancement of inclusive and sustainable development, through the strengthened capacity of member States to harness new technologies and innovation, natural resources and the green and blue economy, and their enhanced climate resilience, which would be demonstrated by five countries revising their nationally determined contributions.

Table 18.12
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	N/A	Ten countries engaged in the Goal 7 initiative	Three countries revised their nationally determined contributions	At least five countries revised their nationally determined contributions

Abbreviation: N/A, not applicable.

Legislative mandates

18.89 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

62/8	Overview of United Nations activities relating to climate change	72/228	Science, technology and innovation for development
64/206	Promotion of new and renewable sources of energy	73/124	Oceans and the law of the sea
66/288	The future we want	73/232	Protection of global climate for present and future generations of humankind
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/327	International Year for the Elimination of Child Labour, 2021
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	73/335	New Partnership for Africa's Development: progress in implementation and international support
72/219	Protection of global climate for present and future generations of humankind	73/336	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Economic and Social Council resolutions

2017/22	Science, technology and innovation for development

Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa	901 (XLV)	Africa Regional Forum on Sustainable Development Promoting an innovation society for Africa's social and economic transformation
819 (XXXI)	Promotion of energy resources development and utilization in Africa	919 (XLVII)	Green economy and structural transformation in Africa
884 (XLIV)	Climate change and sustainable development in Africa	930 (XLVIII)	Africa Regional Forum on Sustainable Development
887 (XLIV)	Enhancing science and technology for development in Africa		

Deliverables

18.90 Table 18.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.13
Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**3**	**3**	**4**	**4**
1. Report on the Africa Regional Forum on Sustainable Development to inform the high-level political forum on sustainable development	1	1	1	1
2. Report to the Africa Regional Forum on Sustainable Development and to the Conference of Ministers on new technologies and innovation for the transformation of Africa and implementation of the Sustainable Development Goals	1	1	1	1
3. Report to the Africa Regional Forum on Sustainable Development on the inclusive green economy in the context of structural transformation and sustainable development in Africa	–	–	1	1
4. Report on climate change, environment and natural resources management for sustainable development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**11**	**14**	**8**	**11**
5. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	8	8	8	8
6. Committee on Sustainable Development	3	–	–	–
7. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	6	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**14**	**14**	**17**	**7**
8. Project on strengthening the capacity of member States in green growth to advance inclusive and resource-efficient economic diversification and sustainable development	–	1	1	1
9. Project on strengthening the capacity of member States to participate in the supply chains of natural resources	1	1	1	1
10. Technical support to selected member States in reviewing and improving their mineral-led local content, policies, legal and regulatory frameworks	2	2	2	–
11. Project on strengthening the capacity of member States on blue economy to advance inclusive and resource-efficient economic diversification and sustainable development	–	–	1	1

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
12. Technical support for experts and policymakers on the inclusive blue economy and structural transformation	2	2	1	–
13. Project on strengthening the inclusive blue economy in the context of structural transformation and sustainable development	1	1	2	–
14. Technical support for the Africa Regional Forum on Sustainable Development in the area of the blue economy in preparation for the high-level political forum on sustainable development	1	1	1	–
15. Project on strengthening blue economy governance and policy implementation	–	–	1	–
16. Technical support for the elaboration of training manuals and tool kits to support the development of a blue economy policy and its implementation at the country level	1	1	1	–
17. Support for a research paper on the blue economy and development in Africa	1	1	1	–
18. Support for the preparation of the atlas and statistics on the African blue economy	1	1	1	–
19. Support for the ECA Africa Climate Policy Centre weather and climate information services for Africa (WISER) programme	1	1	1	1
20. Project on strengthening capacity for climate research through the provision of grants to institutions, universities and other stakeholders to link climate research to development	1	1	1	1
21. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of inclusive green economy, natural resources, innovation and technology in Africa	1	1	1	1
22. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of climate change and development in Africa	1	–	1	–
23. Project on climate, land, energy and water strategies	–	–	–	1
Seminars, workshops and training events (number of days)	**7**	**10**	**6**	**21**
24. Senior expert dialogues on science, technology and innovation	–	3	–	3
25. High-level policy event on the inclusive green economy and structural transformation in Africa	–	1	–	1
26. Conference on climate change and development in Africa	–	–	–	3
27. Africa climate talks to gather inputs from African stakeholders on the continent's interests in global climate governance discourses, such as the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change	–	–	–	2
28. Training of experts and policymakers on the inclusive green economy and structural transformation	2	2	1	–
29. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	4	4	4	–
30. Young African lawyers programme to strengthen capacity to engage in global climate negotiations	1	–	1	–
31. Organization of visit by scholars, fellowships and internships to enhance capacity in climate change, the inclusive green economy, natural resources, innovation and technology in Africa (number of fellows)	–	–	–	4
32. Policy dialogues and consultations on technology, climate change, the green and blue economies and natural resources	–	–	–	2
33. Capacity-building workshops on understanding and harnessing blue economy-related sectors	–	–	–	2

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
34. Capacity-building workshops on the outer continental shelf of African countries and the issue of deep-sea mining, including definition of the shelf and governance arrangements	–	–	–	2
35. Capacity development on internalized and modernized legal frameworks related to maritime law and the law of the sea at national, subregional and continental levels	–	–	–	2
Publications (number of publications)	**4**	**6**	**5**	**12**
36. Publication on new technologies and innovation trends in Africa	1	–	1	–
37. Publication on the inclusive green economy in the context of structural transformation and sustainable development	1	1	2	1
38. Report on African science, technology and innovation	1	1	1	1
39. Compendium of best practices for experience-sharing in support of innovation and the development of mineral-led small and medium-sized enterprises	1	–	1	–
40. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	–	1	–	1
41. Research papers on climate change and development in Africa	–	1	–	2
42. Policy briefs on emerging issues and trends in new technologies and innovation, climate change, the green and blue economies and natural resources	–	2	–	2
43. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	–	1
44. Policy research papers on extractives-led productive linkages, value addition, increased local content and resource-driven industrialization, that consider green growth, social and gender issues for inclusive economic transformation	–	–	–	2
45. Blue economy publications for each African subregion	–	–	–	1
46. Continental and subregional atlases on the blue economy	–	–	–	1
Technical materials (number of materials)	**19**	**18**	**20**	**9**
47. Guidelines for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	1	1	1	–
48. Methodological guidelines for assessments guiding climate investments in ecosystems	1	1	1	–
49. Training manual and toolkits to support capacity-building of small and medium-sized enterprises in mineral supply chain development	1	1	1	–
50. Compendium of climate change experts in Africa	1	–	1	–
51. Mapping of institutions along the climate information services value chain	1	–	–	–
52. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2	2	2	–
53. Policy briefs and research papers on climate change and development in Africa	2	2	2	–
54. Policy briefs and research papers on the inclusive green economy in the context of structural transformation	2	2	2	–
55. Technical materials on the implementation of a climate research for development platform in Africa	1	1	1	–
56. Quality analysis of climate information for a development policy, decision support and management practice programme	1	1	1	–
57. Technical materials on infrastructure and capacity for climate information services projects	1	1	2	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
58. Technical materials on strengthening climate governance and policy implementation	–	–	1	–
59. Africa climate resource platform and information service	1	1	1	–
60. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	1	1	1	–
61. Research paper on climate change and development in Africa	1	1	1	–
62. Documentation for meetings of the African Union and the New Partnership for Africa's Development in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the Sustainable Development Goals and Agenda 2063	2	2	2	–
63. Continental geospatial database on the African blue economy	–	–	–	1
64. Country natural capital accounts (water accounts)	–	–	–	2
65. African regional centres of excellence in the Atlantic and Western Indian Oceans	–	–	–	1
66. Framework classification and management for marine minerals and energy	–	–	–	1
67. Tools and methods for managing investments in the blue economy	–	–	–	1
68. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	–	1
69. Continental and subregional atlases on the blue economy	–	–	–	1
70. Tools for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	–	–	–	1

C. Substantive deliverables

Good offices: senior expert dialogues on science, technology and innovation; high-level policy event on the inclusive green economy and structural transformation in Africa.

Consultation, advice and advocacy: advisory services to member States and regional and subregional cooperation groups on the framework for a renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027 in the context of the 2030 Agenda and Agenda 2063; technical support for the secretariat of the African Peer Review Mechanism in support of country self-assessments and integration of their outcomes into national development plans and related processes; technical support and advisory services to member States on climate change, the inclusive green economy, natural resources, innovation and technology in Africa.

Fact-finding, monitoring and investigation missions: Africa climate talks to gather inputs from African stakeholders on the continent's interests in global climate governance discourses, such as the Conference of the Parties to the United Nations Framework Convention on Climate Change; review of countries' policies and strategies on technology, innovation, the green and blue economies, climate change and natural resources management; documentation for the African Union-NEPAD meetings in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the 2030 Agenda and Agenda 2063.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers, briefs and information kits on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

External and media relations: press releases related to issuance of major publications and organization of important events on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

Digital platforms and multimedia content: update and maintenance of websites, social media and platforms on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

Subprogramme 6
Gender equality and women's empowerment

Objective

18.91 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States, and their reporting on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls.

Strategy

18.92 To contribute to accelerating the pace of implementation by member States, and their reporting on, their global and regional gender-related commitments, the subprogramme will undertake policy research, including in gender and trade-related issues, and public finance for gender equality and women's empowerment. The subprogramme will also strengthen the capacity of member States, through the provision of tailored technical support, advisory services and hands-on training, in gender and economic policy management, women's entrepreneurship, gender-responsive public finance and the integration of gender and demographic dividend dimensions into national policies and programmes. Furthermore, the subprogramme will roll out the African Gender and Development Index in the five remaining countries that have not yet implemented the index, which helps member States to conduct informed self-assessment on their progress towards achieving gender equality and the empowerment of women and girls. This is expected to result in the strengthened consideration of gender issues in national policies, programmes and public finance. Past results in this area include inclusion of the gender dimensions drawn from the South Africa national report under the African Gender and Development Index in the final report on the topic: "South African population dynamics: trends, structure, causes and consequences", which is to be submitted to the Cabinet. It is expected that the latter will inform the national policy framework on harnessing demographic dividend.

18.93 To contribute to enhancing member States' implementation of policies and programmes for the empowerment of women and girls, the subprogramme will provide tailored technical support to member States for the formulation and implementation of programmes that support women's participation in, and benefit from, the implementation of the Agreement Establishing the African Continental Free Trade Area, drawing on its policy research into the Free Trade Area. The subprogramme will also convene expert group meetings, regional and national policy dialogues and conferences on key gender issues, to promote country cross-learning and cross-fertilization. This work is expected to result in greater policy influence and uptake to respond to gender and women's issues and to an increase in the proportion of women participating in, and benefiting from, the processes of implementing the Agreement Establishing the African Continental Free Trade Area. Past results in this area include the inclusion of a gender chapter in the national strategies for implementation of the Agreement Establishing the African Continental Free Trade Area.

18.94 This work will assist member States in their progress towards Goal 5 on gender equality and the empowerment of women and girls, and Goal 8 on decent work and economic growth and, specifically, its targets 8.3, 8.5, 8.7, 8.8 and 8.10.

Programme performance in 2019 against planned result

18.95 A planned result for 2019, which is the strengthened capacity of member States to mainstream gender into macroeconomic and sectoral policies and programmes, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by 15 member States (against a target of 15) adopting ECA-advocated macroeconomic and sectoral policies, approaches and tools for reducing gender inequality and promoting the empowerment of women and girls.

Programme performance in 2019: strengthened capacity of 40 member States to monitor their progress in gender equality and women's empowerment

18.96 The subprogramme implemented the African Gender and Development Index, upon request by member States, a framework for priority-setting, tracking delivery against global and regional gender-related commitments and accountability for achieving gender equality. The Index was endorsed by African ministers responsible for gender equality and women's affairs at the seventh African Regional Conference on Women in Addis Ababa in 2004. The tool is used by member States to perform self-assessments of and report on their progress in achieving gender equality, to highlight policies that they have implemented to promote gender equality and women's empowerment, to identify remaining gender gaps and to make recommendations to close these gaps as part of the 25-year review of the implementation of the Beijing Declaration and Platform for Action. As part of the 25-year review, reports were produced and endorsed by the combined African Union Commission Specialized Technical Committee on Gender Equality and Specialized Technical Committee on the Regional Beijing Plus 25 Review. The Index has also been used to produce the regional synthesis report on the 25-year review, endorsed by member States during the above combined meeting of the two specialized technical committees. In addition, the Index and national and regional reports for the 25-year process were used by experts and ministers in drafting an outcome document. The key messages on the 25-year review represent a common position and consolidated voice for the African region. The political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women was adopted by the Commission on the Status of Women at its sixty-fourth session, in March 2020.

18.97 Work on the African Gender and Development Index has also led to the production of several knowledge products and tools that were used to provide tailored technical support to member States and to deliver hands-on training to their officers, with a specific attention to the ECA countries of focus. They also informed high-level policy dialogues which have resulted in policy advocacy and uptake. For instance, in Namibia, the subprogramme supported production of the national women's economic empowerment strategy, which will guide government measures to accelerate the achievement of women's economic empowerment. The strategy has subsequently been validated by the stakeholders for endorsement by the Cabinet. In another instance, technical support was provided to Mauritania, including an assessment of the national strategy to institutionalize gender mainstreaming and the development of a road map to address shortcomings. This resulted in the integration of gender dimensions into the review of the Mauritanian national development plan and statistical framework.

Progress towards the attainment of the objective, and performance measure

18.98 This work contributed to the achievement of gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States, and their reporting on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls. This was demonstrated by 50 countries using the African Gender and Development Index analysis, findings and recommendations to produce their national reports on the 25-year review of the implementation of the Beijing Declaration and Platform for Action. Furthermore, the Index was also used to support the production of the African Union gender scorecard. This scorecard is an African Union assessment and ranking tool for the measurement of country performance on gender equality, demographic dividend and corruption. Scorecards have already been prepared for 2016, 2017 and 2019. Results of the gender scorecard assessment were presented at the 2019 Assembly of Heads of State and Government of the African Union, with the five best performing member States receiving awards presented to their respective Heads of State, in recognition of greater accountability to gender equality.

Table 18.14
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
Phases 1–3 of AGDI: roll-out of AGDI in 35 member States (cumulative) to perform self-assessments of progress towards gender equality and women's empowerment	Phase 4 of AGDI: roll-out of AGDI in 40 member States (cumulative) to perform self-assessments of progress towards gender equality and women's empowerment	AGDI regional synthesis report: roll-out of AGDI in 40 member States (cumulative) and deeper analysis on implications to sectoral policies in 13 countries (non-cumulative)	Strengthened roll-out of AGDI in the same 40 member States (cumulative)	AGDI regional synthesis report: roll-out of AGDI in 50 member States (cumulative) and deeper analysis on implication to sectoral policies in additional 15 member States (non-cumulative)

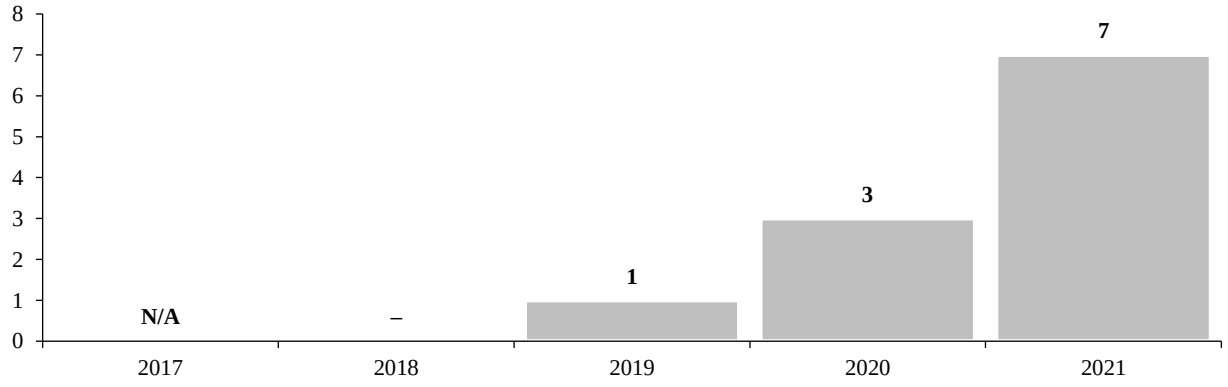
Abbreviation: AGDI, African Gender and Development Index.

Planned results for 2021

Result 1: harnessing the demographic dividend in Africa with gender equality (result carried over from 2020)

18.99 The subprogramme will continue the work related to gender equality, in line with its mandate, and will assist countries in mainstreaming gender dimensions into their sectoral policies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.IX
Performance measure: cumulative number of countries adopting sector-specific policies that mainstream gender in their sectoral policies



Abbreviation: N/A, not applicable.

Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries (new result)

18.100 The subprogramme has been supporting member States in their efforts to accelerate implementation of the Beijing Platform for Action and attainment of Sustainable Development Goal 5, on gender equality and empowerment of all women and girls. While member States have committed themselves to addressing gender inequality, to meet the challenging targets, the related efforts by member States may need to be accompanied by increased budget allocations to tackle the underlying causes of gender inequality and discrimination against women and girls, impeding their achievement of gender equality. To surmount that problem, in 2021, building on the results achieved thus far, the subprogramme will undertake a comprehensive assessment and costing exercise of Goal 5, for five countries representing the continent's five subregions. The overarching result is to produce an estimated cost of the investments required from member States to achieve Goal 5 which would be used to inform member States' policy interventions and programming, to accelerate the pace of gender equality and women's empowerment. The results of the costing will be published in the 2021 African Women's Report and will be used to provide tailored technical support to member States, to invest in achieving Goal 5.

18.101 It builds on the work of previous years, namely the monitoring of progress on gender equality and women's empowerment through the African Gender and Development Index in 2018 and 2019, a costing exercise undertaken in in the cross-cutting area of violence against women in 2019, a costing model developed in 2020 for one pilot country across different sectors relevant to Goal 5, and the scaling up of the costing model to be implemented across four remaining countries in 2020.

Internal challenge and response

18.102 The challenge for the subprogramme was that it had not anticipated and planned for the high number of time-sensitive requests for technical support that were submitted for the use of the African Gender and Development Index. In response, the subprogramme will build and leverage partnerships with a wide range of institutions, namely the African Union Commission, United Nations agencies, government institutions, intergovernmental organizations, the private sector, civil society organizations, bilateral and multilateral institutions, financial institutions, and technical research and academic institutions.

Expected progress towards the attainment of the objective, and performance measure

18.103 This work is expected to contribute to achieving gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States, and their reporting on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls, which would be demonstrated by five countries assessing the cost of achieving Goal 5 and developing robust national frameworks that include gender-responsive strategies with the appropriate allocation of resources.

Table 18.15
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	AGDI regional synthesis report which identified gaps across economic, social and political blocks for 12 countries	AGDI regional synthesis report and Beijing +25 review which identified priorities and challenges from 15 country analyses and 50 national reports respectively	Costing completed for one pilot country to support the scaling up of costing model to extend across other sectors for Goal 5	Costing completed for five countries to inform investments and resource allocation

Abbreviations: AGDI, African Gender and Development Index; N/A, not applicable.

Legislative mandates

18.104 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls
66/130	Women and political participation
70/130	Violence against women migrant workers
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/176	Taking action against gender-related killing of women and girls
72/148	Improvement of the situation of women and girls in rural areas
72/154	The girl child

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)

Economic Commission for Africa resolutions

915 (XLVII)	New continent-wide initiative on gender equality and women's empowerment

Deliverables

18.105 Table 18.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.16
Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**2**	**–**	**2**
1. Report to the session of the committee on Gender and Social Development on the work of the subprogramme	1	1	–	1
2. Issues paper on gender-related theme for the Committee on Social Policy	–	1	–	1
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	**–**	**1**
3. Biennial session of the Committee on Gender and Social Development	4	4	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**7**	**5**	**4**	**2**
4. Project on mainstreaming gender into national plans, policies and programmes in countries that request technical advisory services with emphasis on women's economic empowerment	3	1	1	1
5. Project on the role of women in post-conflict and peacebuilding to strengthen the capacity of member States to ensure women's equitable participation in decision-making	–	–	1	–
6. Project on the demographic dividend with a gender dimension to enhance the capacity of member States to harness the demographic dividend and achieve gender equality	1	1	1	1
7. Project on managing the African Women Leadership Fund to strengthen the economic empowerment of women through the growth of African women fund managers	1	1	1	–
8. Project on supporting the process of the 25-year review of implementation of the Beijing Declaration and Platform for Action to enhance the capacity of member States to report on their related international obligations	1	1	–	–
9. Project on gender and artisanal and small-scale mining: connecting research with extractive sector governance, to enhance the capacity of policymakers to accommodate the needs of women in artisanal and small-scale mining and to build the capacity of local civil society organizations to advocate and monitor this process	1	1	–	–
Seminars, workshops and training events (number of days)	**4**	**4**	**13**	**10**
10. Workshop on the African Women's Report on the theme "Digital finance. a pathway to women's economic empowerment" to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	1	1	1	4
11. Workshop on the Women's Entrepreneurship Report to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	1	1	5	2
12. Training on the African Gender and Development Index to support the efforts of member States in addressing the priority areas of policy action	2	2	5	2
13. Seminar on the role of women in post-conflict and peacebuilding work to build the capacity among target member States to enhance the participation of women in decision-making	–	–	2	–
14. Workshop on the African Women's Leadership Report to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	–	–		2
Publications (number of publications)	**2**	**2**	**1**	**2**
15. African Women's Report based on the continent-wide initiative for gender equality and women's empowerment to mainstream gender into sectoral policies of selected line ministries	1	1	–	1

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
16. Women's Entrepreneurship Report on the theme of examining the nexus between education and productive entrepreneurship to strengthen the capacity of member States to boost the productivity of women entrepreneurs	1	1	1	–
17. African Women's Leadership Report to assess the status of women in leadership positions	–	–	–	1
Technical materials (number of materials)	**4**	**4**	**4**	**3**
18. Operational manual on the integration of gender and demographic dividends into national planning, to enhance the capacity of member States to harness the demographic dividend through gender equality	–	–	1	–
19. Technical note on the gender and demographic dividend index to strengthen the technical capacity of target countries in their efforts to monitor progress and identify priority areas	–	–	1	–
20. Fact sheet entitled "Women in politics in Africa 2019" to raise awareness in the media and among civil society organizations and member States of the share of female parliamentarians and cabinet ministers in Africa	–	–	1	–
21. Policy brief on women's entrepreneurship in Africa to enhance the capacity of member States to introduce innovative strategies for boosting the productivity of women entrepreneurs	–	–	1	–
22. Technical notes on the African Gender Index and the African Gender and Development Index to support African countries in measuring the gap in the status of African men and women and to assess progress made by Governments in implementing policies aimed at promoting gender equality and the empowerment of women and girls	1	1	–	1
23. Policy research on gender and climate change in Africa to deepen member States' appreciation of the gender, vulnerability and climate change nexus for effective policy intervention	1	1	–	1
24. Policy research on gender and the extractive industry in Africa to connect research with the governance of artisanal and small-scale mining sector	1	1	–	1
25. Outcome document for the tenth Africa Regional Conference on the 25-year review of implementation of the Beijing Declaration and Platform for Action to provide a five-year review of the implementation in Africa of the Beijing Declaration and Platform for Action	1	1	–	–

C. Substantive deliverables

Good offices: meetings organized for ministerial-level consultations and negotiations around the Beijing Platform for Action in 2020.

Consultation, advice and advocacy: special event on International Women's Day (2020) and 16 days of activism and supporting the preparatory ministerial meeting for the Commission on the Status of Women.

D. Communication deliverables

Digital platforms and multimedia content: maintenance and expansion of the knowledge platforms for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options.

External and media relations: press releases on the subprogramme's website after each event hosted and organized and active use of the subprogramme's social media accounts.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective

18.106 The objective, to which this component contributes, is to enhance the employment creation environment in North Africa through strengthened economic diversification and regional integration and a better recognition of migrant workers' qualifications and skills.

Strategy

18.107 To contribute to the strengthening of economic diversification, the component will develop the macroeconometric model by using available macroeconomic data, rolling out the model and conducting simulations with ministries of finance and planning and central banks in partner countries. The component will also provide technical assistance through partnerships with statistical institutes, to strengthen countries' capacity to develop data analysis and models to quantify distortions and identify the public policy changes to be carried out. In addition, the component will conduct research work on employment, addressing youth employment through so-called "industries without smokestacks" projects, in collaboration with the Brookings Institution, and will convene regional workshops on best practices for job creation in Africa, in collaboration with the South-South Cooperation Platform. This work will assist member States in mitigating the impact of COVID-19 on employment and in achieving Goals 4 (targets 4.4 and 4.5), 8 (targets 8.2 and 8.3) and 9 (targets 9.2 and 9.5). Furthermore, it is expected to result in the adoption by member States of evidence-based pro-employment macroeconomic policies; redirecting resource allocations towards sectors that have more economic potential in terms of productivity, competitiveness and employment; and also facilitating access to finance for small and medium-sized enterprises and stimulating job creation. Past results in this area include the development by three North Africa countries (Algeria, Egypt and Mauritania) of macroeconomic modelling tools with ECA support. Progress has also been made in Tunisia, whose Ministry of Trade has conducted an impact analysis of the country's accession to the Common Market for Eastern and Southern Africa (COMESA).

18.108 To contribute to the strengthening of regional integration, the component will continue to analyse constraints and obstacles relating to sectors where value chains in North Africa can be built. It will provide advisory services and hold subregional consultations to support member States in building their capacity and developing their national strategies for implementation of the Agreement Establishing the African Continental Free Trade Area, in partnership with ministries of trade, the African Union and the European Union. This work will contribute to the progress made by member States towards Goal 17 (targets 17.6, 17.11 and 17.14). Furthermore, it is expected to result in enabling member States to design appropriate policies that foster regional integration, enhance productivity and create new jobs. Past results in this area include ratifications of the Agreement Establishing the African Continental Free Trade Area and its three protocols by Egypt and Mauritius. Progress has also been made on the assessment of the existing regional value chains and their potential for growth in North Africa in 10 sectors (automotive industry; textiles and clothing; phosphates; oil and gas; renewable energy; fruits; vegetables and derivative products; essential oils and derivative products; fishing; and grains and sugar). Analytical work is guiding the strategic and sectoral positioning of member States within the framework of the African Continental Free Trade Area, in North Africa and the rest of the continent.

18.109 To contribute to a better recognition of migrant workers' qualifications and skills, the component will work to strengthen capacities in five African countries (Côte d'Ivoire, Mali, Morocco, Senegal and South Africa) to collect, analyse and disseminate migration-related data and enhance the

recognition of skills and qualifications of African workers to reduce the negative impact of COVID-19 on remittances and to implement the migration-related targets of the Sustainable Development Goals and the Global Compact for Safe, Orderly and Migration. This work will assist member States in meeting targets 8.8, 10.7, 10.c, 16.2 and 17.18 of the Goals. The component will focus on strengthening the capacity of member States to implement the Global Compact for Safe, Orderly and Regular Migration. This will be carried out in partnership with the African Union, the Department for Economic and Social Affairs, the International Labour Organization (ILO) and the International Organization for Migration (IOM) and is expected to result in the improved availability and use of migration statistics, and the greater recognition of skills across the continent through the roll-out of the African Continental Qualification. Past results in this area include the work undertaken during the regional consultations in Africa on the Global Compact, led by ECA, by strengthening national capacities to "collect and utilize accurate and disaggregated data as a basis for evidence-based policies" (Objective 1 of the Global Compact) and to "facilitate mutual recognition of skills, qualifications and competences" (Objective 18 of the Global Compact).

Programme performance in 2019 against planned result

18.110 A planned result for 2019, which is the strengthened capacity of member States in the North Africa subregion and regional economic communities to implement subregional development priorities in line with the Sustainable Development Goals and Agenda 2063, with due consideration for youth and gender perspectives, as referred to in the reports of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by all the seven North African countries having initiated the process of adopting or implementing the African Continental Free Trade Area, using ECA technical support, tools, methodologies and advisory services related to normative work and policy orientation.

Programme performance in 2019: implementation of the System of Integrated Environmental and Economic Accounting

18.111 Over the period 2018–2019, the component worked towards improving data collection, analysis and reporting in Africa, specifically in relation to the System of Integrated Environmental and Economic Accounting and to the System of Environmental-Economic Accounting for Agriculture, Forestry and Fisheries.

18.112 The African common project on the implementation of the System of Integrated Environmental and Economic Accounting Central Framework developed by the international statistical community was launched by ECA in 2018 to move forward the implementation of the enhanced 2012 statistical framework consisting of a set of tables and accounts that largely meets this need, to improve data collection, analysis and reporting in Africa. During the first and second phases of the project, ECA provided technical assistance in the form of online training and face-to-face training in South Africa, on the 2012 System of Integrated Economic and Environmental Accounts to African countries, with a focus on the two targeted sectors, namely forests and energy. In addition, the component worked on improving and aligning the concept, definitions, methodologies, tools, practices and standards for the collection and analysis of economic and environment data, in addition to supporting implementation of the 2012 System in Africa.

Progress towards the attainment of the objective, and performance measure

18.113 The work contributed to enhancing an environment conducive to employment creation in North Africa, as demonstrated by the adoption for implementation purposes of the 2012 System of Integrated Environmental and Economic Accounting Central Framework by the Government of Morocco. The adoption is evidenced by the use made by Morocco of the 2012 Common Framework methodology to come up with a more accurate physical and monetary supply and use table for

estimates in the forestry sector with improved data collection in the economic, social, agriculture, forestry and informal sectors.

Table 18.17
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
N/A	N/A	African countries build capacity on the 2012 System of Integrated Environmental and Economic Accounting Central Framework	Government of Morocco undertakes to adopt the 2012 System of Integrated Environmental and Economic Accounting Central Framework and continue to support North African countries	Adoption for implementation purposes of the 2012 System of Integrated Environmental and Economic Accounting Central Framework by the Government of Morocco

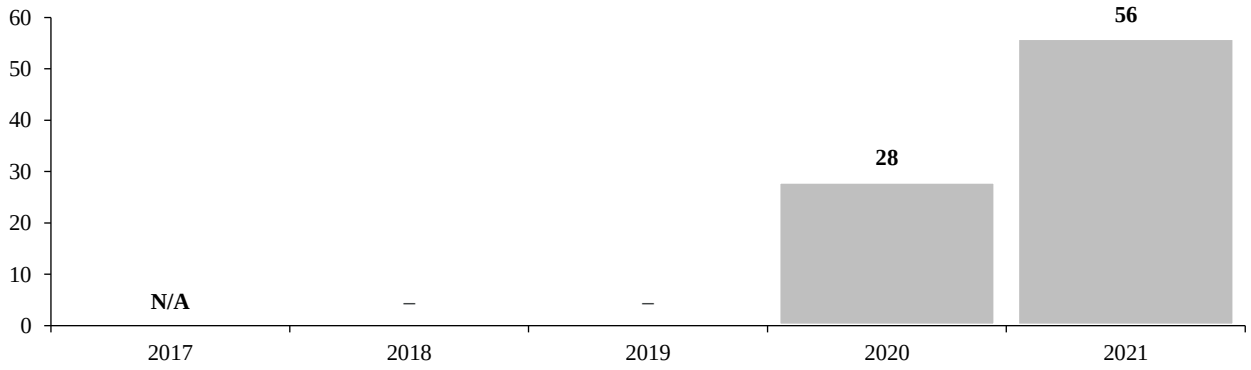
Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: strategies and policies for employment creation (result carried over from 2020)

18.114 The subprogramme will continue the work related to employment creation, in line with its mandate, and will assist countries in identifying gaps and implementing solutions that promote employment opportunities, a result which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.X
Performance measure: cumulative number of policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment



Abbreviation: N/A, not applicable.

Result 2: North African countries adopt best practices for job creation (new result)

18.115 The component has been working in North Africa to support governments in their efforts to achieve the 2030 Agenda and Agenda 2063. Since January 2019, the focus of this work has shifted to employment and skills for sustainable development as an area of specialization, since, for many decades, North Africa has had one of the lowest labour market participation rates in the world. The aim is to support North African countries in taking action on the business climate and macroeconomic balance, offering diversification and competitiveness enhancement, and ultimately, strengthening their human capital. The component has been working on building consensus among member States to adopt appropriate measures for enhancing job creation in North Africa. The work of the Subregional Office for North Africa in 2021 will focus on the best practices in employment creation in many African countries, such as the Mohammed V Foundation for Solidarity in Morocco, which, through its training centre has promoted youth employability, through a range of workshops in such areas as electrical construction, carpentry, aluminium welding, plumbing, painting, glazing, facade cladding, and also a civil engineering laboratory.

Internal challenge and response

18.116 The challenge for the component was to develop appropriate measures for enhancing job creation in the North African region that would cater to each country's needs. The experiences in creating new jobs and the associated challenges vary from country to country, making the adoption of a single approach less effective. In response, the component will tailor its work in this area according to the needs of each country and will work on building strategic partnerships with regional and national institutions which share the same objectives.

Expected progress towards the attainment of the objective, and performance measure

18.117 This work is expected to contribute to enhancing an environment conducive to the creation of employment in North Africa through strengthened economic diversification, which would be demonstrated by at least one country in the North African subregion decreasing its unemployment rate through the implementation of one job-creation programme.

Table 18.18
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	N/A	North African countries gain interest in employment creation for sustainable development and become engaged in regional dialogue	North African countries engage in the development of suitable policies to reduce unemployment and reduce the impact of COVID-19, in particular on job creation	At least one country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme

Abbreviation: N/A, not applicable.

Legislative mandates

18.118 The list below provides all mandates entrusted to the component.

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	69/3	Priorities and vision articulated in Agenda 2063, the New Partnership for Africa's Development (NEPAD), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	73/195	Global Compact for Safe, Orderly and Regular Migration

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa

Economic Commission for Africa resolutions

928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	874 (XLII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
935 (XLVII)	Least developed countries in Africa		

Deliverables

18.119 Table 18.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.19
Subprogramme 7, component 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**4**	**4**	**4**	**4**
1. Report to the Intergovernmental Committee of Experts for the Subregional Office for North Africa	1	1	1	1
2. Subregional profile on socioeconomic developments in the member States	1	1	1	1
3. Regional and international agendas and other special initiatives in the member States	1	1	1	1
4. Annual report on the work of ECA in North Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**11**	**11**	**11**	**11**
5. Session of the Intergovernmental Committee of Experts of the Subregional Office for North Africa	11	11	11	11
B. Generation and transfer of knowledge				
Technical cooperation projects (number of projects)	**1**	**1**	**1**	**2**
6. Project on the implementation of the Maghreb action plan to boost intra-African trade	1	1	–	–
7. Support to member States for the implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	–	1
8. Employment project to build the capacity of senior policymakers from North African countries in strategy and policy formulation and implementation, to boost employment for young people and women	–	–	1	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
9. Building a database on migration in selected member States	–	–	–	1
Seminars, workshops and training events (number of days)	**8**	**8**	**12**	**4**
10. North Africa Development Forum (employment)	2	2	–	2
11. International Colloquium for economic development in North Africa	4	4	4	–
12. Training for policymakers on pro-employment macroeconomic policies	–	–	8	–
13. Employment forum	2	2	–	2
Publications (number of publications)	**4**	**2**	**1**	**1**
14. Publication on fiscal policy for financing sustainable development in North Africa	1	1	–	–
15. Publication on tools for assessing employment statistics	1	–	–	–
16. Publication on trade facilitation	1	1	–	–
17. Publication on climate risk management	1	–	–	–
18. Publication on employment	–	–	1	1
Technical materials (number of materials)	**2**	**3**	**3**	**3**
19. Policy paper to support decision makers on employment	–	1	1	–
20. Policy paper to support decision makers on institutional quality and structural transformation	1	1	–	1
21. Policy paper to support decision makers on climate risk management	–	–	1	–
22. Policy paper on private sector financing	1	1	–	–
23. Policy paper to support decision makers on improvement of the role of private sector in the implementation of the Sustainable Development Goals	–	–	1	–
24. Policy paper on migration	–	–	–	1
25. Policy paper on implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	–	1

C. Substantive deliverables

Consultations, advice and advocacy: advisory services to member states to develop national macroeconomic models; Advisory services to member States to build their national strategies on implementation of the Agreement Establishing the African Continental Free Trade Area; technical assistance to member States to produce datasets on migration; technical assistance to member States on implementation of the 2030 Agenda; advisory services to member States on increasing productivity through a better allocation of resources within the economy; advisory services to member States on private sector financing for the implementation of Sustainable Development Goals.

D. Communication deliverables

Digital platforms and multimedia content: maintenance of knowledge management websites, platforms, customer relationship management, library, communities of practice and related content, wide electronic diffusion of publications to communities of practice.

External and media relations: press releases, newsletters, briefings, social media and other communication materials.

Component 2
Subregional activities in West Africa

Objective

18.120 The objective, to which this component contributes, is to advance inclusive development in West Africa through strengthening the countries' capacity to integrate demographic dynamics challenges in policies and planning processes and achieve regional integration.

Strategy

18.121 To contribute to strengthening the capacity of countries in the Economic Community of West African States (ECOWAS) to integrate demographic dynamics in their policies and planning processes, the component will promote cooperation within member States, regional entities, think-tanks and other partners in the process of demographic dynamics for development through regional and country-specific studies, policy dialogues, and responses to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends. The component will continue to build on the Commission's comparative advantage to undertake analysis and research on demographic issues (subprogramme 9), combined with its expertise in the macroeconomic area (subprogramme 1). The component will provide knowledge, tools and policies to remove impediments to the acceleration of demographic transition facing its member States and related implications for sustainable development, covering a wide range of issues, namely: family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender and youth empowerment, peace and security and others. The component will also work in partnership with the ECOWAS Commission to ensure that research recommendations are translated into regional policy. This work will assist member States in achieving Goals 4, 8, 10, 16 and 17. Furthermore, it is expected to result in the mainstreaming of demographic dynamics in countries' public policy frameworks, including deeper regional economic and monetary integration through a newly formulated ECOWAS post-2020 vision that will be aligned with the Sustainable Development Goals and Agenda 2063. Past results in this area include the development of the Sahel population model using the aggregated system dynamic model for the Sahel region.

18.122 To contribute to the achievement of regional integration in West Africa, the component will continue, also in view of the socioeconomic impacts of COVID-19, to provide advisory services, technical assistance to ECOWAS and the West African Economic and Monetary Union, intergovernmental organizations and member States in the design and implementation of subregional policies aligned with subregional priorities. Policy dialogues will also serve as a platform for the dissemination of studies and exploration of opportunities for advocacy, best practices and experience-sharing between countries. The component will continue to work in partnership with United Nations regional offices in West Africa, the United Nations Office for West Africa and the Sahel (UNOWAS), the Liptako-Gourma Integrated Development Authority and the Ministerial Coordination Platform to translate into action the findings of its main studies while serving as a knowledge institution for cross-border actions to uphold the nexus of peace, security and development. This work is expected to result in a more closely coordinated approach in United Nations actions at the subregional level and a stronger impact on populations. Past results in this area include adoption of the monetary policy framework and the central bank model by ECOWAS. Progress has also been made in the implementation of the self-financing mechanism for member States (Burkina Faso, Mali and Niger) of the Liptako-Gourma Integrated Development Authority.

Programme performance in 2019 against planned result

18.123 A planned result for 2019, which is the strengthened capacity of member States in the West Africa subregion, ECOWAS and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration for gender perspectives, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by two subregional initiatives (compared to a target of two) designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives. These initiatives include the adoption by ECOWAS Heads of State of the updated road map to the single currency and the new central bank model, together with the monetary policy framework.

Programme performance in 2019: fundamental steps taken to launch the ECOWAS single currency

18.124 In 2018, the ECOWAS Commission requested support from ECA in assessing the implementation of the road map to a single currency by 2020. Only limited progress had been made since the adoption by the Conference of Heads of State and Government of ECOWAS in 1987 of the Community's monetary cooperation programme, intended to lead the subregion to a single currency by a scheduled date. This date had been repeatedly postponed, after the first date had been set at 1994. The component implemented 27 projects at country and regional levels in 2019, including advocacy, consensus building and technical assistance in advancing the single currency agenda in the 15 ECOWAS countries of West Africa and stepping up related activities in the countries of focus. The current scheduled date, 2020, was set in 1995 along with a road map which the component assessed. Following that assessment, the component informed the recognition by the Commission and its member States of the need to step up progress and suggested options to be used in updating the road map.

Progress towards the attainment of the objective, and performance measure

18.125 This work contributed to achieving regional integration, as demonstrated by the adoption of the regional monetary framework, the adoption of the central bank model for ECOWAS and adoption of the "eco" as the name of the single currency. Adoption of the monetary policy framework was an important step towards harmonization of the monetary policy after the launch of the currency. The member States agreed to base their future monetary policy on a flexible exchange regime with an inflation-targeted policy. Adoption of the central bank model is a key step in facilitating further discussions related to the other reforms necessary to move to the final launch of the ECOWAS single currency. It was further agreed between member States that such adoption will be followed by the formal establishment of the ECOWAS Central Bank, which will initially focus its work on commercial and financial integration; development of a regional payment system; promotion of the use of national currencies to facilitate cross-border trade, payments and financial transactions; harmonization of banking laws and regulations; and capital market integration.

Table 18.20
Performance measure

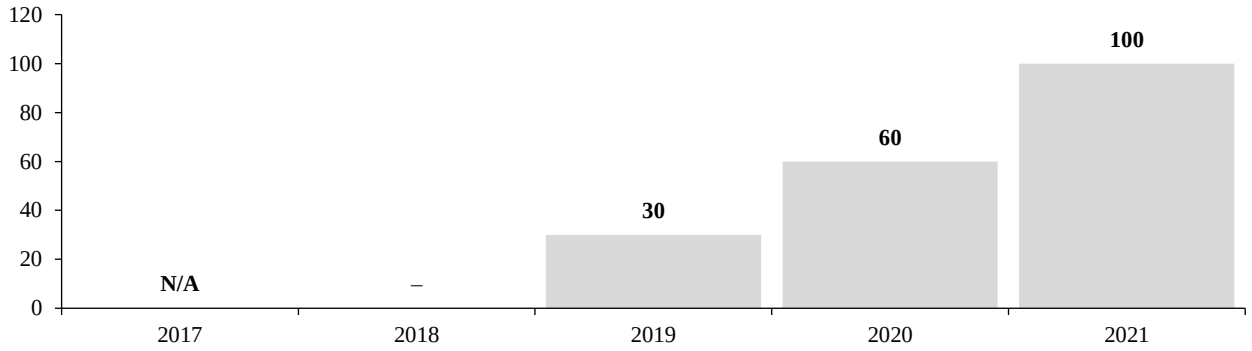
2015	*2016*	*2017*	*2018*	*2019*
Countries agree to adopt a new road map to the ECOWAS single currency, integrating all key dimensions of regional integration	Countries agree to incorporate provisions allowing review by civil society in a future agreement	Confirmation by countries of the 2020 deadline for launch of the single currency and adoption of a phased approach	Revision and adoption of the updated road map to the ECOWAS single currency	Adoption of the monetary policy framework, the central bank model and "eco" as the name of the single currency

Planned results for 2021

Result 1: a clean break with demographic trends in West Africa (result carried over from 2020)

18.126 The component will continue the work related to demographic dynamics, in line with its mandate, and will assist countries to improve the mainstreaming of demographic dynamics into development policies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.XI
Performance measure: number of national officials trained in demographic dynamics and working to influence public policy formulation process



Abbreviation: N/A, not applicable.

Result 2: consolidating 2020 achievements and translating recommendations into actions (new result)

18.127 The component has been working on the formulation of its strategy to make a strengthened contribution to addressing the challenge facing West Africa countries in taking advantage of the democratic dividend, in promoting regional integration in West Africa and in generating knowledge to inform activities by key Sahel stakeholders.

18.128 The year 2021 is the right moment to switch from strategic direction to implementation at both regional and country levels. The component will therefore focus its efforts on the implementation of policy recommendations and strategies. Generating knowledge and translating this knowledge into action after strategic policy dialogue, the provision of technical assistance, consensus building, and advisory services will be the component's key mean of action to this end. Key resolutions of the statutory bodies of West Africa will also be implemented in 2021. These include the resolution adopted by ECOWAS Heads of State with a view to advancing monetary integration as a follow-on from the achievements of 2019 and 2020.

18.129 In the context of the strategic partnership between the United Nations Development Programme (UNDP) and the three States members of the Liptako-Gourma Integrated Development Authority, namely Burkina Faso, Mali and the Niger, the component produced an action-oriented study that informed the process of establishing a self-financing mechanism within the Authority. The component will continue to work with the Authority in 2021 to ensure the implementation of the recommended mechanism, which will result in a stronger and more autonomous transnational organization able to implement its development activities with its own resources.

18.130 The work to produce country profiles for 2021 on countries of focus, and also a subregional profile, will also continue as a key contribution to understanding structural transformation challenges in West Africa. The component will take steps, according to the established business plan, to build a regional and country-specific model which will help in providing metrics on how well countries are designing and implementing policies compatible with their efforts to tackle demographic challenges. The component, through knowledge products, workshops and other training measures, will strengthen the capacity of experts from the 15 ECOWAS countries and regional organizations in use of the demographic dividend models to assess progress towards achieving demographic dividends and sustainable development in close partnership with the United Nations system, universities and research networks.

Internal challenge and response

18.131 The challenge for the component was to adapt the toolkits to the specific needs of the diverse countries of the subregion and, with that, better support its member States in benefiting from the toolkit developed to assist countries in planning and monitoring progress towards the achievement of the 2030 Agenda and Agenda 2063. Furthermore, the component faced challenges in providing consistent and systematic access to a broad range of experts that are able to assist countries of the subregion in various thematic areas. In addition, the component has not been able to mobilize sufficient political support required for the translation of recommendations into tangible actions. In response, the component will leverage the broader capacity available in other subprogrammes of ECA to refine the toolkit and to tailor it to the specific needs of various countries in the subregion, so that it can be used not only as a planning tool conducive to a better understanding of trade-offs of different policy options, but also as a useful platform that reduces the burden and thus facilitates the monitoring and reporting of the progress towards the implementation of the 2030 Agenda and Agenda 2063. The component, through its convening function, will also intensify its engagement with other stakeholders, including the recently established network of think tanks which will ensure consistent and systematic access to experts in a broader range of thematic areas. Lastly, the component, in close partnership with ECOWAS, will mobilize political support that facilitates the translation of recommendations into tangible actions.

Expected progress towards the attainment of the objective, and performance measure

18.132 This work is expected to contribute to strengthening the countries' capacity to integrate the challenges of demographic dynamics in policies and planning processes, which would be demonstrated by at least two West African countries operationalizing the ECOWAS post-2020 vision, including special emphasis on regional economic and monetary integration.

Table 18.21
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Signature on 2 June 2017 of a joint ECA-ECOWAS cooperation agreement to accelerate regional integration	Evaluation of progress made against the 2014 road map for the ECOWAS single currency, proposal of scenarios and adoption of a new road map	Assessment of the ECOWAS vision 2020 and formulation of the post-2020 vision, with the prioritization of accelerated implementation of the ECOWAS capacity development plan	Adoption and launch of the ECOWAS post-2020 Vision, including the official launch of its single currency	At least two West African countries operationalize the ECOWAS post-2020 Vision, including special emphasis on regional economic and monetary integration

Legislative mandates

18.133 The list below provides all mandates entrusted to the component.

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	73/195	Global Compact for Safe, Orderly and Regular Migration

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa		

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development		agencies and the regional and subregional organizations in Africa
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations	909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
		931 (XLVIII)	Data revolution and statistical development

Conference of the Parties to the United Nations Framework Convention on Climate Change decisions

1/CP.21	Adoption of the Paris Agreement

Deliverables

18.134 Table 18.22 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.22
Subprogramme 7, component 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa on the implementation of agreed-upon regional and international development agendas and on the work of ECA in West Africa	1	1	1	1
2. Annual report on the implementation of agreed-upon regional and international development agendas and on the work of ECA in West Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**16**
3. Annual meetings of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa	8	8	8	8
4. Annual meeting of the West Africa subregional coordination mechanism for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of effort and creating synergies among development stakeholders	–	–	–	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**–**	**1**	**1**	**1**
5. Project on strengthening the institutional capacity of regional economic communities/ intergovernmental organizations and countries in statistics and development	–	1	–	–
6. Projects on strengthening the institutional capacity of regional economic communities/intergovernmental organizations and countries to capitalize on demographic dynamics for development in West Africa	–	–	1	1

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
Seminars, workshops, fellowships and training events (number of days)	**6**	**6**	**14**	**14**
7. Workshop of think-tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa	6	6	9	9
8. Training to strengthen member States' capacities in demographic dynamics for development	–	–	5	5
Publications (number of publications)	**6**	**6**	**4**	**3**
9. Publications on country and subregional profiles	4	4	3	2
10. Publications on the data revolution to support the monitoring of sustainable development in West Africa	2	2	–	–
11. Publication on economic and social structural transformation in West Africa	–	–	1	1
Technical materials (number of materials)	**1**	**2**	**1**	**2**
12. Policy briefs on sustainable economic and social transformation in West Africa	1	1	1	1
13. Technical materials on demographic dynamics for development	–	1	–	1

C. Substantive deliverables

Consultation, advice and advocacy: experts' advice to member States, upon request, and advisory services on the monitoring and implementation of strategies, statistics development, regional integration, demographic dynamics for development and sustainable development in West Africa and making progress towards the Sustainable Development Goals.

D. Communication deliverables

Outreach programmes, special events and information materials: special events, launch of flagship reports and related publications.

External and media relations: press releases and other communication materials to the media.

Digital platforms and multimedia content: maintenance of websites, social media platforms, the library, communities of practice and related content.

Component 3
Subregional activities in Central Africa

Objective

18.135 The objective, to which this component contributes, is to expand the manufacturing and high-value service sectors and increase the share of tradeable and manufactured goods in total exports; deepen regional value chains; and improve the competitiveness and productivity of local economies in order to accelerate economic diversification and structural transformation in Central Africa.

Strategy

18.136 To contribute to expanding the manufacturing and high-value service sectors and increasing the share of tradeable and manufactured goods in total exports, the component will support the operationalization and implementation of economic diversification strategies and industrial plans, which were formulated in Chad, Cameroon, the Congo and Equatorial Guinea over the period 2018–2019, and also support the formulation of similar policies in other Central African countries. This work is expected to result in well designed and integrated economic diversification and industrial development master plans, leading to an expansion of the manufacturing and high-value service sectors, better performing and functional clusters, special economic zones and industrial plants; and trade creation, thus increasing the share of intra-Central Africa trade in the subregion's total trade. This work will assist member States in making progress towards the achievement of Goal 8, primarily targets 8.2 and 8.3. Past results in this area include the development and approval of an industrialization and economic diversification master plan by the Government of Chad. The

component will also conduct studies on the cost of doing business and other binding constraints associated with access to finance, quality infrastructure, availability and quality of skills, fiscal regime and legal and regulatory framework. This work is expected to result in a better understanding by member States and stakeholders of the binding constraints on private sector development and will thereby help in refining the design of strategies and approaches to private sector development, which will contribute to the attainment of targets 9.2 and 9.3. The component will also train United Nations country teams and member States in Central Africa on the use of the ECA integrated planning and reporting toolkit. This work is expected to result in the extensive integration of the goals and projects of the 2030 Agenda and Agenda 2063 in national development strategies, thereby bringing countries to place stronger emphasis on trade and economic diversification issues. This will support member States in meeting target 12.2. Past results in this area include the improved alignment of development plans with the Sustainable Development Goals in Cameroon.

18.137 To contribute to deepening regional value chains, the component will collect and collate market access information and trade opportunity data and, through the provision of advisory services and technical assistance, support countries in translating their national African Continental Free Trade Area strategies into specific and bankable projects, programmes and reforms. This work is expected to result in increasing the number of projects that secure effective financing. This will assist member States in meeting targets 8.2, 8.3, 9.2 and 9.3. Past results in this area include ratification of the Agreement Establishing the African Continental Free Trade Agreement by Central Africa countries – Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Príncipe. The component will also continue to provide support to the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC) in the harmonization of their trade instruments. This work is expected to result in raising the level of the Central African productive integration index, reflecting the level of integration of local economies in regional value chains. This will contribute to the progress of member States towards achieving targets 8.2, 8.3, 9.2, 9.3.and 12.2. Past results in this area include the adoption by the Central Africa Heads of States of an agreement on the free movement of people in the CEMAC area and adoption of a range of free-trade instruments.

18.138 To contribute to boosting the competitiveness and productivity of local economies, the component will provide advisory services and technical assistance to member States for the purpose of upgrading their information and communications technology infrastructure and regulatory framework that are required for the digital transition, including support for the establishment of technology innovation centres in two selected countries, the development of e-commerce and the implementation of digital ID systems. This will benefit from collaboration with the ECA African Centre of Excellence on Digital ID, Trade and Economy. This work is expected to result in improving the access of local firms to information and communications technology products and thus boosting their productivity. This will contribute to the progress of member States towards achieving target 9.1. Supporting member States in Central Africa to secure fiscal space for economic diversification will remain an area of focus, in particular following the recent (October 2019) position taken by Central African ministers of finance and economy to focus the next three-year programme with the International Monetary Fund (IMF) not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues, such as economic diversification. To this effect, the component will provide technical assistance and advisory services to socialize the ECA macro model in Central Africa and train a critical mass of experts in relevant units in the administration of the member States. This will include dedicated courses provided through IDEP, in close collaboration with the Debt Management Facility of the World Bank. This work is expected to result in helping member States in the subregion to secure fiscal space to finance their infrastructure needs and modernize their services, in turn improving the business environment and enhancing productivity and competitiveness. This will contribute to the progress of member States towards achieving target 8.2. Past results in this area include the adoption by CEMAC of an economic and financial reform programme to address its macroeconomic imbalances. The component will also strengthen collaboration with private sector bodies, set quantitative targets for all factors that weaken productivity and competitiveness, and subsequently develop a reform agenda conducive to triggering the changes needed to reach these targets. This will be done in partnership with the private sector,

subregional think tanks and regional economic communities at the regional level, in order to foster emulation, peer learning and progress. This is expected to result in strengthening the role of the private sector in economic diversification in Central Africa and also in improving the performance of the subregion in governance, regulatory and legal frameworks, administrative procedures and public service delivery, which are all factors currently hindering the productivity and competitiveness of the subregion's local economies, the lowest in Africa. This will contribute to the progress of member States towards achieving targets 8.2, 8.3, 9.2 and 9.3. Past results in this area include the strengthening of the capacity of 463 private sector stakeholders and representatives of public administrations of Cameroon, Chad, Gabon, the Congo, the Central African Republic, the Democratic Republic of the Congo, Equatorial Guinea and Sao Tome and Principe in applying the process of approving industrial products for the preferential tariff of Central Africa

Programme performance in 2019 against planned result

18.139 A planned result for 2019, which is the enhanced capacity of member States in the Central Africa subregion to design and implement economic diversification policies and reforms that contribute to social inclusion and broad-based and sustainable development, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by three member States (as compared to a target of three) that have designed and implemented economic diversification and industrialization strategies and national strategies on the African Continental Free Trade Area as a result of ECA technical and advisory services.

Programme performance in 2019: economic diversification to overcome the boom and bust of commodity prices as demonstrated by the formulation of national economic diversification strategies

18.140 The component has been working intensively in its countries of focus, namely Chad, Cameroon and the Congo. The component's work has also been also extended to Equatorial Guinea, the Democratic Republic of the Congo and Sao Tome and Principe.

18.141 The component has developed a number of knowledge products and conducted related high-level policy dialogues providing information on and discussing progress, opportunities and challenges in the areas of economic diversification, structural transformation and related issues, and also contributing to the formulation of national value propositions of selected countries in the subregion. The national value proposition defines what is unique about each country in Central Africa, including its comparative and competitive advantages, other strengths and opportunities. The knowledge products range from a regional profile (STEPS profile) providing a diagnosis on the state of economic diversification and structural transformation in the subregion, a background study on digital transformation in Central Africa, a publication on the role of development planning in achieving the Sustainable Development Goals in relation specifically to diversification and industrialization (Goals 8 and 9), and an impact study on the effect of the Agreement Establishing the African Continental Free Trade Area in Central Africa. All these studies and think pieces served as basis for high-level policy dialogue with State and non-State entities, culminating in the adoption of common positions and views on how to accelerate economic diversification in the subregion. Thus, in October 2019, Central African ministers of finance and economy decided to focus the next three-year programme with IMF not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues such as economic diversification.

18.142 The component's work on roaming and cybersecurity, including studies, high-level policy dialogues and advocacy, emphasized the need to reduce the costs of roaming in Central Africa and to establish a single network area as one means of boosting and facilitating intra-regional trade in the context of the African Continental Free Trade Area.

Progress towards the attainment of the objective, and performance measure

18.143 This work contributed to accelerating economic diversification and structural transformation in Central Africa, as demonstrated by finalization of a national economic diversification strategy for Chad. The work also contributed to the position taken by Central African ministers of finance and economy to focus the next three-year programme with IMF not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues such as economic diversification. The work has also contributed to the facilitation of intra-regional trade in the context of the African Continental Free Trade Area, as demonstrated by the agreement on free roaming signed by the Congo and Gabon.

Table 18.23
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
• N/A	• N/A	• Adoption of the Douala Consensus	• Requests for assistance in the formulation of national economic diversification strategies • Formulation of the Subregional Office's theory of change and stakeholder engagement plan	• Finalization of a national economic diversification strategy for Chad • Position taken by Central African ministers of finance and economy, to focus the next three-year programme with IMF not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues such as economic diversification • Agreement signed by Gabon and Congo to implement free roaming between the two countries

Abbreviation: N/A, not applicable.

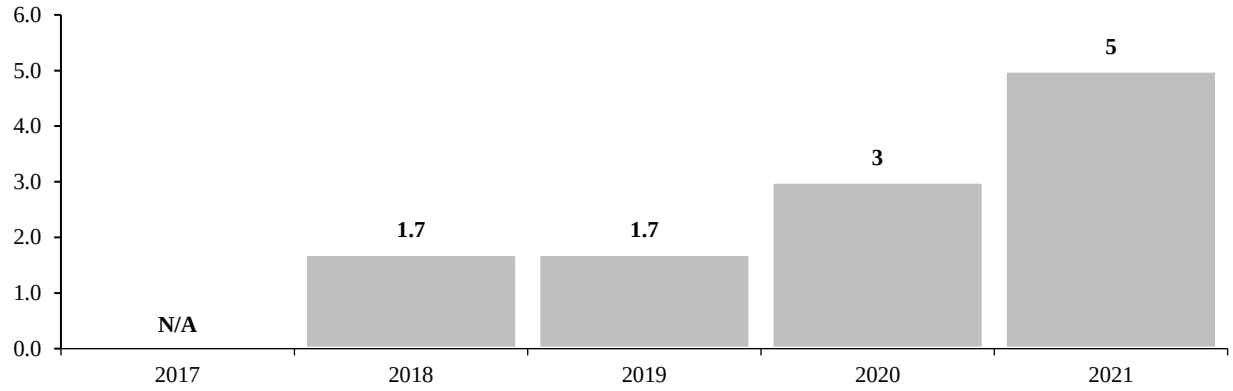
Planned results for 2021

Result 1: increased economic diversification in Central Africa (result carried over from 2020)

18.144 The subprogramme will continue the work related to economic diversification, in line with its mandate, and will assist countries in increasing their trade volumes in non-oil sectors and expanding the contribution of manufactured goods in total exports in Central Africa, thus reducing the overall

vulnerability of local economies to oil exports, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.XII
Performance measure: share of intra-Central African trade in intra-African trade
(Percentage)



Abbreviation: N/A, not applicable.

Result 2: switching from design to implementation of economic diversification strategies (new result)

18.145 The component has been working on the formulation of economic diversification and industrialization strategies and on determining the national value propositions of countries in Central Africa. From this point on, the component will switch its focus to supporting the implementation of the above-mentioned strategies.

18.146 In this regard, the component will generate a mix of knowledge products aimed at improving macroeconomic and sectoral policies. In addition, it will provide technical assistance and advisory services to member States and regional economic communities that will make it possible to craft sound reforms, bankable projects and new sources of financing; high-level policy dialogues and retreats with policymakers and other stakeholders that are necessary for a strong contextualization of policies, projects and reforms. The outcomes of the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa on the theme "Re-tooling, retraining and skills development towards accelerated economic diversification in Central Africa" will help to map out the pathway for the development of skills and competences relating to the national value propositions and advantages. In addition, the component will conduct awareness-raising campaigns to raise awareness among and incentivize the private sector and civil society stakeholders to the new directions that the economies should take.

18.147 In line with the quadruple bottom-line approach followed by the Sustainable Development Goals, the component, through workshops and training events, will strengthen the capacity of experts from several line ministries in the member States in Central Africa on how to mainstream climate, land, energy and water systems into national development plans and use the modelling tool for these systems and other integrated planning tools to inform policymaking processes. in addition, and in line with Goal 12 on sustainable consumption and production and taking into consideration that Central Africa hosts the Congo basin, an effort will be made through building the capacity of national experts to mainstream natural capital accounting into national statistical systems and to promote social and climate impact investments and green bonds.

18.148 The Component will also undertake a related task linked to the responsibility officially accorded to it by CEMAC to monitor and report progress on the state of economic diversification and structural transformation in Central Africa as an input to the implementation of the CEMAC economic and financial reform programme. The regional STEPS profile produced in September 2019 provides the baseline on which this surveillance will be based. Moreover, the body of work and practice amassed by the Subregional Office on economic diversification and structural transformation will contribute to the implementation of the programme of work of the opportunity and issues-based coalition of the regional collaborative platform on ensuring effective and efficient macroeconomic management and accelerated economic transformation and diversification. The toolkits and guidelines on how to formulate and implement economic diversification strategies will be a valid contribution to the work of the United Nations country teams in this important aspect of the development of Africa.

Internal challenge and response

18.149 The challenge for the component was to coordinate requests from member States with other institutions, so as to avoid duplication and to make the most of the available expertise. In response, the component, as articulated in its stakeholders engagement plan, will systematically pursue partnership building and collaboration, and embed this approach in its business model, in particular in the countries of focus. This will include collaboration with ECA substantive divisions, United Nations country teams and partnership with the private sector and other stakeholders to deliver innovative and unique solutions to member States and regional economic communities.

Expected progress towards the attainment of the objective, and performance measure

18.150 This work is expected to contribute to expanding the manufacturing and high-value service sectors and increasing the share of tradeable and manufactured goods in total exports; deepening regional value chains; and improving the competitiveness and productivity of local economies, which would be demonstrated by all countries with their economic diversification strategies and their national value propositions, by all countries with a macro-model to secure fiscal space and by the increased number of bankable projects that help investment in non-oil sectors.

Table 18.24
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
• Adoption of the Douala Consensus	• Requests for assistance in the formulation of national economic diversification strategies • Formulation of the Office's theory of change and stakeholder engagement plan	• 6 out of 7 countries covered by the component ratified the Agreement Establishing the African Continental Free Trade Area • Finalization of national economic diversification strategy for Chad • Finalization of African Continental Free Trade Area strategies for Chad and Cameroon • Agreement signed by Gabon and the	• Finalization of a national economic diversification strategy for Cameroon and the Congo • Establishment of innovation centres in the Congo and Equatorial Guinea • Operationalization of the "Made in Central Africa" label	• Central Africa equipped with a macro and trade model to secure fiscal space for economic diversification • High level of investment in the non-oil sector in Central Africa, made possible by bankable projects

2017	2018	2019	2020	2021
		Congo to implement free roaming between the two countries • Capacity-building of 463 economic operators and representatives of public administrations on the procedure for the approval of industrial products for the preferential tariff of Central Africa		

Legislative mandates

18.151 The list below provides all mandates entrusted to the component.

General Assembly resolutions

61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa

Deliverables

18.152 Table 18.25 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.25
Subprogramme 7, component 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
1. Annual session of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa	8	8	8	8
Parliamentary documentation (number of documents)	**3**	**3**	**3**	**1**
2. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
3. Progress report on regional and international agendas and other special initiatives in the subregion	1	1	1	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
4. Report on the implementation of subregional initiatives in Central Africa	1	1	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**–**	**1**	**1**
5. Support programme for trade and economic integration	1	–	1	1
Seminars, workshops and training events (number of days)	**35**	**28**	**36**	**36**
6. Colloquium on economic diversification	–	1	1	
7. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	10	9	10	12
8. Workshop on climate, land, energy and water systems	–	5	–	–
9. Validation workshop for an African Continental Free Trade Area national strategy for Cameroon	–	2	–	–
10. Training on trade and market access instruments	25	11	25	12
11. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	–	–	–	12
Publications (number of publications)	**8**	**8**	**4**	**5**
12. Country profiles (STEPS)	5	5	3	2
13. Publication on the African Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1	1	–	–
14. Background study on the 2021 theme for the meeting of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa	1	1	1	1
15. Publication on enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1	–	–	–
16. Non-recurrent publication on natural capital and rebasing economic wealth in Central Africa	–	–	–	1
17. Non-recurrent publication on Central Africa and the future of food: the case of regional value chains	–	–	–	1
Technical materials (number of materials)	**1**	**1**	**1**	**1**
18. Policy brief on emerging issue in Central Africa	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services and high-level policy dialogues on the implementation and monitoring of economic diversification and African Continental Free Trade Area strategies.				
D. Communication deliverables				
Outreach programmes, special events and information materials: dissemination of brochures and knowledge products, promoting and providing information through press briefings, media visits, newsletters and news releases.				
Digital platforms and multimedia content: maintaining websites and digital platforms.				

Component 4
Subregional activities in East Africa

Objective

18.153 The objective, to which this component contributes, is to achieve deeper regional integration in Eastern Africa, by advancing the implementation of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism.

Strategy

18.154 To contribute to the advancement of the implementation of the African Continental Free Trade Area, the component will build on work undertaken over the period 2018–2019 providing African Continental Free Trade Area impact assessments for member States and regional economic communities, and identifying bottlenecks associated with stagnant levels of intraregional trade. To address those challenges, the component will conduct studies, in the light of the socioeconomic impacts of COVID-19, provide capacity-building for negotiators and government officials and convene regional dialogues on phase II of the African Continental Free Trade Area, focusing on such areas as trade in services, the emergence of regional value chains and the protocol on free movement. External partnerships will include those with TradeMark East Africa (the largest trade facilitation organization in the region) and the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). This work will assist member States in making progress against indicators 8.1.1 and 9.2.1 of the Goals and is expected to result in higher levels of intraregional trade in goods and services, together with greater labour mobility within the region. Past results in this area include formulation of the Kenya national strategy for African Continental Free Trade Area.

18.155 To contribute to increasing intraregional investments, the component will help member States to attract higher levels of intraregional foreign direct investment, through analytical studies on such investment and competition rules and regulations. The work will be disseminated through a two-pronged approach – through convening regional representatives of the private sector (the East African Business Council and the COMESA Business Council) and investment promotion agencies in the subregion, in line with the objectives of the protocol on investment to the Agreement Establishing the African Continental Free Trade Area. This work will assist member States in achieving Goals 8 (targets 8.6 and 8.10) and 9 (targets 9.2 and 9.5) and is expected to result in the harmonization of investment regime and promotion strategies, making the region more competitive and attractive to intraregional investment. Past results in this area include the creation of the African Continental Free Trade Area, which promises to further boost intra-African investment.

18.156 To contribute to harnessing the blue economy, the component will provide technical support to member States, regional economic commissions and intergovernmental organizations in the subregion in the development of data collection and analytical tools on oceans and freshwater bodies, with a view to improving the formulation of policies on the blue economy. It will also carry out a socioeconomic assessment of aquatic and marine resources in collaboration with other divisions, including the African Centre for Statistics, IDEP and the ECA Technology, Climate Change, Environment and Natural Resources Management Division. The component will convene a subregional forum to raise awareness on the blue economy, based on multisectoral approaches to fisheries, maritime transport, management of freshwater resources, tourism, deep sea mining, and women's access to natural resources. This work will contribute to the progress of member States in achieving targets 5.8, 6.5, 13.2, 14.7 and 17.14. Furthermore, it is expected to result in the incorporation in national frameworks of the subregion of blue economy policies, including deeper regional integration through the sustainable management of transboundary water resources and through the improved connectivity of land-linked countries. Past results in this area include the development of a national action plan on the blue economy by Seychelles. To enhance regional tourism, the component will develop guidelines for urban areas to position themselves as tourist destinations, in line with the recommendations set out in the African Tourism Strategy formulated by the African Union. The component will scale up its work on the production of high-quality tourism statistics in the subregion, through capacity-building for member States and regional economic communities. This work will be delivered in partnerships with the African Centre for Statistics, the World Tourism Organization and the World Bank. The component will seek the development of tourism satellite accounts in two countries and will hold consultative and validation meetings with relevant tourism bodies and regional economic communities. A focus will be placed on creating more employment opportunities for women and young people, and also on the development of cultural-based tourism products. This work will contribute to the progress of member States in achieving targets 5.5, 8.9, 11.4, 12.a and 12.b. Furthermore, it is expected to result in

standardized methodologies for tourism data collection in the subregion. Past results in this area include development by the East African Community (EAC) of an international, intraregional and interregional tourism and marketing strategy and by the African Union of a continent-wide tourism strategy.

Programme performance in 2019 against planned result

18.157 A planned result for 2019, which is the strengthened capacity of member States in the East Africa subregion, the regional economic communities and intergovernmental bodies to develop and implement development frameworks, including on the blue economy, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by six subregional initiatives (compared to a target of six) being designed or implemented by member States, regional economic communities and intergovernmental organizations. This includes the development of a blue economy action plan for Seychelles; a blue economy regional action plan for the Indian Ocean Commission; a collaboration framework with the International Maritime Organization (IMO), to mainstream the maritime sector and the blue economy into United Nations sustainable development cooperation frameworks; an African Union tourism strategy; and an EAC tourism marketing strategy.

Programme performance in 2019: implementation of the Agreement Establishing the African Continental Free Trade Area in Eastern Africa

18.158 The component conducted a region-wide assessment of the African Continental Free Trade Area, which was published jointly with TradeMark East Africa in December 2019. The report is the only subregional assessment of the impact of the Free Trade Area that currently exists, highlighting the need to accelerate regional integration in Eastern Africa and presenting a series of recommendations. The report served as an entry point for discussions and debate at the national forums that were subsequently held in Burundi, the Comoros, Kenya, Rwanda, Uganda and the United Republic of Tanzania and generated two requests from Rwanda and Uganda for more elaborate in-depth analyses. In conjunction with the Regional Integration and Trade Division, the component supported Kenya in elaborating its national strategy on the African Continental Free Trade Area, fulfilling in this way a requirement in the 2019 work programme of the Ministry of Industry, Trade and Cooperatives.

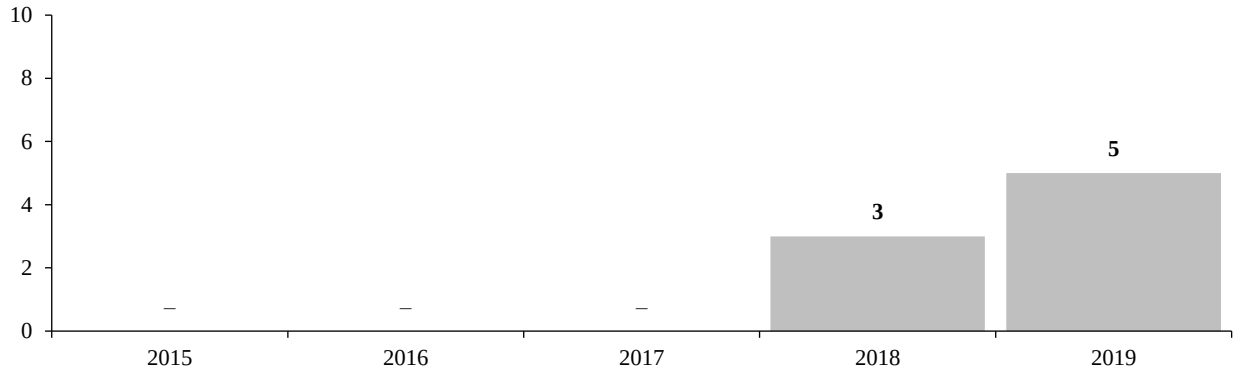
18.159 To ensure greater awareness of the African Continental Free Trade Area among the general public, a video campaign was launched, culminating in the production of two short explanatory videos, one on the benefits of the Free Trade Area in general, and the other on its benefits for young people. The videos enjoyed wide dissemination, including on national television channels and at the COMESA Business Summit in September 2019 in Nairobi, in the presence of four regional presidents. Over the course of 2019, the component participated in more than 30 conferences and television appearances across the subregion, advocating an acceleration in implementation of the African Continental Free Trade Area and explaining the potential benefits. In addition, a regional event was convened in Arusha, United Republic of Tanzania, in March 2019, jointly with the East African Business Council, to promote private sector awareness of the ongoing negotiations on the Free Trade Area.

Progress towards the attainment of the objective, and performance measure

18.160 This work contributed to the achievement of deeper regional integration in Eastern Africa, by advancing the implementation of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism, as demonstrated by an increase in the number of ratifications in the subregion of the Agreement Establishing the African Continental Free Trade Area from three to five countries. In addition, ratification of the Agreement is now being fast-tracked in Burundi; the Tanzanian Chamber of Commerce has solicited support on

the African Continental Free Trade Area; a draft African Continental Free Trade Area strategy has been finalized, but not yet approved, by Kenya; and Uganda is incorporating the African Continental Free Trade Area into its new National Development Plan III.

Figure 18.XIII
Performance measure: increase in the number of ratifications of the African Continental Free Trade Area in East Africa



Planned results for 2021

Result 1: implementing the African Continental Free Trade Area: from vision to action in Eastern Africa (result carried over from 2020)

18.161 The subprogramme will continue the work related to the Agreement Establishing the African Continental Free Trade, in line with its mandate, and will assist countries in increasing their trade volumes, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 18.26
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	Three member States, regional economic communities and intergovernmental organizations designed or implemented subregional initiatives in the area of the blue economy, energy and tourism	Four policy and dialogue platforms organized in support of subregional development priorities such as regional integration and trade, the blue economy and tourism	Five member States will have ratified the Agreement Establishing the African Continental Free Trade Area and the share of intraregional trade will have increased by 1.8 per cent over the 2018 base year	Seven countries in the subregion with a positive service trade balance and eight ratifications of the Agreement Establishing the African Continental Free Trade Area

Abbreviation: N/A, not applicable.

Result 2: harnessing deeper regional integration in Africa (new result)

18.162 The component has provided assessments of the Agreement Establishing the African Continental Free Trade Area to support Governments and regional economic communities in achieving deeper regional integration. Several bottlenecks to implementation were identified for further work.

18.163 Accordingly, the component will tilt its interventions in support of the implementation of policy recommendations from previous work, focusing on strengthening the role of regional economic communities in the rapid implementation of the Agreement Establishing the African Continental Free Trade Area. Regional economic communities such as EAC are well advanced in terms of some dimensions of the deeper regional integration agenda. EAC, for instance, already has well elaborated policies on services trade and free movement. Thus far, however, the subregion has not implemented these policies well. To this end, the component will develop a comprehensive subregional programme focusing on the areas of trade in services, the emergence of regional value chains and the Protocol to the Treaty Establishing the African Economic Community relating to Free Movement of Persons, Right of Residence and Right of Establishment. The programme will have a mix of subcomponents to help in the crafting of sound policies, projects and strategic reforms at regional and national levels. This will require capacity-building and training measures for negotiators and related stakeholders, the conduct of studies, the provision of advisory policy and technical assistance to member States and regional economic commissions and the convening of high-level regional dialogues with policymakers and representatives of the private sector and civil society. This work will assist member States in making progress towards Goals 8 and 9, resulting in higher levels of intraregional trade in goods and services, and also in greater labour mobility within the subregion.

Internal challenge and response

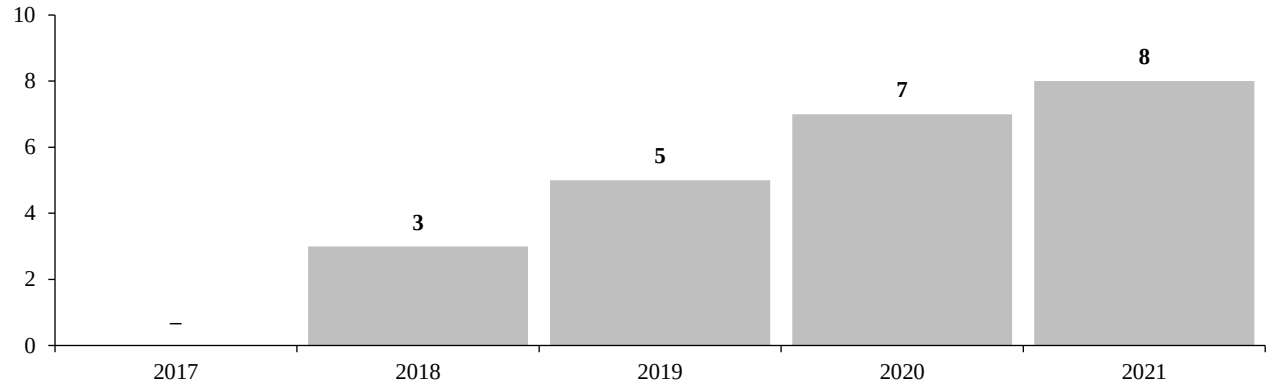
18.164 The challenge for the component was that the results management framework was not developed to an extent sufficient to effectively support the ratification and implementation of the Agreement. In response, the component will offer increased technical and advisory support to member States to support the ratification and implementation of the Agreement through partnerships pursuant to the objectives of Goal 17 to strengthen collaboration for development. The component will also strengthen joint programming with other components and United Nations country teams for improved impact. External partnerships will be harnessed, notable among which is the partnership with TradeMark East Africa, the largest trade facilitation entity in the region.

Expected progress towards the attainment of the objective, and performance measure

18.165 This work is expected to contribute to the achievement of deeper regional integration in Eastern Africa, by advancing the implementation of the African Continental Free Trade Area, which would be demonstrated by a total of eight ratifications in the region of the African Continental Free Trade Area in 2021, as compared to three in 2018. The subregion is expected to experience growth in both services and merchandise trade, and also in intraregional investment and, in addition to the increase in the ratifications of the Agreement Establishing the African Continental Free Trade Area, it is expected that the share of intraregional foreign direct investment within EAC will triple from the current 2.5 per cent of GDP in 2017[1] to 7.5 per cent by the end of 2021. Further, it is expected that the intraregional trade share within EAC will increase to 22 per cent by the end of 2021, compared to the baseline rate of 18.6 per cent in 2017, and that the number of countries in Eastern Africa with positive service trade balances will increase to seven by the end of 2021, from four in 2017.

[1] Data from UNCTADStat.

Figure 18.XIV
Performance measure: total number of ratifications of the Agreement Establishing the African Continental Free Trade Area over the period 2017–2021



Legislative mandates

18.166 The list below provides all mandates entrusted to the component.

General Assembly resolutions

61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	73/124	Oceans and the law of the sea

Economic and Social Council resolutions

2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

867 (XLIII)	Assessment of progress on regional integration in Africa	917 (XLVII)	Country profiles

Deliverables

18.167 Table 18.27 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.27
Subprogramme 7, component 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Documentation for the Intergovernmental Committee of Experts and Senior Officials (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
2. Session of the Intergovernmental Committee of Experts and Senior Officials of the Subregional Office for East Africa	8	8	8	8

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**1**	**2**
3. Field and technical cooperation projects on trade in services and emergence of regional value chains	–	–	–	1
4. Project on sustainable tourism in East Africa	1	1	–	–
5. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
Seminars, workshops and training events (number of days)	**15**	**16**	**18**	**10**
6. Seminars on regional integration and trade in East Africa	9	9	9	5
7. Workshops on employment and inclusive growth: the contribution to the Sustainable Development Goals	3	–	–	–
8. Workshops on social cohesion in the context of open regionalism	3	–	–	1
9. Workshops on blue economy policy experiences from East Africa	–	6	3	2
10. Workshops on tourism satellite accounts in East Africa	–	1	3	1
11. Training event on strategies to enhance the services trade in East Africa	–	–	3	1
Publications (number of publications)	**4**	**5**	**6**	**4**
12. Subregional profile	1	1	1	1
13. Publication on the regional integration and implementation of the African Continental Free Trade Area in East Africa	1	1	1	1
14. Publication on the contribution of employment and inclusive growth to the attainment of the Sustainable Development Goals	1	–	–	–
15. Publication on social cohesion in the context of open regionalism	1	1	1	–
16. Publication on blue economy policy experiences from East Africa	–	1	1	1
17. Publication on tourism satellite accounts in East Africa	–	1	1	1
18. Publication on strategies to enhance the services trade in East Africa	–	–	1	–
Technical materials (number of materials)	**3**	**3**	**3**	**3**
19. Technical materials on priority socioeconomic development issues in Eastern Africa	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: on supporting inclusive growth, economic and social transformation, and the implantation of the African Continental Free Trade Area in Eastern Africa; subregional coordination mechanism for Eastern and Southern Africa as a subregional consultation forum to coordinate partners' efforts to implement and monitor the Sustainable Development Goals; stakeholder review meeting on blue economy socioeconomic assessment in Eastern Africa; validation meeting on the strategic policy framework for sustainable management of transboundary water resources in Eastern Africa.

Databases and substantive digital materials: electronic briefs on major activities of the Subregional Office for East Africa (regional updates).

D. Communication deliverables

Outreach programmes, special events and information materials: booklets, pamphlets, fact sheets, wallcharts and information kits.

External and media relations: engagements with national and regional media outlets (written pieces and interviews).

Digital platforms and multimedia content: web-based information site on the Subregional Office for Eastern Africa.

Component 5
Subregional activities in Southern Africa

Objective

18.168 The objective, to which this component contributes, is to strengthen subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

Strategy

18.169 To contribute to strengthening subregional and national programmes and capacities to achieve inclusive industrialization, the component will continue to promote cooperation and partnership with member States, regional economic communities, specifically the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA), and other intergovernmental organizations; the African Union; regional development financial institutions such as the African Development Bank; chambers of commerce and industry organized on private sector lines; associations of small and medium-sized enterprises and cross-border traders associations; civil society organizations; universities and research institutions; and United Nations agencies including UNIDO and FAO, in advancing regional and national industrialization priorities through the implementation of the SADC industrialization strategy and road map and its alignment with, and support for, national industrialization policies. This work will assist member States in making progress towards the achievement of targets 9.2 and 9.3. This work is expected to result in the implementation of the SADC industrialization strategy, which includes key initiatives on developing the regional industrial portal and which will serve as a one-stop online information portal for industrial enterprises that will increase investments, capital flows and collaborative business ventures in the subregion; the development of industrial clusters in selected member States as a pilot scheme; the elaboration of the regional mining vision and action plan to promote a mining-for-development approach for the region and member States. The component also plans to undertake policy research and analysis on industrialization, to provide technical assistance to member States, regional economic commissions and intergovernmental organizations and to disseminate best practices at national and regional levels on industrialization in Southern Africa. In addition, the component will support SADC in the formulation of the new strategic vision for Southern Africa – Vision 2050 – and its 10-year regional strategic development plan (2020–2030). This work will contribute to the progress of member States towards the achievements of targets 9.2 and 9.3. In addition, it is expected to result in creating a better and enabling policy environment at the subregional and national levels for industrial development and strengthening the capacity of regional and national institutions in promoting industrialization in Southern Africa. Past results in this area include formulation of the long-term industrialization strategy and road map for SADC.

18.170 To contribute to strengthened regional and national programmes and capacities to reduce poverty and inequality in Southern Africa, the component will, in particular in the context of addressing the economic and social impacts of the COVID-19 pandemic, work with private sector development and intraregional trade as catalysts for industrialization and continue to forge partnerships with member States, regional entities and partners, including non-State entities of the private sector and civil society, to support the SADC Business Council, in particular in the conduct of the SADC Industrialization Week, to develop a regional strategy for micro, small and medium-sized enterprises and a collaborative regional programme on building the capacities of such enterprises with strategic partners such as SADC and the Southern Africa Trust. The collaborative programme for small and medium-sized enterprises will include initiatives on support for strengthening the associations of such enterprises through which they can share information and experience and reinforce their capacity; an initiative on creating market access for smallholder farmers and small producers; and regional private sector engagement for business-to-business interaction, public-private sector engagement and capacity enhancement for the private sector. The component also plans to provide continued support to member States on the African

Continental Free Trade Area in facilitating national consultations and awareness-raising on the Free Trade Area process, ratification of the Agreement Establishing the African Continental Free Trade Area and developing national strategies on the implementation of the Agreement. This work is expected to result in promoting private sector development, and intraregional trade, which will stimulate economic growth and increase entrepreneurial opportunities in particular for young people and women, essential for reducing poverty and inequality in member States and the subregion, thereby contributing to the progress of member States towards the attainment of targets 1.7, 10.2 and 10.3. Past results in this area include the adoption by SADC Heads of State and Government of a template on developing the capacities of micro, small and medium-sized enterprises in Southern Africa. Progress has also been made in the ratification of the Agreement Establishing the African Continental Free Trade Area in five member countries of the subregion, namely Eswatini, Mauritius, Namibia, South Africa and Zimbabwe, and in the development of African Continental Free Trade Area national strategies for Zambia and Zimbabwe.

Programme performance in 2019 against planned result

18.171 A planned result for 2019, which is the enhanced capacity of member States and regional economic commissions in the Southern Africa subregion to promote and develop inclusive industrialization policies, national and regional plans and appropriate institutional frameworks in achieving economic development, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by five (compared to the target of three) countries, regional economic communities and intergovernmental organizations that have initiated policies, strategies, programmes, activities and reforms on inclusive industrialization and reducing poverty and inequality in the Southern Africa subregion as a result of ECA support.

Programme performance in 2019: micro, small and medium-sized enterprises in the industrialization process in Southern Africa

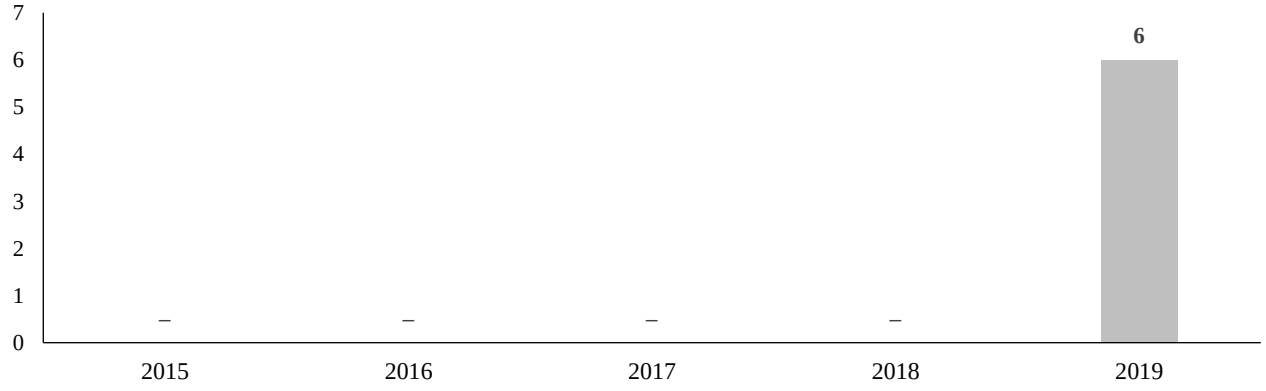
18.172 The component implemented several initiatives, including knowledge generation and policy research focused on structural transformation, employment and productivity through the STEPS profiles for three member States, namely, Eswatini, Malawi and Mauritius. The profiles focused on how the member States could achieve structural transformation in facilitating the growth of micro, small and medium-sized enterprises and the private sector generally, and identified the key challenges and opportunities facing the countries. In addition, a policy report was produced on the integration of micro, small and medium-sized enterprises in the industrialization process of Southern Africa. The policy report constituted the background study for discussion and policy recommendations by the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa, at its session hosted by the Government of Eswatini from 11 to 13 September 2019. The Intergovernmental Committee session, on the theme of strategies and policies for the integration of micro, small and medium-sized enterprises in the industrialization process in Southern Africa, provided a major convening platform for a wide range of stakeholders, senior government officials, private sector representatives from national chambers of commerce and industry, associations of micro, small and medium-sized enterprises and cross-border traders associations, development financial institutions, research institutions and civil society organizations, SADC and COMESA, United Nations agencies including UNIDO and FAO, and other key strategic partners, who deliberated on ways and means of strengthening the capacities of micro, small and medium-sized enterprises in Southern Africa. The key recommendations emerging from the session included the need to develop a collaborative platform to strengthen the capacities of micro, small and medium-sized enterprises; create strong interlinkages between multinational corporations and micro, small and medium-sized enterprises in the production process; and enhance incentives by member States through fiscal and monetary policies in support of micro, small and medium-sized enterprises in Southern Africa.

18.173 The component also provided technical support to member States in raising awareness among stakeholders on the African Continental Free Trade Area and supported the process of developing national strategies on the free Trade Area through which the countries could best position the private sector and, in particular, its micro, small and medium-sized enterprises in benefiting from the expanded regional market resulting from the Free Trade Area. National multi-stakeholder awareness-raising and consultation workshops were held in Malawi, Mozambique, Zambia and Zimbabwe in 2019, while African Continental Free Trade Area national strategies have been produced and validated for Zambia and Zimbabwe. Through these awareness-raising and consultation workshops, the component worked to address and dispel the fears and scepticism with which stakeholders, in particular those in the private sector, regarded what they had initially perceived as the negative impacts of the Agreement, and thereby put countries on the path leading to its ratification.

Progress towards the attainment of the objective, and performance measure

18.174 This work contributed to strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, as demonstrated by six initiations, adoptions or ratifications of policy frameworks necessary to facilitate industrialization. This includes five counties (Eswatini, Mauritius, Namibia, South Africa and Zimbabwe) and one regional economic community (SADC). In this regard, two countries developed their national strategies for the implementation of the African Continental Free Trade Area (Zambia and Zimbabwe); while five member States ratified the Agreement Establishing the African Continental Free Trade Area (Eswatini, Mauritius, Namibia, South Africa and Zimbabwe); one country (Eswatini), initiated the process of developing a financing framework for micro, small and medium-sized enterprises as a way of facilitating their integration in the industrialization process; while one regional economic community, namely SADC, through its summit of Heads of State and Government, adopted the template on developing the capacity of micro, small and medium-sized enterprises in Southern Africa and also the Protocol on Industry in August 2019.

Figure 18.XV
Performance measure: number of member States, regional economic communities and intergovernmental organizations that have initiated policies, strategies, programmes and reforms on inclusive industrialization and reducing poverty and inequality in the Southern Africa subregion



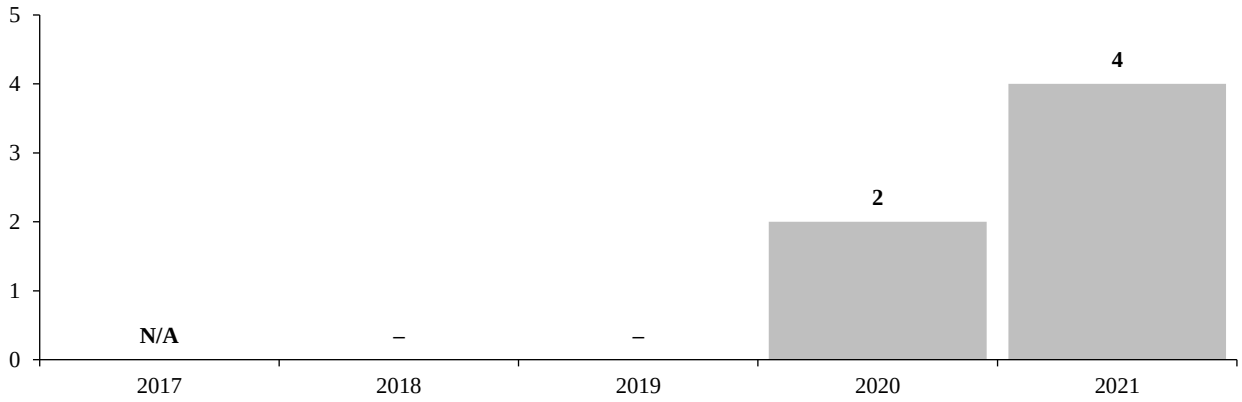
Note: two countries, namely Zambia and Zimbabwe, developed their national African Continental Free Trade Area implementation strategies; five countries, namely, Eswatini, Mauritius, Namibia, South Africa and Zimbabwe, ratified the Agreement Establishing the African Continental Free Trade Area; while one regional economic commission, namely SADC, through its summit of Heads of State and Government, adopted the template on developing the capacity of micro, small and medium-sized enterprises in Southern Africa and also the Protocol on Industry in August 2019 (attainment of six against the planned target of three).

Planned results for 2021

Result 1: accelerating industrialization in Southern Africa (result carried over from 2020)

18.175 The subprogramme will continue the work related to industrialization by strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, in line with its mandate, and will assist countries in incorporating the SADC industrialization strategy and road map in their national frameworks, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.XVI
Performance measure: total number of Southern African countries that incorporate the SADC industrialization strategy and road map



Abbreviation: N/A, not applicable.

Result 2: from policy to action: deepening industrialization in Southern Africa (new result)

18.176 The component has been working in Southern Africa, strengthening the capacity of member States and regional economic commissions in the development of policies, strategies and programmes on inclusive industrialization. This work has led, among other outcomes, to the formulation and adoption, in 2015, of the SADC industrialization strategy and road map (2015–2063) and, in 2017, of its action plan (2015–2030); to the formulation and adoption of the SADC Regional Mining Vision in 2019; to the profiling and identification of regional value chains critical to the spurring of industrialization, which were finalized in 2019; to the development and adoption, in 2019, of the SADC Protocol on Industry; and to the development and adoption of the template for capacity development for micro, small and medium-sized enterprises in their role in industrialization. While the focus in the recent past has been on assisting SADC to develop regional policy frameworks on industrialization, the component has moved from policy to action, which is the implementation phase of those regional policies, frameworks and strategies. To this end, the component will continue to engage with member States in aligning their national industrial, trade and related policies with the SADC industrialization strategy and road map, implementing the profiling of regional value chains, promoting intraregional trade through the Agreement Establishing the African Continental Free Trade Area, supporting the private sector through the establishment and functioning of the SADC Business Council, working with the chambers of commerce and industry of member States in promoting private sector development, and developing a regional collaborative platform for the growth of micro, small and medium-sized enterprises, with such key milestones as the establishment and functioning of national and regional

associations of small and medium scale enterprises and the strengthening of their capacity in cooperation with such partners as Oxfam, the Southern Africa Trust and the SADC secretariat.

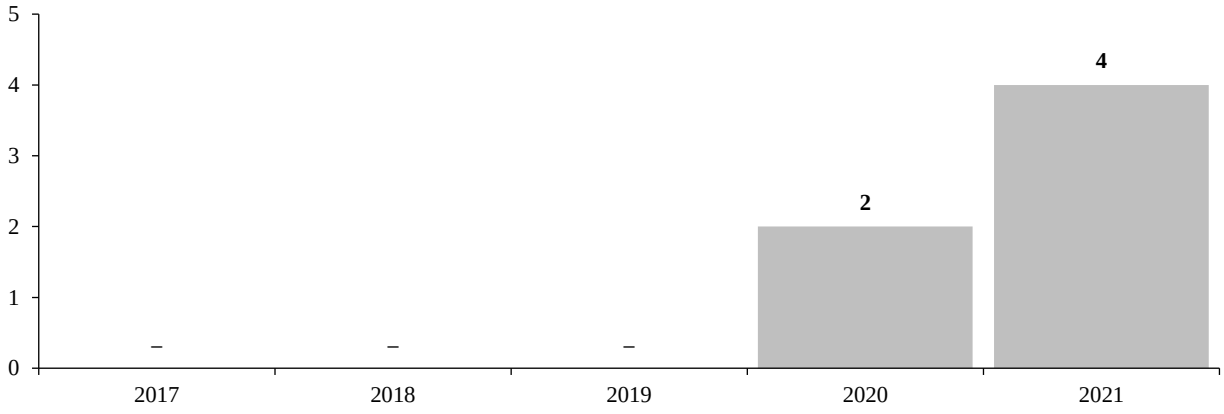
Internal challenge and response

18.177 A challenge that the component faced in supporting the implementation of the regional policies was that it had not anticipated the high effort involved in the execution. The regional frameworks and programmes require considerable effort to operationalize; they have to be unpacked, elaborated and phased out for implementation with different projects and programmes, which requires long-term and intensive commitments from ECA. Furthermore, the subprogramme was not always able to provide sufficient support and opportunities for countries to engage in national consultations on how to reap the benefits of the African Continental Free Trade Area. In response to this challenge, the component will work with the SADC secretariat on this issue, in the implementation phase of the regional industrialization strategy and framework. In addition, the component will provide further support to SADC and member States in the alignment of national industrial policies with the SADC industrialization strategy and road map and its related frameworks. Priority will be given to at least two of the five countries of focus in Southern Africa (Malawi, Namibia, South Africa, Zambia and Zimbabwe). Furthermore, the component will also continue to support member States in facilitating national consultations and awareness-raising on the African Continental Free Trade Area process, ratification of the Agreement Establishing the African Continental Free Trade Area, and the development of national strategies for the implementation of the Agreement with a view to fostering intraregional trade, a necessity for industrial growth.

Expected progress towards the attainment of the objective, and performance measure

18.178 This work is expected to contribute to strengthened subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, which would be demonstrated by four of the five countries of focus in the subregion (Malawi, Namibia, South Africa, Zambia and Zimbabwe) incorporating elements of the SADC industrialization strategies and road maps in their national frameworks. The work is also expected to enhance the policy environment conducive to fostering industrialization in at least two of the five countries of focus in Southern Africa.

Figure 18.XVII
Performance measure: total number of southern African countries that develop or align the SADC industrialization strategy and road map in national frameworks



Legislative mandates

18.179 The list below provides all mandates entrusted to the component.

General Assembly resolutions

61/51	Cooperation between the United Nations and the Southern African Development Community	61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa

Economic Commission for Africa resolutions

874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa	928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
		935 (XLVIII)	Least developed countries in Africa

Deliverables

18.180 Table 18.28 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.28
Subprogramme 7, component 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	**2**	**2**
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	1	1	1	1
2. Annual report on the work of ECA in Southern Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**8**	**8**	**8**
3. Session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**2**	**2**	**2**	**2**
4. Field project on industrialization and regional integration	1	1	1	1
5. Fellowship programme for young African economists on inclusive industrialization	1	1	1	1
Seminars, workshops and training events (number of days)	**5**	**5**	**5**	**5**
6. Forum on regional integration in Southern Africa	3	3	3	3
7. Policy dialogue on economic development in Southern Africa	2	2	2	2
Publications (number of publications)	**5**	**5**	**2**	**2**
8. Publication on regional integration	1	1	1	1
9. Publication on industrialization	1	1	1	1
10. Country and STEPS profiles	3	3	–	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
Technical materials (number of materials)	**2**	**2**	**2**	**2**
11. Policy brief on industrialization and economic transformation in Southern Africa	1	1	1	1
12. Research paper on economic development	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services provided, and technical knowledge shared, upon request by member States, regional economic communities and intergovernmental organizations on inclusive industrialization and regional integration.

Databases and other substantive digital materials: database on economic and social statistics.

D. Communication deliverables

Outreach programmes, special events and information material: launch and dissemination of information on inclusive industrialization.

Digital platforms and multimedia content: web-based information, social media platforms, communities of practice, newsletters and electronic briefs.

Subprogramme 8
Economic development and planning

Objective

18.181 The objective, to which this subprogramme contributes, is to strengthen African countries' development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development.

Strategy

18.182 To contribute to strengthened development planning in African countries for structural transformation and sustainable development, the subprogramme will continue delivering face-to-face and online training based on enriched training content on sectoral, national and regional development, and medium to long-term planning within the context and socioeconomic impact of the COVID-19 pandemic. It will promote peer-learning and collaboration among African development planners through a community of practice launched in 2019 and build on its outcomes and recommendations. It will provide wide access to knowledge on development planning through its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers which will be produced. Through cooperation with resident coordinator offices, internal partners (ECA subregional offices and divisions) and external partners (think tanks, academic institutions, the private sector and civil society), it will support the countries' capacity to monitor and evaluate implementation of the 2030 Agenda and Agenda 2063 using the integrated planning and reporting toolkit developed by ECA. This work will assist member States in making progress towards the achievement of Goals 8 and 17 and target 1.b of the Goals. Furthermore, the work is expected to result in an increased mass of development planners who are better informed and equipped to effect inclusive and COVID-19-responsive development planning processes in at least 10 countries, in support of structural transformation. Past results in this area include the attestation, through regular on-line monitoring and evaluation and impact evaluation, that to date as many as 38 African member States have employed the development planning tools and approaches gained from training received from the African Institute for Economic Development and Planning (IDEP), as the skills acquired have boosted the beneficiaries' analytical capabilities and contributed to sounder decision-making.

18.183 To contribute to the improved capacity of African countries to formulate and manage effective public-sector policies for structural transformation and sustainable development, in particular in the context of overcoming the socioeconomic impact of the COVID-19 pandemic, the subprogramme will continue delivering face-to-face and online training based on updated training content on economic and social policy formulation and management. It will foster knowledge generation through research products and fellowship programmes, in addition to fostering cross-fertilization and knowledge-sharing through development seminars and high-level policy dialogues at which participants will deliberate on key economic, environmental and social policy issues. In 2021, special emphasis will be placed on mainstreaming youth-related issues in all relevant public policies through the identification of relevant courses in which youth-related content such as entrepreneurship, employment, green economy, innovation and digital transformation will be included. This is in addition to the continuous mainstreaming of gender in the subprogramme's activities. This work will further the progress of member States in achieving Goals 7 (targets 7.1, 7.2, 7.3 and 7.b), and 8 (targets 8.1–8.9). Furthermore, it is expected to result in an increased mass of officials and other stakeholders capable of more effectively formulating, managing and influencing at least 10 public policies. Past results in this area include the request by the Government of Mozambique to IDEP to organize a training of trainers course on the use of geographic information systems for spatial planning. The training benefited eight officials, including five women from five government departments. The subprogramme will also, in collaboration with other subprogrammes, continue to offer face-to-face and online training to resident coordinator offices in selected priority areas, in support of their leadership efforts aimed at addressing the socioeconomic impact of COVID-19. The training will build on ECA comparative advantages in such areas as trade and the African Continental Free Trade Area, macroeconomic models, the regional integration index and others. This is expected to result in the strengthened capacity of resident coordinator offices and enhanced cooperation with coordination teams and relevant United Nations entities. Furthermore, it is expected to result in more inclusive and holistic approaches to the formulation of development policies using ECA macroeconomic models. Past results in this area include the appropriation of the Agreement Establishing the African Continental Free Trade Area at the regional and national levels, with the support of IDEP, through the development of a research study for ECCAS and Cameroon that was presented in Yaoundé in September 2019.

Programme performance in 2019 against planned result

18.184 A planned result for 2019, which is the strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by 51 African countries (23 more than the planned target of 28) having adopted new or better tools and approaches to economic policy formulation and management as a result of the recommendations of IDEP.

Programme performance in 2019: the Gambia develops a project proposal on increasing milk production

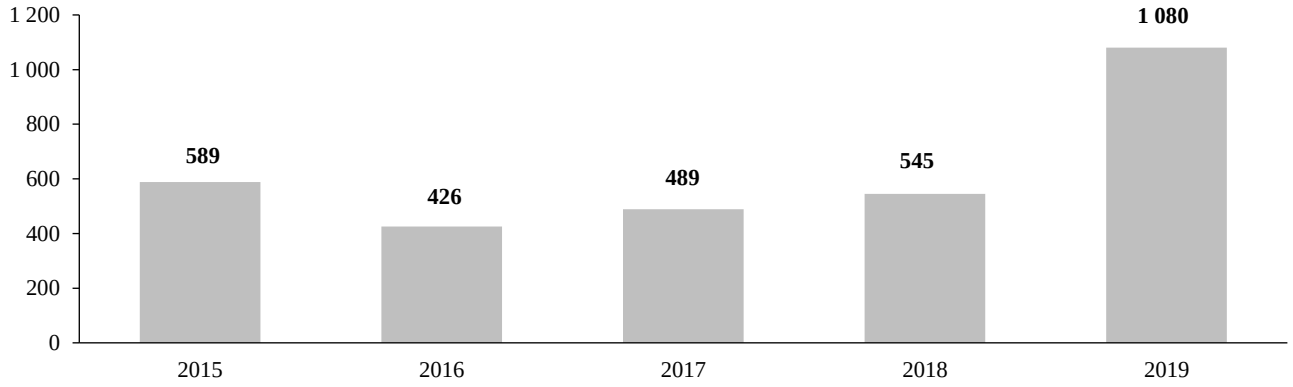
18.185 In 2018, the Government of the Gambia launched its medium-term national development plan for 2018–2021, anchored on the 2030 Agenda and Agenda 2063 and with the goal of delivering good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the well-being of all Gambians. Successful implementation of the national development plan hinges on the coordination and strong commitment of all ministries, departments and agencies and on an accompanying robust monitoring and evaluation framework. Acknowledging the role of IDEP in supporting African countries in their development efforts through capacity development, the Government, through a high-level delegation from the Ministry of Finance led by a planning minister in the Office of the President, approached IDEP to seek support in strengthening

the capacity of its officials in planning and budgeting with a view to significantly improving the implementation of the national development plan. In response, a two-week training of trainers session on results-based management was conducted in Banjul in December 2018, in collaboration with UNDP Gambia. Applying the lessons that the Gambian Government had learned during an international conference held in May 2018 in Brussels to mobilize resources for the flagship projects outlined in its national development plan, it identified human and institutional capacity in project management and the development of bankable project proposals as one of the key areas of focus before the organization of another such resource-mobilization conference. Subsequently, and based on the success of the initial training session on results-based management, a second high-level delegation from the Ministry of Finance visited IDEP in December 2018 and requested training in the development of bankable project proposals and project management. A week-long intensive and practical training course was conducted in June 2019. The course formed part of the Government's commitment to enhancing capacities to address the perceived capacity gaps to support reforms aimed at strengthening the development of bankable project proposals for the effective implementation of the national development plan for 2018–2021. The course was intended to familiarize participants with the use of selected tools on project proposal formulation, project proposal writing, and management strongly linked to the different priorities of the national development plan. It focused on such issues as project scope management, cost management, quality management, risk management, finance, appraisal and key success factors for proposal development. This work helped the progress of the Gambia towards achieving Goals 1 (target 1.b), 5 (targets 1, 5.5, 5.a, and 5.c), 8 (targets 8.1–8.9), 10 (targets 10.1, 10.4 and 10.7) and 17 (targets 17.1, 17.6, 17.8–17.15 and 17.17–17.19), and also complying with the corresponding priorities of Agenda 2063.

Progress towards the attainment of the objective, and performance measure

18.186 This work contributed to strengthening the capacity of African countries to formulate and manage effective public sector policies, as demonstrated by the 1,080 public officials, including 37 Gambian senior public officials, 10 of whom were women, who are certified or gained knowledge on bankable projects. Some 95 per cent of these officials expressed satisfaction with the training received. It has further resulted in the development of a project proposal on increasing milk production in the Gambia, which the Government intends to submit to its development partners. This proposal is one of many that are in the development pipeline by the Gambia. These skills acquired will help the Gambian Government to relaunch its economic and social development process in line with the objectives of the national development plan.

Figure 18.XVIII
Performance measure: annual number of public officials certified in IDEP training programmes

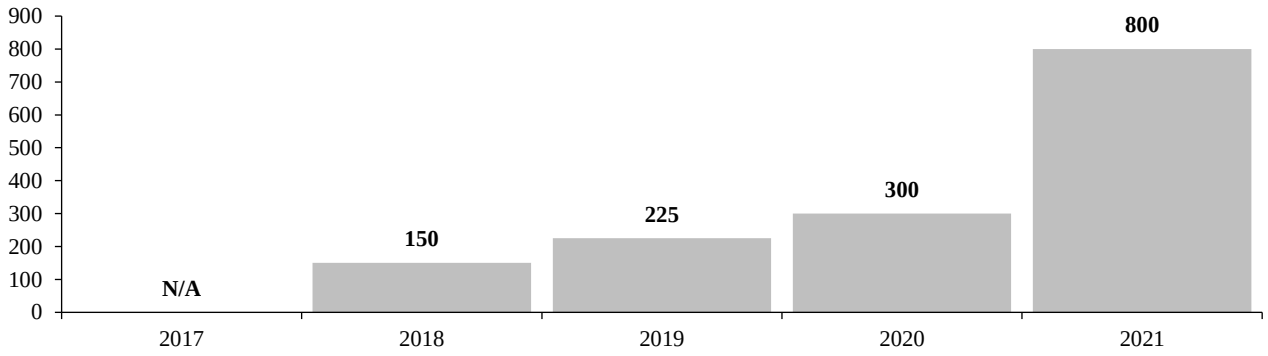


Planned results for 2021

Result 1: strengthened capacity of member States to implement the 2030 Agenda for Sustainable Development and Agenda 2063 (result carried over from 2020)

18.187 The subprogramme will continue the work related to strengthening the capacity of African countries in development planning and improving their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.XIX
Performance measure: number of female participants certified



Abbreviation: N/A, not applicable.

Result 2: improving public sector management and development planning (new result)

18.188 The subprogramme has been working on improving public sector management and development planning in support of member States' structural transformation. In 2021 it will continue to work globally on similar areas, as indicated by its objective, which is to strengthen African countries' development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development. It will do so through the delivery of on-site, tailor-made and distance learning courses, research activities, and a knowledge platform. Given that Africa is a youthful continent, with 60 per cent of its population under the age of 25, particular emphasis will be placed on mainstreaming youth-related issues in all relevant courses and research programmes that relate to Goals 8 and 9.

Internal challenge and response

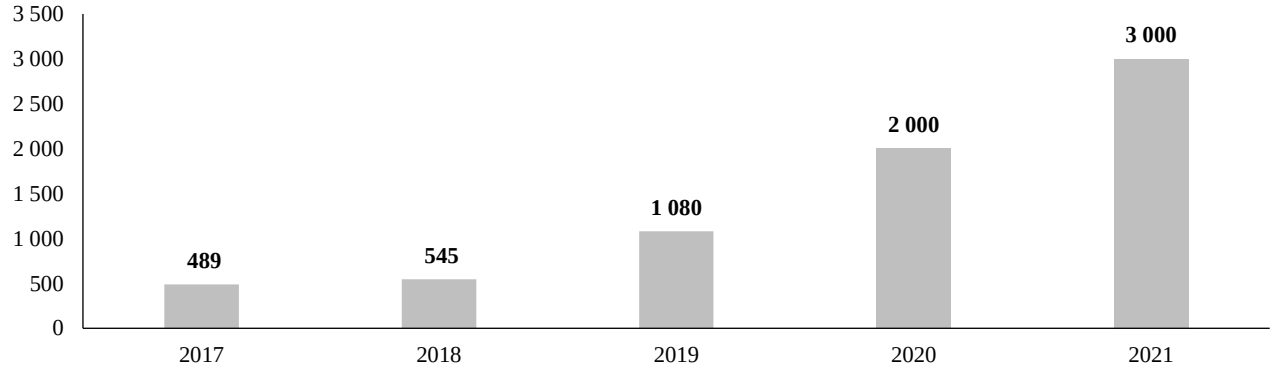
18.189 The challenge for the subprogramme was that its current working modalities were mainly reliant on on-site courses, and fall short of addressing the growing, increasingly more specific and sophisticated demands from African Governments and other stakeholders (civil society organizations, academic institutions, parliamentarians, private sector) for capacity development programmes in support of the realization of the 2030 Agenda and Agenda 2063. Furthermore, the on-site courses limited the attendance of an increasing number of women interested in participating in the programmes. The advent and socioeconomic impact of the COVID-19 pandemic will amplify these challenges. In response, the subprogramme will place stronger emphasis on digital learning courses to complement the IDEP on-site training offer and widen its reach across the continent. It is expected that digital learning will create opportunities for more women to participate. The

subprogramme will also increase the number of tailor-made training events to meet countries' specific sustainable development needs and create a critical mass of national experts in priority sectors. In addition, the subprogramme will strengthen its partnership programme and rely more on collaboration with partners for joint delivery and cost-sharing of its capacity development programme. The subprogramme will employ various strategies, including positive discrimination, to remedy geographical imbalances across the five subregions of Africa, and encourage Governments to nominate more women to its training events.

Expected progress towards the attainment of the objective, and performance measure

18.190 This work is expected to contribute to countries' strengthened development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development, which would be demonstrated by 3,000 trainees having increased their knowledge and skills through IDEP training for public policy formulation. In addition, 70 per cent of trainees attest that their knowledge and skills for effective public policies formulation, monitoring and evaluation have improved and 40 per cent attest to having made use of the knowledge acquired from IDEP training and research activities to influence policy. Particular attention will throughout be given to the participation of women and addressing the priorities defined by countries in the context of COVID-19. In addition, a minimum of 20 per cent of the trainees report that they have included a youth dimension in relevant policies in which they are involved.

Figure 18.XX
Performance measure: number of trainees acquiring knowledge and skills through IDEP training for public policy formulation



Legislative mandates

18.191 The list below provides all mandates entrusted to the subprogramme.

Economic Commission for Africa resolutions

58 (IV)	Establishment of the African Institute for Economic Development and Planning

Economic and Social Council resolutions

2011/13	African Institute for Economic Development and Planning	2018/22	African Institute for Economic Development and Planning
2013/2	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation		

Deliverables

18.192 Table 18.29 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.29
Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**1**	**1**
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**8**	**1**	**8**	**4**
2. Statutory meetings of the IDEP Governing Council	4	1	4	2
3. Meetings of the Technical Advisory Committee of the IDEP Governing Council	4	–	4	2
Conference and secretariat services for meetings (number of three-hour meetings)	**8**	**1**	**8**	**4**
4. Meetings of the IDEP Governing Council	4	1	4	2
5. Meetings of the Technical Advisory Committee of the IDEP Governing Council	4	–	4	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**36**	**44**	**66**	**60**
6. Project to design and deliver a portfolio of two-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	23	5	25	15
7. Project to design and deliver a portfolio of one-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	–	15	–	10
8. Project to design and deliver a portfolio of digital learning courses (in English and French) on development planning and economic management, including self-paced, instructor-led, blended or webinars to build the capacity of middle and senior-level public officials from African countries	10	20	40	30
9. Project to design and deliver master's degree programmes on industrial policy, development planning, and natural resources governance to build the capacity of senior and executive-level public officials from African countries	1	1	1	1
10. Visiting research fellowships for policy researchers and African policy officials to undertake publishable work leading to policy recommendations on development planning and economic management	2	3	–	4
Seminars, workshops and training events (number of days)	**23**	**13**	**27**	**16**
11. Development seminars on various aspects of development planning and economic management to build the capacity of African senior policymakers through mutual learning and knowledge exchange	11	7	12	10
12. Curriculum development workshops gathering experts to develop new training courses addressing the deduced and expressed capacity development needs of member States	12	6	15	6
Publications (number of publications)	**2**	**2**	**2**	**2**
13. Publications on economic management and development planning	2	2	2	2

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
Technical materials (number of materials)	**40**	**43**	**45**	**45**
14. Studies and policy briefs on economic management and development planning	35	37	35	35
15. Knowledge materials on development planning and economic management for use in self-paced distance learning uploaded to classified knowledge repositories	5	6	10	10

C. Substantive deliverables

Consultation, advice and advocacy: needs assessments and advisory services to member States and regional economic communities on economic management, development planning and capacity building; field visits to explore practical applications of classroom learning in areas such as industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism in collaboration with concerned ECA divisions and subregional offices and the United Nations system; high-level policy dialogues attended by policy officials from member States, private sector representatives, and subject-matter experts to debate various issues pertaining to Africa economic development and planning with emphasis on those related to the 2030 Agenda.

Databases and substantive digital materials: coordination of communities of practice for African development planners.

D. Communication deliverables

Outreach programmes, special events and information materials: information kit for IDEP comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.

Library services: acquisition of and subscriptions to books, journals and other library materials on economic management and development planning in French and English.

Subprogramme 9
Poverty, inequality and social policy

Objective

18.193 The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality through member States' improved policies and strategies for social investments and productive urban job creation.

Strategy

18.194 To contribute to the eradication of extreme poverty and reduction of inequality, given the human capital requirements for inclusive growth, the subprogramme will foster member States' strategies and policies on social investments with a focus on increased budgetary allocation, quality of spending and monitoring of social investments. The subprogramme will analyse social spending targets by member States, assess their cost efficiency and enable better tracking of spending through innovative digital support systems, and also through peer learning and information sharing and best practices on social investments. The analysis will provide policy options towards national policy formulation, reformulation and implementation on social investments. This work is expected to result is a reduction of the vulnerable proportion of the population, thus assisting member States in making progress against indicator 1.3.1, and increased health access for women and adolescents in member States, in line with indicators 3.7.1 and 3.7.2 of the Goals. To improve policy uptake, the project will be presented to national policymakers and all stakeholders within the countries with the engagement of the United Nations regional coordinators, in support of United Nations programmes and strategies at the country level. This is expected to result in a cost estimate of what is required to achieve the goals of the 2030 Agenda related to social sectors, as requested in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. Past results in this area include the reformulation of social investments in Mozambique and the strong recognition

of social investments as an instrument for poverty reduction in the national development plan of Mauritania.

18.195 To contribute to member States' improved policies and strategies for social investments and productive urban job creation, and given that the population of Africa is becoming predominantly urban and youthful without an adequate supply of productive jobs, the subprogramme will continue to promote the prioritization of urban job creation through the development of urban strategies and investment frameworks for national development and industrialization plans, in line with target 11.a of the Goals. The subprogramme also plans to provide technical assistance and promote regional policy learning and dialogue on the benefits of planned and managed urbanization and structural transformation. The work will be carried out largely in partnership with the African Union Commission, the United Nations Human Settlements Programme (UN-Habitat), the African Development Bank and United Cities and Local Government for Africa and is expected to result in the improved targeting of urban job-creating economic sectors such as industry and tradeable services; satisfying urban consumption demands through domestic production; and increasing investments in urban areas. Past results in this area include the reformulation of the Ugandan national urban policy and the seventh Zambian national development plan and the development of a new industrial development and economic diversification master plan for Chad.

Programme performance in 2019 against planned result

18.196 A planned result for 2019, which is the enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies, as referred to in the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, was achieved, as evidenced by eight countries (Cameroon, Chad, Ethiopia, Kenya, Nigeria, South Africa, Uganda and Zambia) applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning. This has focused in particular on mainstreaming urbanization in national development plans and sector policies to harness the potential of cities in driving job creation and economic diversification. For example, urban strategies and investment frameworks are being developed to feed into the new industrial development and economic diversification master plan of Chad, the new national development plan of Uganda and the Ugandan policy paper on adequate and affordable housing for the Presidential Economic Council. A regional development framework was also formulated to inform the national 10-year prospective plan of Ethiopia.

Programme performance in 2019: national planning strengthened for balanced regional development

18.197 The subprogramme supported the formulation of a new national regional development framework for Ethiopia, defining policy priorities and interventions to address regional inequities through the national ten-year prospective plan (2020/21–2030/31). The focus of national development planning in Ethiopia has largely focused on economic planning and more remains to be done on spatial and physical planning and its implications for economic outcomes. This constitutes an opportunity, not only for balanced development but also for addressing spatial inequalities and inefficiencies while optimizing the use of resources. In addition, the subprogramme identified opportunities to leverage intersectoral linkages across key economic sectors, to enable them to grow more competitive, attract investments, develop their resource potential and become dynamic hubs of economic transformation, a path which has not been easy to follow in the different regions of the country. To address these gaps, the subprogramme supported the National Planning Commission of Ethiopia in its work to develop the national regional development framework to guide regional development priorities aligned with national growth and transformation targets. In this process, representatives of all regions and sectors were consulted in order to strengthen the alignment of spatial and economic planning processes and priorities at various scales. The subprogramme also worked to enhance the

policy knowledge and build the capacity of representatives of regions and sectors in Ethiopia, using its guidebook for policymakers to integrate urbanization in national development planning.

Progress towards the attainment of the objective, and performance measure

18.198 This work contributed to the eradication of extreme poverty and reduction of inequality through member States' improved policies and strategies for social investments and productive urban job creation, as demonstrated by the formulation, for the first time, of a national regional development framework for inclusive and equitable spatial development in Ethiopia. This development framework provides a clear vision, objectives and strategies to guide its regional development efforts in a manner that integrates spatial and economic planning at the national scale. This represents a milestone in the long history of development planning, which started in 1957. By defining priorities to leverage the potential of its regions to achieve its ten-year prospective plan (2020/21–2030/31), the framework will promote balanced regional development and improved economic and social outcomes for all.

Table 18.30
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
Launch of phase II of the growth and transformation plan 2015/16–2019/20	Regional development through interregional grant allocation, decentralization and the creation of industrial parks and strategic development corridors	Regional development through interregional grant allocation, decentralization and the creation of industrial parks and strategic development corridors	Regional development through interregional grant allocation, decentralization and the creation of industrial parks and strategic development corridors	Formulation of national regional development framework for inclusive and equitable spatial development in Ethiopia

Planned results for 2021

Result 1: international migration in Africa (result carried over from 2020)

18.199 The subprogramme will continue the work related to international migration, in line with its mandate, and will build the capacity of countries to develop policies on international migration, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Table 18.31
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Member States start discussions and consultations among themselves and with local officials, civil	Subregional and regional consultations on the preparation of key knowledge products	Increased knowledge resulting from case study reports on migration for Cameroon,	Strengthened knowledge and adoption of policy products developed on African	Strengthened capacities, and development and increased knowledge on international

2017	*2018*	*2019*	*2020*	*2021*
society representatives and migrants to develop a global compact for safe, orderly and regular migration following the adoption by the General Assembly of the New York Declaration for Refugees and Migrants	and advocacy materials on migration	Ethiopia, Morocco, Senegal and South Africa	migration among five member States (Ethiopia, Mali, Morocco, Nigeria and Zimbabwe), which deepens the previous analysis carried out in these countries	migration among six member States (Côte d'Ivoire, Mali, Morocco, Senegal, South Africa and Zimbabwe), which deepens the existing analysis. In addition, five member States will be part of the component on digital identification of migrants in the Horn of Africa

Result 2: adoption of urban frameworks for urban job creation in Africa (new result)

18.200 The subprogramme has been working on strengthening urbanization in national development and economic sector planning in Africa. This work has reinforced the urban component in a new generation of national development and industrial plans in Chad, Ethiopia and Uganda. Specifically, the subprogramme has assessed national and industrial plans from an urban perspective, strengthened the skills and knowledge of 200 national policymakers in mainstreaming urbanization in national development planning, taking advantage of its innovative policy toolkit; and supported the formulation of urban strategies and investment frameworks with ministries in charge of national development planning, urban development and industry. The subprogramme was, however, not always able to make policymakers aware or to persuade them of the need to prioritize urban job creation in national development and economic sector plans, strategies and investments.

Internal challenge and response

18.201 The challenge for the subprogramme was to conduct more analysis in the area of productive urban jobs across the rural-urban continuum, with a specific focus on urban job creation, targeting such areas as industry and tradeable services, including urban-rural linkages; improving the productive potential of urban areas; and guiding development of the national spatial system for long-term prosperity. In response, the subprogramme will work with member States to further intensify the focus on urban job creation through national development and economic sector plans. This is expected to be accomplished through technical assistance in support of the formulation of national urban strategies and investment frameworks to feed into national development and industrial planning; conduct of national and online training workshops on urban job creation in national development and industrial planning; and regional policy dialogue and exchange among national experts. This work will assist member States in making progress towards the achievement of targets 1.1, 8.5 and 11.a of the Goals.

Expected progress towards the attainment of the objective, and performance measure

18.202 This work is expected to contribute to the eradication of extreme poverty and reduction of inequality through member States' improved policies and strategies for productive urban job creation, which would be demonstrated by the formulation of an urban strategy and investment framework for national development planning which is expected to lead to a strengthened focus on urban investments for industrialization.

Table 18.32
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Countries recognize the role of cities in structural transformation in the New Urban Agenda	Countries formulate African priorities for the implementation of the New Urban Agenda including job creation and economic transformation	Countries adopt African priorities for the implementation of the New Urban Agenda through the Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	Capacities to harness urbanization for structural transformation enhanced	Formulation of an urban strategy and investment framework for national development planning

Legislative mandates

18.203 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014	71/162	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	71/256	New Urban Agenda;
70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)	72/144	Follow-up to the Second World Assembly on Ageing
71/237	International migration and development	72/146	Policies and programmes involving youth

Economic and Social Council resolutions

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all		

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development	940 (XLIX)	International migration in Africa.
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa		

Deliverables

18.204 Table 18.33 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.33
Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2**	**2**	–	**1**
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	1	1	–	1
2. Report on harmonized implementation, monitoring and reporting framework on the New Urban Agenda in Africa to the African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	**4**	**4**	–	**4**
3. Meetings of the Committee on Gender and Social Development on the work of the subprogramme	4	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	**1**	**1**	**5**	**2**
4. Projects on urbanization and development to build the capacity of national policymakers	–	–	2	1
5. Projects on social policy in Africa to enhance the capacities of policymakers in selected countries	–	–	2	1
6. Project on peace and security in Africa to build the capacity of national policymakers	–	–	1	–
7. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	1	1	–	–
Seminars, workshops and training events (number of days)	–	–	**10**	**12**
8. Workshops on urbanization and development to build the policy capacity of member States	–	–	4	6
9. Capacity-building workshops on social policy for policymakers in selected countries	–	–	5	6
10. High-level policy dialogue on the nexus between security and development	–	–	1	–
Publications (number of publications)	**4**	**4**	**4**	**4**
11. Youth bulge and employment opportunities in urban areas of Africa	1	–	–	–
12. Report on monitoring social investments in Africa	1	1	–	–
13. Africa Social Development Report	1	1	–	1
14. Report on the state of urbanization in Africa for evidence-based policymaking	1	1	1	1
15. Report on implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	–	1	–	–
16. Report on strategies to reduce the poverty gap in Africa	–	–	1	1
17. Africa Human Security Index report	–	–	1	–
18. Report on international migration in Africa	–	–	1	–
19. Africa migration report	–	–	–	1
Technical materials (number of materials)	**3**	**3**	**5**	**2**
20. Manual on improved monitoring of social investments in Africa	1	1	–	–
21. Policy brief on the missing middle: what the data from five African countries say on social protection for labour	1	1	–	–
22. Manual on the integration of the demographic dividend into national and sectoral plans	1	1	–	–

Category and subcategory	*2019 planned*	*2019 actual*	*2020 planned*	*2021 planned*
23. Policy briefs on urbanization to raise awareness of African policymakers	–	–	2	1
24. Policy briefs on scaling up the monitoring of social investments in Africa: report in two countries	–	–	2	–
25. Policy brief on security and development in Africa	–	–	1	–
26. Policy brief on poverty and inequality	–	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: dissemination of knowledge products and improved data and statistics for evidence-based policies, strategies and investments; technical assistance for improved capacities in policy formulation, implementation and monitoring; policy dialogues for enhanced policy learning and exchange at national and regional scales.

D. Communication deliverables

Outreach programmes, special events, and information materials: flyers, brochures and advocacy materials on the work of the subprogramme; special events on urbanization and the growth and transformation of Africa at relevant global and regional events; webinars and online seminars on urbanization in Africa.

External and media relations: press and media communication on the role of cities and social policy in Africa's development.

Digital platforms and multimedia content: online databases and knowledge platforms for peer sharing.

B. Proposed post and non-post resource requirements for 2021

Overview

18.205 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 18.34 to 18.36.

Table 18.34
Financial resources
(Thousands of United States dollars)

			Changes							
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*	*Recosting*	*2021 estimate (after recosting)*
Posts	48 211.7	51 959.6	–	–	–	–	–	51 959.6	1 173.7	53 133.3
Other staff costs	2 485.9	2 972.1	–	–	1 285.5	1 285.5	43.3	4 257.6	163.2	4 420.8
Hospitality	69.8	51.1	–	–	–	–	–	51.1	2.0	53.1
Consultants	1 932.6	1 461.4	–	–	(32.2)	(32.2)	(2.2)	1 429.2	50.9	1 480.1
Experts	1 459.7	3 146.0	–	–	(28.1)	(28.1)	(0.9)	3 117.9	110.8	3 228.7
Travel of staff	1 336.3	1 723.4	–	–	153.3	153.3	8.9	1 876.7	35.9	1 912.6
Contractual services	8 867.0	6 877.1	–	–	(18.5)	(18.5)	(0.3)	6 858.6	260.1	7 118.7
General operating expenses	6 482.8	5 278.1	–	–	(54.3)	(54.3)	(1.0)	5 223.8	193.0	5 416.8
Supplies and materials	1 981.9	1 807.9	–	–	(107.2)	(107.2)	(5.9)	1 700.7	62.0	1 762.7
Furniture and equipment	3 870.4	3 143.7	–	–	(88.7)	(88.7)	(2.8)	3 055.0	118.3	3 173.3
Improvements to premises	12.2	52.2	–	–	–	–	–	52.2	2.1	54.3
Fellowships, grants and contributions	2 700.4	2 390.4	(752.0)	–	(1 109.8)	(1 861.8)	(77.9)	528.6	20.4	549.0
Total	**79 410.7**	**80 863.0**	**(752.0)**	**–**	**–**	**(752.0)**	**(0.9)**	**80 111.0**	**2 192.4**	**82 303.4**

Table 18.35
Post changes[a]

	Number	*Level*
Approved for 2020	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 15 NPO, 287 LL
Proposed for 2021	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 15 NPO, 287 LL

[a] No post changes are proposed for 2021.

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 18.36
Post resources

Category	2020 approved[a]	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2021 proposed[a]
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	15	–	–	–	–	15
P-5	43	–	–	–	–	43
P-4	69	–	–	–	–	69
P-3	76	–	–	–	–	76
P-2/1	27	–	–	–	–	27
Subtotal	**233**	**–**	**–**	**–**	**–**	**233**
Other						
National Professional Officer	15	–	–	–	–	15
Local level	287	–	–	–	–	287
Subtotal	**302**	**–**	**–**	**–**	**–**	**302**
Total	**535**	**–**	**–**	**–**	**–**	**535**

[a] Includes two temporary posts (1 P-3 and 1 NPO).

18.206 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 18.37 to 18.39 and Figure 18.XXI.

18.207 As reflected in table 18.37 (1), the overall resources proposed for 2021 amount to $80,111,000 before recosting, reflecting a net decrease of $752,000 (or 0.9 per cent) compared with the appropriation for 2020. The resource change results from technical adjustments relating to the removal of non-recurrent requirements to support the renovation of Africa Hall at ECA. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 18.37
Evolution of financial resources by component and subprogramme
(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
A. Policymaking organs	300.5	479.8	–	–	–	–	–	479.8	19.2	499.0
B. Executive direction and management	8 286.8	9 062.5	–	–	–	–	–	9 062.5	245.3	9 307.8
C. Programme of work										
1. Macroeconomic policy and governance	3 291.6	3 673.1	–	–	–	–	–	3 673.1	98.3	3 771.4

	2019 expenditure	2020 appropriation	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
2. Regional integration and trade	3 409.3	3 283.8	–	–	–	–	–	3 283.8	83.5	3 367.3
3. Private sector development and finance	2 356.7	2 925.0	–	–	–	–	–	2 925.0	74.3	2 999.3
4. Data and statistics	4 923.2	4 915.2	–	–	–	–	–	4 915.2	130.5	5 045.7
5. Climate change, environment and natural resources management	3 737.0	3 277.7	–	–	–	–	–	3 277.7	91.1	3 368.8
6. Gender equality and women's empowerment	1 090.1	1 108.6	–	–	–	–	–	1 108.6	32.6	1 141.2
7. Subregional activities for development	14 927.2	16 405.8	–	–	–	–	–	16 405.8	330.7	16 736.5
8. Economic development and planning	1 126.2	1 320.5	–	–	–	–	–	1 320.5	51.8	1 372.3
9. Poverty, inequality and social policy	2 868.1	3 253.3	–	–	–	–	–	3 253.3	87.8	3 341.1
Subtotal, C	**37 729.4**	**40 163.0**	**–**	**–**	**–**	**–**	**–**	**40 163.0**	**980.6**	**41 143.6**
D. Programme support	33 094.0	31 157.7	(752.0)	–	–	(752.0)	(2.4)	30 405.7	947.3	31 353.0
Subtotal, 1	**79 410.7**	**80 863.0**	**(752.0)**	**–**	**–**	**(752.0)**	**(0.9)**	**80 111.0**	**2 192.4**	**82 303.4**

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	1 050.0	356.3	356.3
C. Programme of work			
1. Macroeconomic policy and governance	90.5	2.1	–
2. Regional integration and trade	5 416.8	7 064.6	5 342.3
3. Private sector development and finance	176.0	1 185.8	796.5
4. Data and statistics	1 619.3	476.2	4 712.2
5. Climate change, environment and natural resources management	3 481.7	3 635.8	3 152.4
6. Gender equality and women's empowerment	64.5	1 371.7	380.9
7. Subregional activities for development	631.9	381.1	910.5
8. Economic development and planning	–	–	2 600.0

	2019 expenditure	2020 estimate	2021 estimate
9. Poverty, inequality and social policy	44.3	1 103.9	565.7
Subtotal, C	**11 525.0**	**15221.2**	**18 460.5**
D. Programme support	5 074.2	6 606.5	6 606.5
Subtotal, 2	**17 649.2**	**22 184.0**	**25 423.3**
Total	**97 059.9**	**103 047.0**	**107 726.7**

Table 18.38
Evolution of post resources by component and subprogramme

(1) *Regular budget*

		Changes				
	2020 approved	Technical adjustments	New/ expanded mandates	Other	Total	2021 proposed
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	53	–	–	–	–	53
C. Programme of work						
1. Macroeconomic policy and governance	25	–	–	–	–	25
2. Regional integration and trade	22	–	–	–	–	22
3. Private sector development and finance	18	–	–	–	–	18
4. Data and statistics	36	–	–	–	–	36
5. Climate change, environment and natural resources management	20	–	–	–	–	20
6. Gender equality and women's empowerment	6	–	–	–	–	6
7. Subregional activities for development						
1. Subregional activities in North Africa	19	–	–	–	–	19
2. Subregional activities in West Africa	18	–	–	–	–	18
3. Subregional activities in Central Africa	23	–	–	–	–	23
4. Subregional activities in East Africa	20	–	–	–	–	20
5. Subregional activities in Southern Africa	20	–	–	–	–	20
8. Economic development and planning	–	–	–	–	–	–
9. Poverty, inequality and social policy	21	–	–	–	–	21
Subtotal, C	**248**	**–**	**–**	**–**	**–**	**248**
D. Programme support	234	–	–	–	–	234
Subtotal, 1	**535**	**–**	**–**	**–**	**–**	**535**

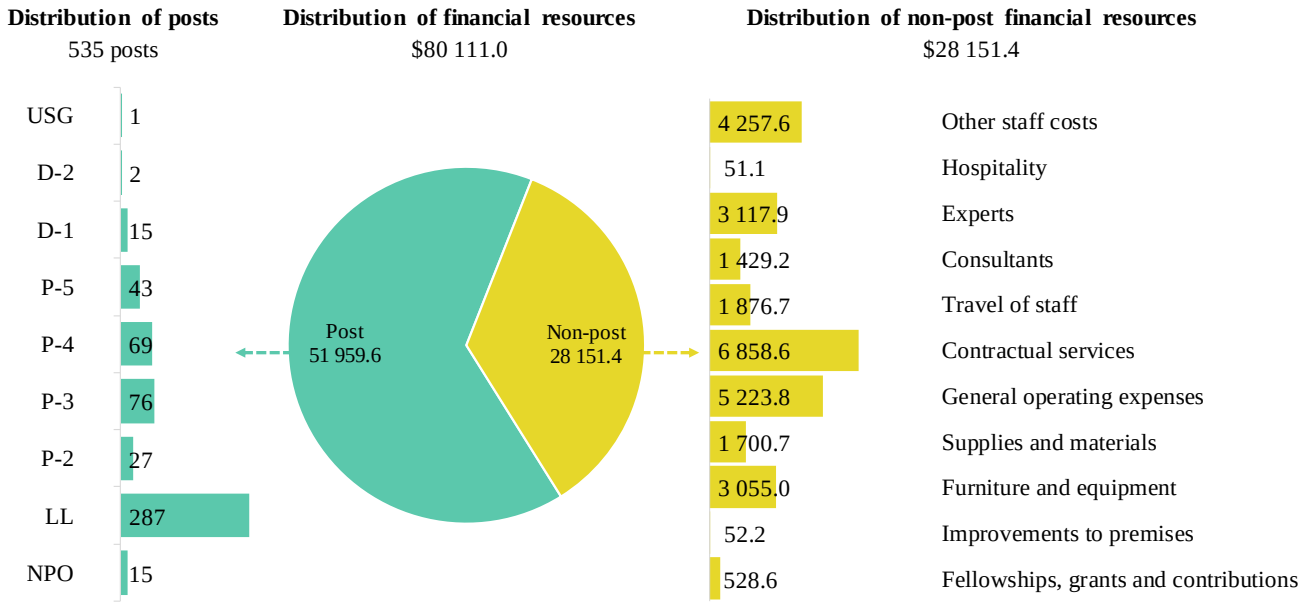
(2) *Extrabudgetary*

	2020 estimate	*2021 estimate*
A. Policymaking organs	–	–
B. Executive direction and management	1	1
C. Programme of work		
1. Macroeconomic policy and governance	–	–
2. Regional integration and trade	4	7
3. Private sector development and finance	4	4
4. Data and statistics	4	7
5. Climate change, environment and natural resources management	7	9
6. Gender equality and women's empowerment	–	1
7. Subregional activities for development	–	–
8. Economic development and planning	–	–
9. Poverty, inequality and social policy	–	1
Subtotal, C	**19**	**29**
D. Programme support	31	31
Subtotal, 2	**51**	**61**
Total	**586**	**596**

Table 18.39
Evolution of financial and post resources by category
(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	48 211.7	51 959.6	–	–	–	–	–	51 959.6
Non-post	31 199.0	28 903.4	(752.0)	–	–	(752.0)	(2.4)	28 151.4
Total	**79 410.7**	**80 863.0**	**(752.0)**	**–**	**–**	**(752.0)**	**(0.9)**	**80 111.0**
Post resources by category								
Professional and higher		233	–	–	–	–	–	233
General Service and related		302	–	–	–	–	–	302
Total		**535**	**–**	**–**	**–**	**–**	**–**	**535**

Figure 18.XXI
Distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



Variance analysis by component and subprogramme

Overall resource changes

Technical adjustments

18.208 As reflected in Table 18.37 (1), resource changes reflect a decrease of $752,000 under programme support, which relates to the removal of non-recurrent requirements for fellowships, grants and contributions related to the Africa Hall at ECA approved pursuant to section X of General Assembly resolution 74/263.

Extrabudgetary resources

18.209 As reflected in tables 18.37 (2) and 18.38 (2), ECA receives extrabudgetary contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of $25,423,300, including 61 posts, are expected to be received in support of extrabudgetary activities. Extrabudgetary resources represent 23.6 per cent of the total requirements for ECA. The projected increase of $3,239,300 compared with the estimate for 2020 relates to the projected increase of 10 posts (2 P-5, 1 P-4, 4 P-3, 1 P-2 and 2 Local level) compared with the 51 estimated for 2020. The additional posts will support activities including advisory services, seminars and field projects relating to capacity development, strengthening of statistical capacity of member States and other high-impact subregional initiatives for member States, regional economic communities and intergovernmental organizations.

18.210 The extrabudgetary resources are mobilized mostly from bilateral sources under agreements between ECA and global and regional institutions and organizations concerned with African development. Resources will primarily finance technical cooperation activities and build the capacities of member States in a number of priority areas, such as supporting the accelerated programme on civil registration and vital statistics; establishing the African Fund for Women Leadership; boosting of intra-African trade; strengthening advisory capacities for land governance in Africa; delivering climate-resilient development policies in Africa over the period 2019–2023; building capacity for

inclusive and equitable African trade arrangements; deepening African trade integration through effective implementation of the African Continental Free Trade Area to support economic integration and operationalizing the African Continental Free Trade Area; supporting private sector development; and pooling procurement of essential drugs, products and local pharmaceutical production.

Policymaking organs

18.211 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies and intergovernmental processes, the servicing of which is the responsibility of ECA. The Commission provides the legislative mandate and policy guidance for the work of the secretariat. The terms of reference of the Commission were established by the Economic and Social Council in its resolution 671 A (XXV) of 29 April 1958 and subsequent amendments. The Commission is composed of 54 members and reports to the Economic and Social Council. Table 18.40 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 18.40
Policymaking organs
(Thousands of United States dollars)

Policymaking organ	*Description*	*Additional information*	*2020 appropriation*	*2021 estimate (before recosting)*
Conference of African Ministers of Finance, Planning and Economic Development	The Commission holds annual sessions to review the work of its secretariat, approve its annual programme of work and make decisions on the recommendations of its subsidiary bodies and of the Executive Secretary. The annual session also serves as a forum for articulating the position of Africa on development issues on the agenda of the United Nations. The Committee of Experts is an integral part of the session of the Commission that meets prior to and provides technical support for the Conference of African Ministers of Finance, Planning and Economic Development.	Mandate: Economic and Social Council resolution 671 A (XXV) Membership: 54 government officials Number of sessions in 2021: 1	232.6	229.8
Intergovernmental Committee of Senior Officials and Experts	The five subregional intergovernmental committees of senior officials and experts meet annually between February and March prior to and report to the Conference of African Ministers of Finance, Planning and Economic Development. They oversee the overall formulation and implementation of the programme of work and priorities of the subregional offices and make recommendations on issues concerning economic and social development in their subregions, and also on the promotion and strengthening of subregional economic cooperation and integration. They also provide a platform for subregional ministerial caucuses for the discussion of specific subregional development challenges, whose outcomes are brought to the attention of the Conference.	Mandate: Economic and Social Council resolution 671 A (XXV) and subsequent amendments Membership: 54 government officials Number of sessions in 2021: 1	Included in the budget of the subregional offices	Included in the budget of the subregional offices

Policymaking organ	*Description*	*Additional information*	*2020 appropriation*	*2021 estimate (before recosting)*
Committee on Economic Governance	The Committee was established to provide evidence-based advice and guidance on economic governance issues, including promoting sound macroeconomic management and inclusive development strategies and fighting corruption and illicit financial flows out of Africa, in addition to networking and support to regional and global governance processes, such as the African Peer Review Mechanism, and the representation of Africa in international forums such as the Group of 20.	Mandate: Economic and Social Council resolution 966 (LII) Membership: 54 Number of sessions in 2021: 1	–	50.0
Committee on Statistics and Data	The Committee provides a forum to deliberate on issues related to statistics and data, gives guidance on emerging issues in data production, exchange and analysis, introduces innovations in data and explores capacity and data gaps. The Committee ensures that all member countries have the capability to provide data on a variety of development issues and endeavours to promote the coordination of statistical activities, foster good statistical practices and ensure consistent functioning of the statistical system in Africa.	Mandate: Economic and Social Council resolution 966 (LII) Membership: 54 government officials Number of sessions in 2021: 1	61.8	50.0
Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	The Committee provides a forum for dialogue and consensus-building in the important areas of private sector development, regional integration and trade, infrastructure, industry and technology and, more significantly, serves as a catalyst for accelerating progress at the national and regional levels in these fields. The Committee focuses on topical and emerging issues of relevance to these identified areas, with a view to taking stock of related progress made by African member States.	Mandate: Economic and Social Council resolution 966 (LII) Membership: 54 government officials Number of sessions in 2021: 1	61.8	50.0
Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	The Committee provides guidance and direction to the work of the Commission on advancing sustainable development, in particular through agricultural transformation, enhanced management and the transformation of Africa's land and natural resources, integration of climate resilience in national development plans and the transition to green and blue economies, including through technology and innovation. As a policy dialogue and consensus-building forum, the Committee provides direction on the future work and strategic focus of the Commission on key emerging issues relating to agriculture, the blue economy, climate change, land and natural resources management and the green economy in support of the attainment of the development objectives of the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union, and also support for the implementation of the Africa Mining Vision and the African Union Declaration on Land, both adopted by African Heads of State and Government in 2009, and the Paris Agreement on climate change.	Mandate: Economic and Social Council resolution 966 (LII) Membership: 54 government officials Number of sessions in 2021: 1	61.8	50.0

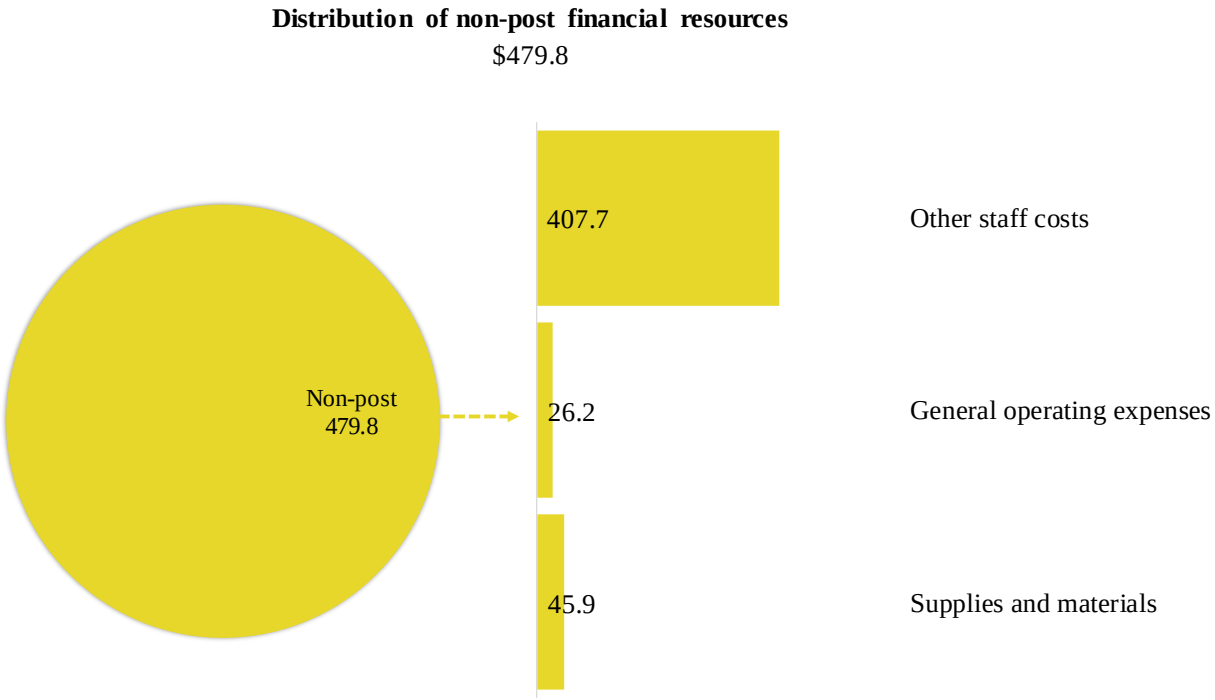
Policymaking organ	*Description*	*Additional information*	*2020 appropriation*	*2021 estimate (before recosting)*
Committee on Social Development, Poverty and Gender	The Committee reviews the work undertaken under the subprogrammes on gender equality and women's empowerment and on poverty, inequality and social policy. The Committee provides a forum for analysing the work done by ECA as it relates to the priorities of Africa on poverty and inequality reduction, sustainable urbanization, gender equality and women's empowerment, and social policy. The Committee is also important as a policy dialogue and consensus-building forum to strategically direct future work in these important areas of the African development agenda, and more significantly serves as a catalyst for accelerating progress at the national and regional levels in these fields. The Committee places an emphasis on topical and emerging issues of relevance to its identified areas of focus, with a view to taking stock of progress made by African member States in these areas and identifying policy directions.	Mandate: Economic and Social Council resolution 966 (LII) Membership: 54 government officials Number of sessions in 2021: 1	61.8	50.0
Total			**479.8**	**479.8**

18.212 The proposed regular budget resources for 2021 amount to $479,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.41 and figure 18.XXII.

Table 18.41
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Non-post	300.5	479.8	–	–	–	–	–	479.8
Total	**300.5**	**479.8**	**–**	**–**	**–**	**–**	**–**	**479.8**

Figure 18.XXII
Policymaking organs: distribution of proposed resources for 2021 (before recosting)
(Thousands of United States dollars)



Executive direction and management

18.213 The executive direction and management component comprises the Office of the Executive Secretary, the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Programme Support), the Strategic Planning, Oversight and Results Division and Business Continuity. The Office of the Executive Secretary includes the Advisory Office on the Sustainable Development Goals, the Partnerships and Resource Mobilization Section, the Joint Secretariat Support Office and the Communications and Media Relations Section.

18.214 The Office of the Executive Secretary and the Offices of the Deputy Executive Secretaries maintain and manage effective partnerships and collaborate with major African organizations, such as the African Union Commission and the African Development Bank, regional economic communities and other key stakeholders, to promote synergies across policies on major development issues. The Office of the Executive Secretary ensures that the development priorities and positions of Africa on critical issues are reflected at the global level and provides policy guidance and leadership with respect to the formulation of regional strategies and programmes in line with the goals set out in the 2030 Agenda and Agenda 2063 of the African Union. In addition, it plays a critical leadership role in the implementation of the Joint United Nations-African Union Framework on Sustainable Development and Peace and Security and on special initiatives that reinforce the work of ECA and thus provide further impetus to the African development agenda.

18.215 The Office of the Executive Secretary is responsible for building and maintaining the Commission's strategic partnerships with development partners and major stakeholders. Furthermore, it is responsible for mobilizing extrabudgetary resources to support new and emerging priorities of importance to the development goals of member States. Through its Communications and Media Relations Section, the Office promotes the visibility of ECA and its knowledge products at the global and regional levels.

18.216 The Office of the Executive Secretary provides support in determining the overall strategic direction and management of the ECA secretariat, ensuring the optimal use of resources in line with best practices and promoting environmental sustainability. It represents the United Nations Legal Counsel in Addis Ababa, provides advice to the Executive Secretary and ECA senior management on all legal matters and represents the Secretary-General in matters before the United Nations Dispute Tribunal.

18.217 The Strategic Planning, Oversight and Results Division includes the Evaluation Section, the Corporate Policy, Planning, Monitoring and Reporting Section, the Standards and Quality Assurance Section and Business Continuity. The Division supports and advises the Executive Secretary on matters relating to overall strategic direction, priorities and policies in the areas of programme coordination and planning, monitoring, evaluation and quality assurance, including reporting on the implementation of the ECA programme of work within a results-oriented framework to ensure organizational effectiveness. Furthermore, it coordinates ECA performance reporting to relevant intergovernmental bodies and reports on the implementation of relevant resolutions and decisions of those bodies. The Division responds to requests from Headquarters on programmatic matters, contributes to global initiatives and supports ECA subprogrammes in implementing guidelines and directives established by the General Assembly. It maintains liaison with and coordinates ECA-wide reporting to oversight bodies, including the Office of Internal Oversight Services and external auditors.

18.218 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ECA is integrating environmental management practices into its operations. In 2019, a highlight was the elimination of single-use plastics in working towards a plastic-free environment and the introduction of more water fountains in the conference areas. Another highlight was the reduction of waste and the introduction of a recycling system on the compound. ECA continues to pursue the use of videoconferencing in minimizing its carbon footprint, has been carbon-neutral since 2015 and has won certifications in that regard. In 2021, ECA will continue to reduce its carbon footprint and will maintain its carbon neutrality by offsetting its remaining footprint.

18.219 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 18.42. Upon reviewing the exceptions for non-compliance, the reasons were found to be due mainly to late event planning and late nomination of travellers. ECA will increase its efforts in planning far in advance and raise awareness with programme managers on the advantages of early nomination of travellers. In addition, ECA has entered into a corporate agreement with the airlines which provides for extended ticketing time limits in order to mitigate the impact on cost of late purchases.

Table 18.42
Compliance rate
(Percentage)

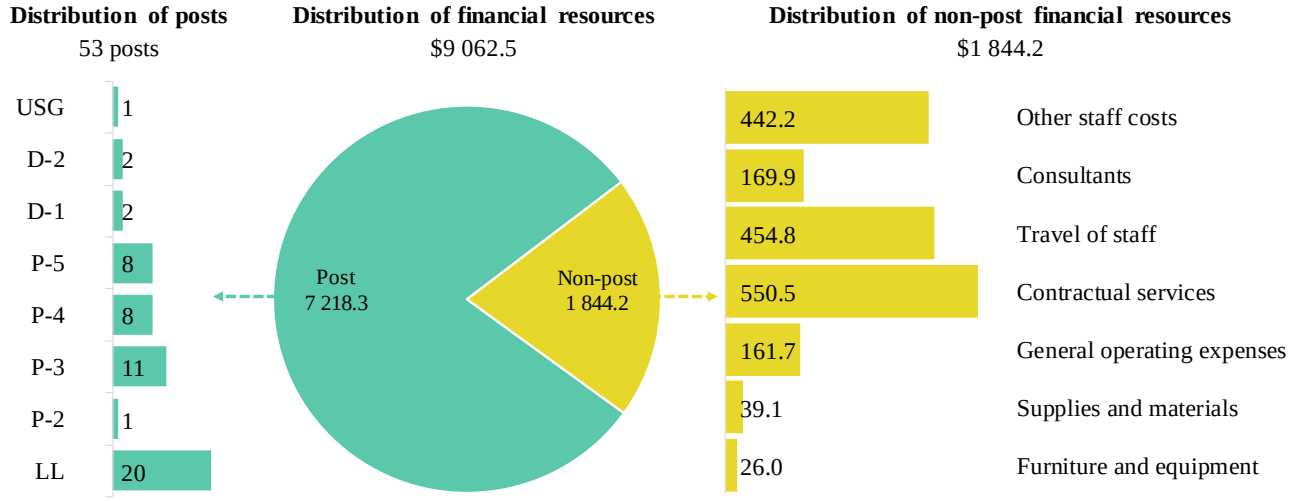
	Planned 2019	*Actual 2019*	*Planned 2020*	*Planned 2021*
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	15.3	100	100

18.220 The proposed regular budget resources for 2021 amount to $9,062,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.43 and figure 18.XXIII.

Table 18.43
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	6 208.9	7 218.3	–	–	–	–	–	7 218.3
Non-post	2 077.9	1 844.2	–	–	–	–	–	1 844.2
Total	**8 286.8**	**9 062.5**	**–**	**–**	**–**	**–**	**–**	**9 062.5**
Post resources by category								
Professional and higher		33	–	–	–	–	–	33
General Service and related		20	–	–	–	–	–	20
Total		**53**	**–**	**–**	**–**	**–**	**–**	**53**

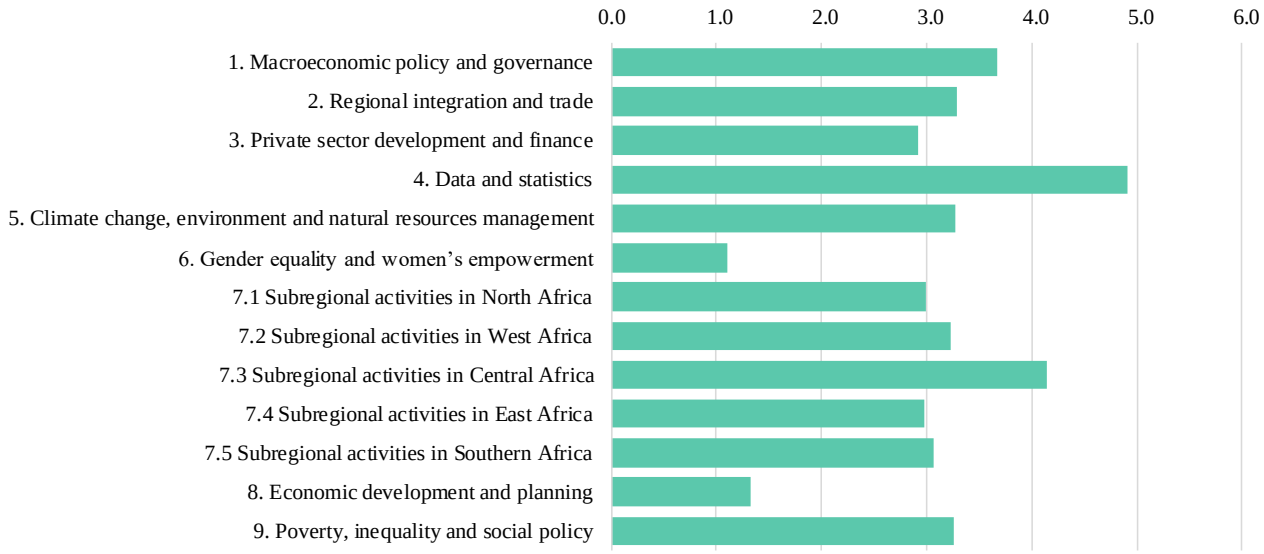
Figure 18.XXIII
Executive direction and management: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



Programme of work

18.221 The proposed regular budget resources for 2021 amount to $40,163,000 and reflect no change in the resource level compared with the appropriation for 2020. The distribution of resources by subprogramme is reflected in figure 18.XXIV.

Figure 18.XXIV
Distribution of proposed resources for 2021 by subprogramme
(Millions of United States dollars)



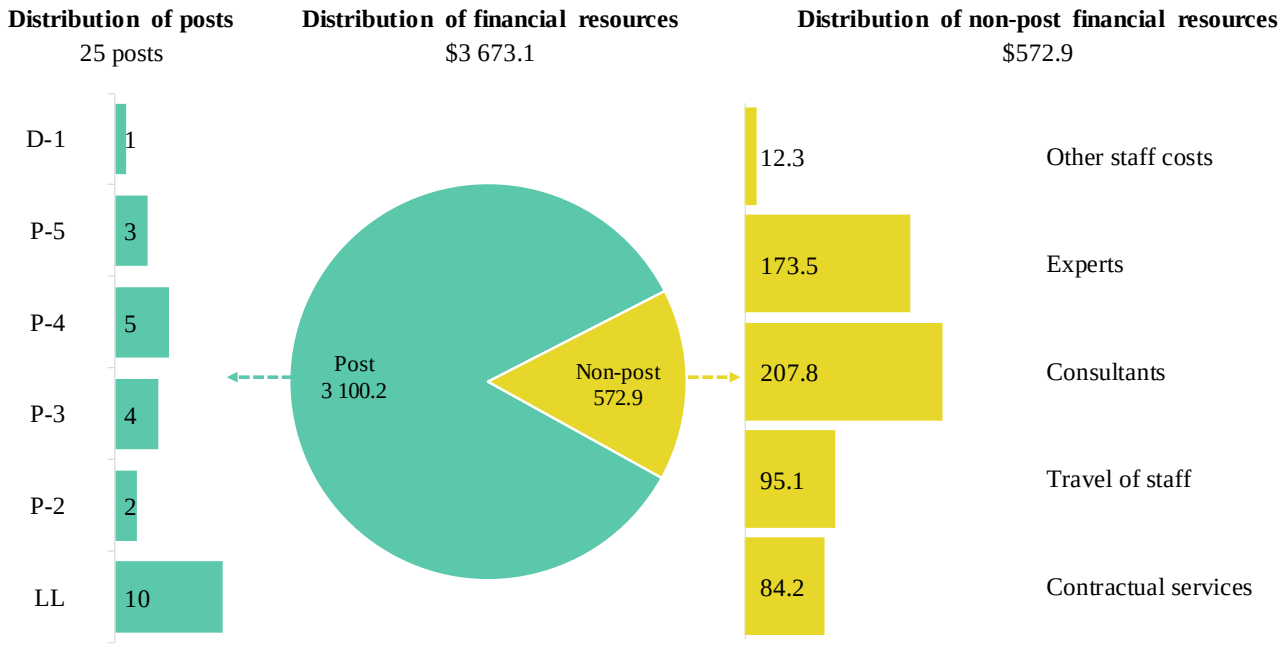
Subprogramme 1
Macroeconomic policy and governance

18.222 The proposed regular budget resources for 2021 amount to $3,673,100 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.44 and figure 18.XXV.

Table 18.44
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	2 748.1	3 100.2	–	–	–	–	–	3 100.2
Non-post	543.5	572.9	–	–	–	–	–	572.9
Total	**3 291.6**	**3 673.1**	**–**	**–**	**–**	**–**	**–**	**3 673.1**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		10	–	–	–	–	–	10
Total		**25**	**–**	**–**	**–**	**–**	**–**	**25**

Figure 18.XXV
Subprogramme 1: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



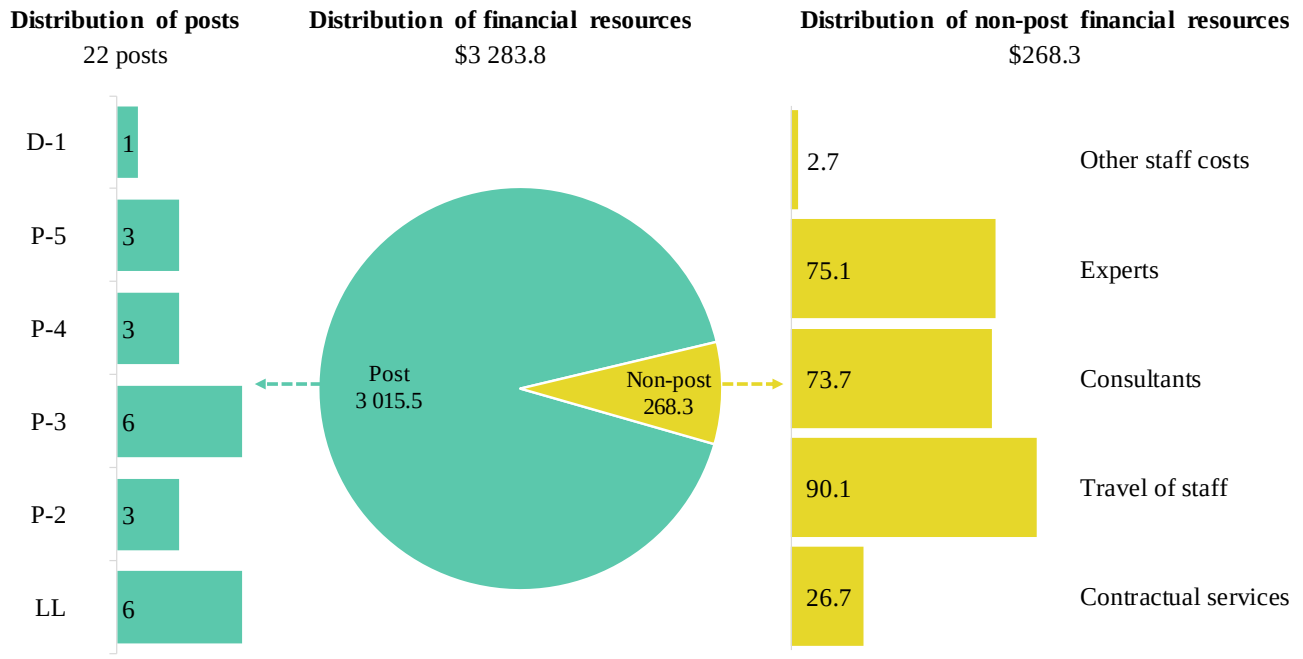
Subprogramme 2
Regional integration and trade

18.223 The proposed regular budget resources for 2021 amount to $3,283,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.45 and figure 18.XXVI.

Table 18.45
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	3 042.7	3 015.5	–	–	–	–	–	3 015.5
Non-post	366.7	268.3	–	–	–	–	–	268.3
Total	**3 409.3**	**3 283.8**	**–**	**–**	**–**	**–**	**–**	**3 283.8**
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		6	–	–	–	–	–	6
Total		**22**	**–**	**–**	**–**	**–**	**–**	**22**

Figure 18.XXVI
Subprogramme 2: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



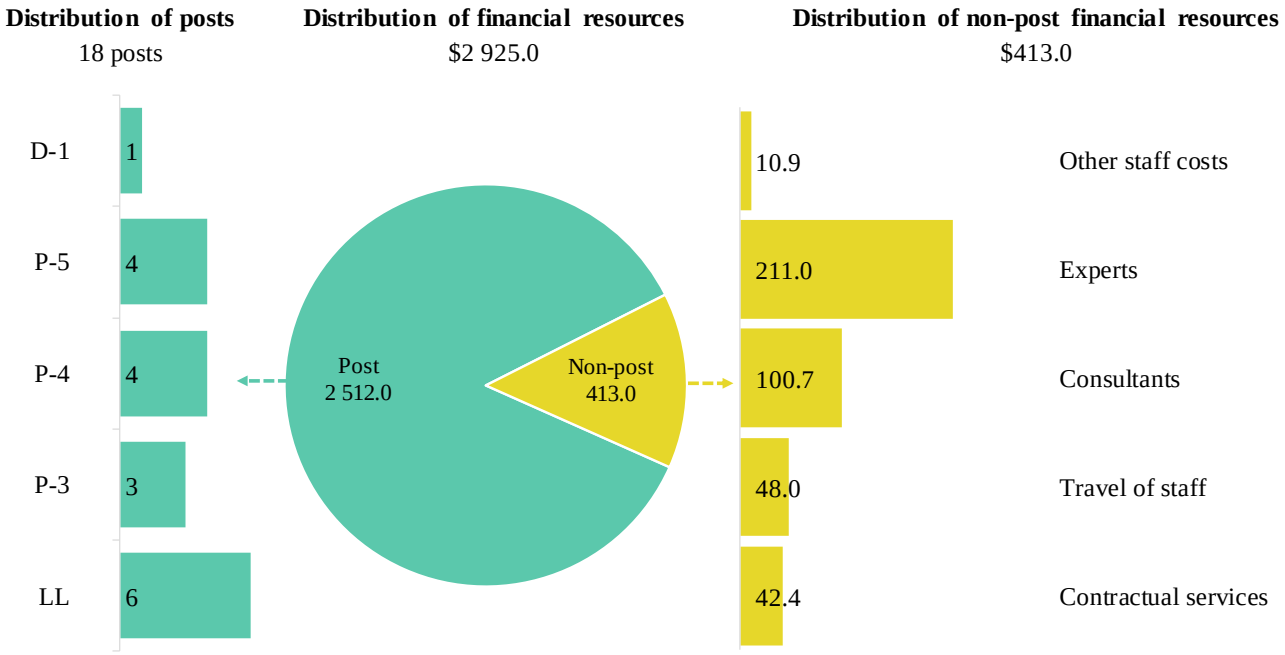
Subprogramme 3
Private sector development and finance

18.224 The proposed regular budget resources for 2021 amount to $2,925,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.46 and figure 18.XXVII.

Table 18.46
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	2 082.6	2 512.0	–	–	–	–	–	2 512.0
Non-post	274.1	413.0	–	–	–	–	–	413.0
Total	**2 356.7**	**2 925.0**	**–**	**–**	**–**	**–**	**–**	**2 925.0**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		6	–	–	–	–	–	6
Total		**18**	**–**	**–**	**–**	**–**	**–**	**18**

Figure 18.XXVII
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



Subprogramme 4
Data and statistics

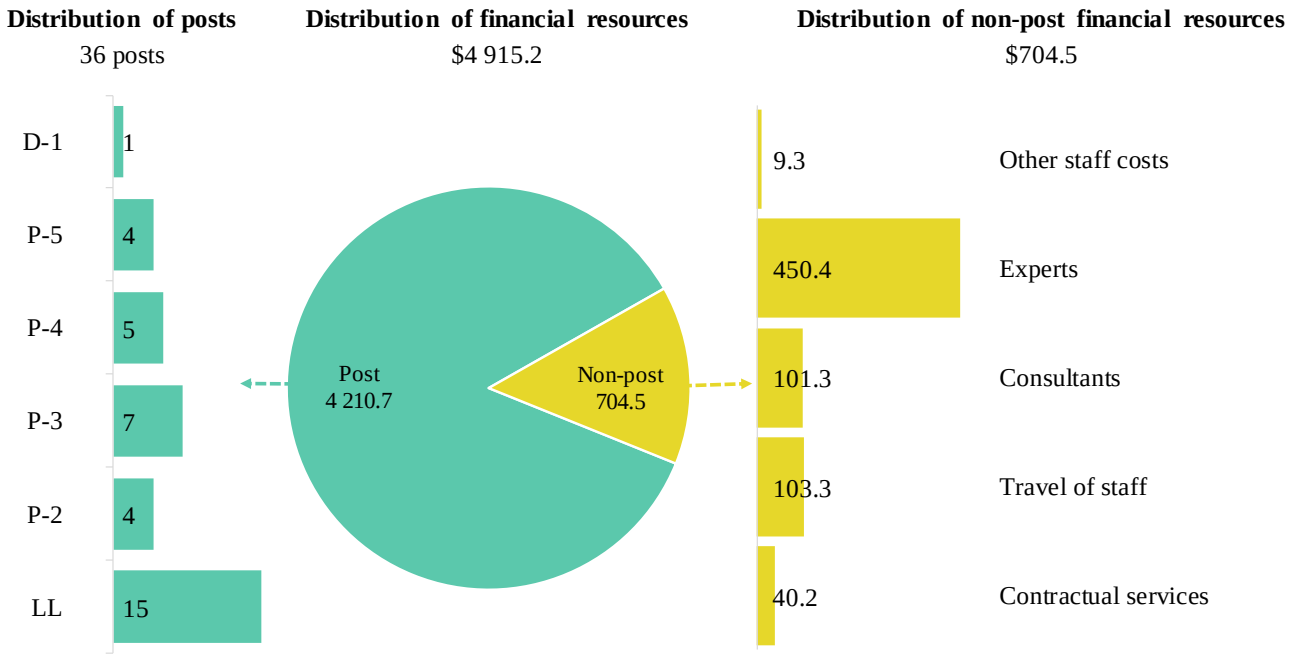
18.225 The proposed regular budget resources for 2021 amount to $4,915,200 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.47 and figure 18.XXVIII.

Table 18.47
Subprogramme 4: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	4 415.1	4 210.7	–	–	–	–	–	4 210.7
Non-post	508.1	704.5	–	–	–	–	–	704.5
Total	**4 923.2**	**4 915.2**	**–**	**–**	**–**	**–**	**–**	**4 915.2**
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		15	–	–	–	–	–	15
Total		**36**	**–**	**–**	**–**	**–**	**–**	**36**

Figure 18.XXVIII
Subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5
Climate change, environment and natural resources management

18.226 The proposed regular budget resources for 2021 amount to $3,277,700 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.48 and figure 18.XXIX.

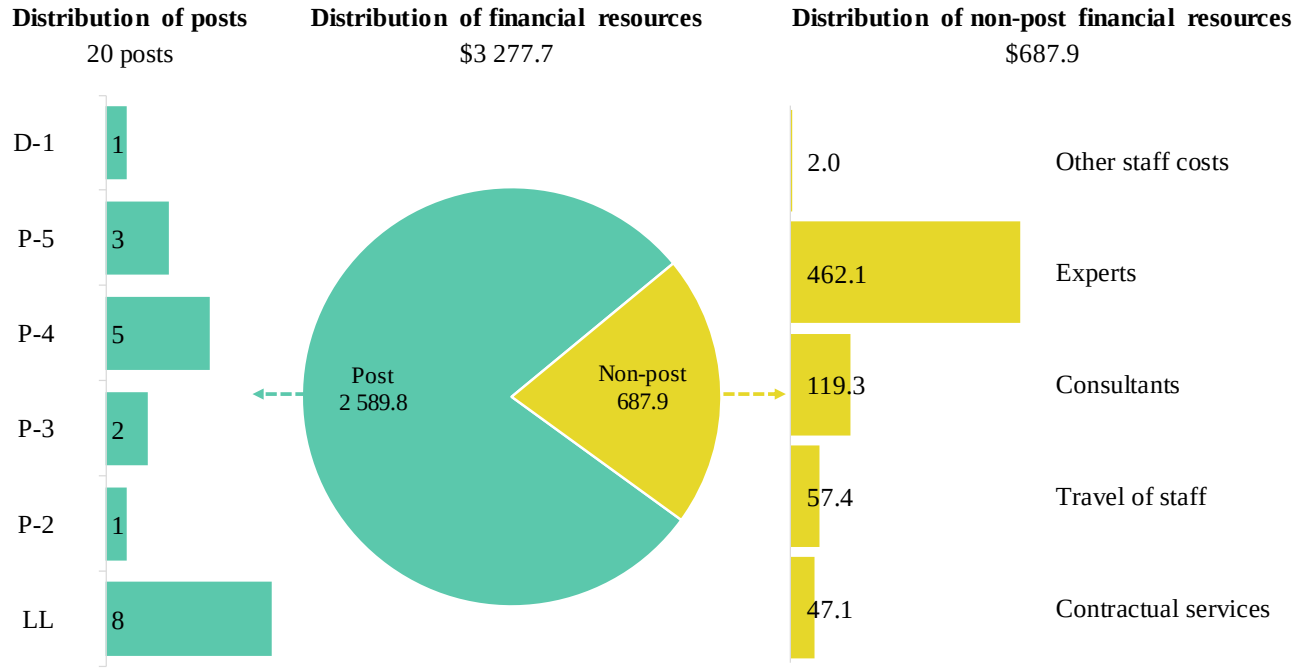
Table 18.48
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	2 129.9	2 589.8	–	–	–	–	–	2 589.8
Non-post	1 607.1	687.9	–	–	–	–	–	687.9
Total	**3 737.0**	**3 277.7**	**–**	**–**	**–**	**–**	**–**	**3 277.7**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		8	–	–	–	–	–	8
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 18.XXIX
Subprogramme 5: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 6
Gender equality and women's empowerment

18.227 The proposed regular budget resources for 2021 amount to $1,108,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.49 and figure 18.XXX.

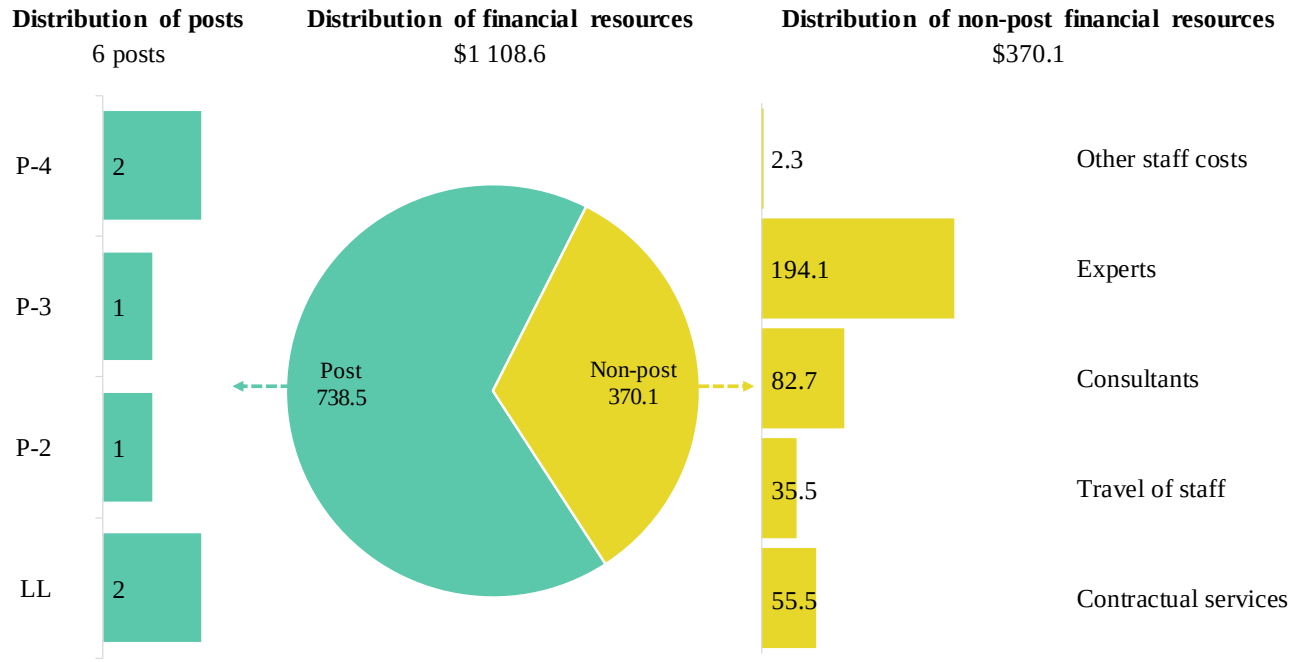
Table 18.49
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	657.4	738.5	–	–	–	–	–	738.5
Non-post	432.7	370.1	–	–	–	–	–	370.1
Total	**1 090.1**	**1 108.6**	**–**	**–**	**–**	**–**	**–**	**1 108.6**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 18.XXX
Subprogramme 6: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

18.228 The proposed regular budget resources for 2021 amount to $2,995,100 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.50 and figure 18.XXXI.

Table 18.50
Subprogramme 7, component 1: evolution of financial and post resources

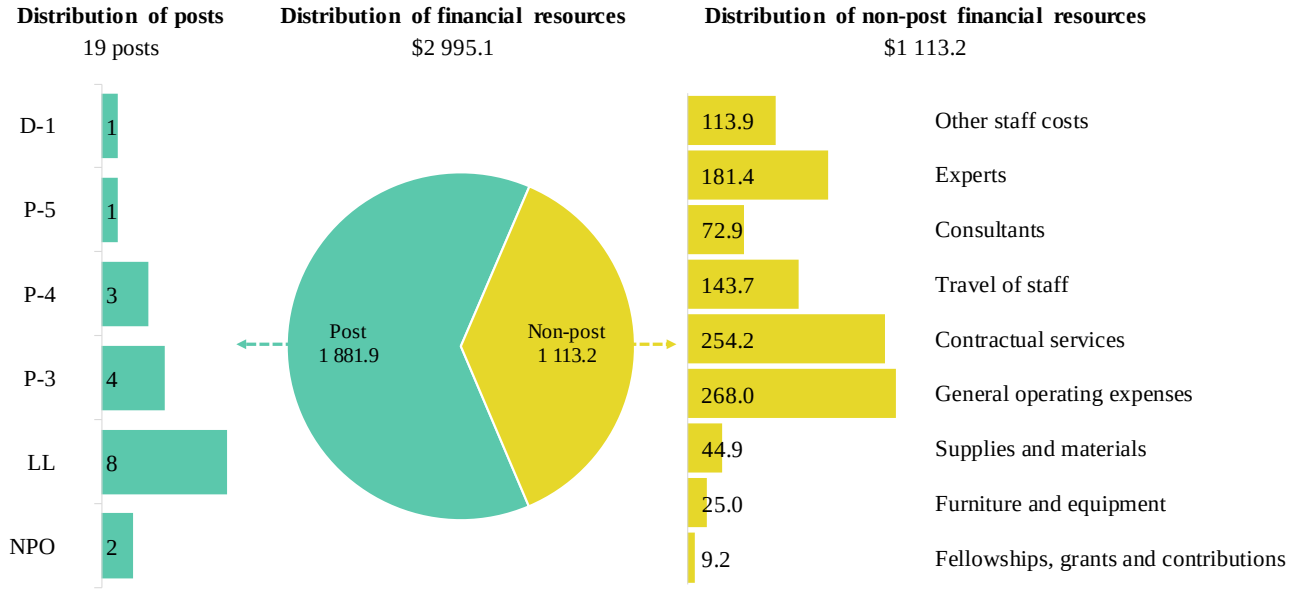
(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	2 125.6	1 881.9	–	–	–	–	–	1 881.9
Non-post	865.0	1 113.2	–	–	–	–	–	1 113.2
Total	**2 990.6**	**2 995.1**	**–**	**–**	**–**	**–**	**–**	**2 995.1**

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		10	–	–	–	–	–	10
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 18.XXXI
Subprogramme 7, component 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2
Subregional activities in West Africa

18.229 The proposed regular budget resources for 2021 amount to $3,222,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.51 and figure 18.XXXII.

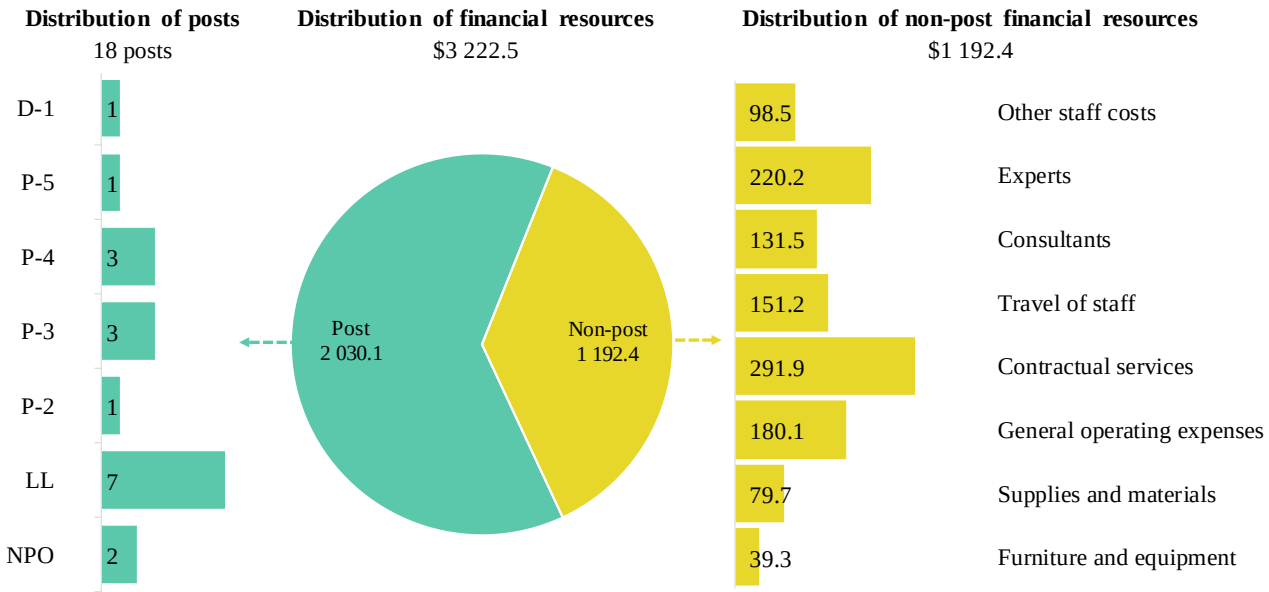
Table 18.51
Subprogramme 7, component 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	2 040.0	2 030.1	–	–	–	–	–	2 030.1
Non-post	1 027.4	1 192.4	–	–	–	–	–	1 192.4
Total	**3 067.4**	**3 222.5**	–	–	–	–	–	**3 222.5**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		9	–	–	–	–	–	9
Total		**18**	–	–	–	–	–	**18**

Figure 18.XXXII
Subprogramme 7, component 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Component 3
Subregional activities in Central Africa

18.230 The proposed regular budget resources for 2021 amount to $4,147,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.52 and figure 18.XXXIII.

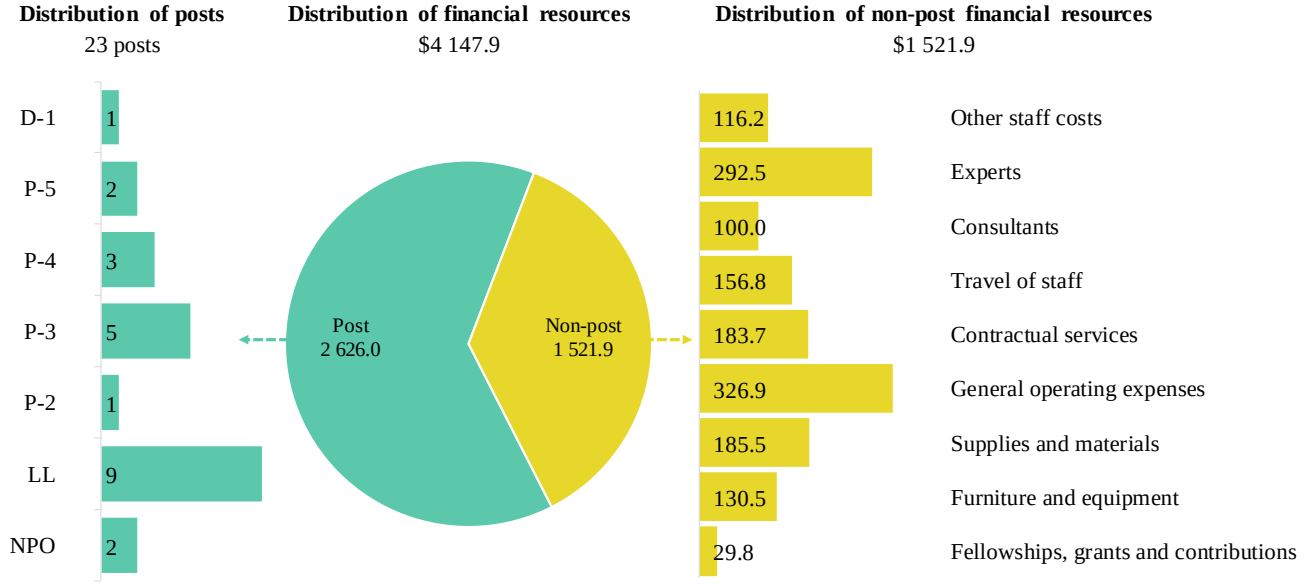
Table 18.52
Subprogramme 7, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	2 742.0	2 626.0	–	–	–	–	–	2 626.0
Non-post	1 299.1	1 521.9	–	–	–	–	–	1 521.9
Total	**4 041.0**	**4 147.9**	**–**	**–**	**–**	**–**	**–**	**4 147.9**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		11	–	–	–	–	–	11
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 18.XXXIII
Subprogramme 7, component 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Component 4
Subregional activities in East Africa

18.231 The proposed regular budget resources for 2021 amount to $2,971,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.53 and figure 18.XXXIV.

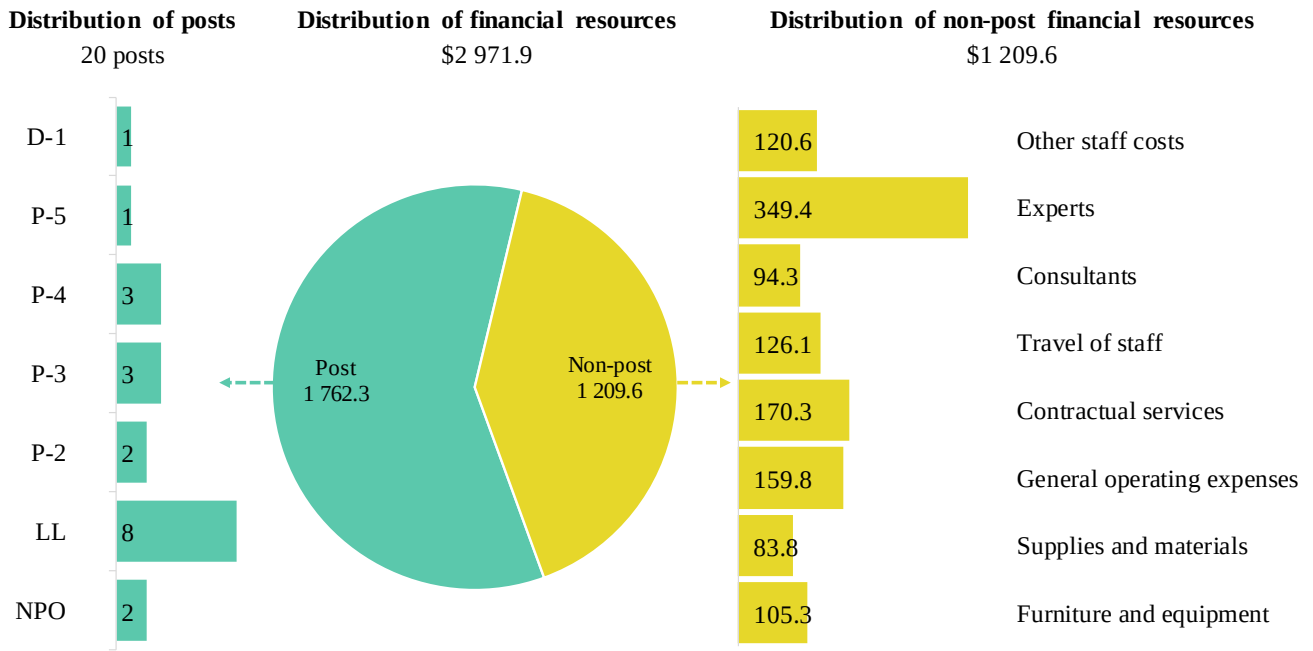
Table 18.53
Subprogramme 7, component 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	1 532.0	1 762.3	–	–	–	–	–	1 762.3
Non-post	820.2	1 209.6	–	–	–	–	–	1 209.6
Total	**2 352.2**	**2 971.9**	**–**	**–**	**–**	**–**	**–**	**2 971.9**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		10	–	–	–	–	–	10
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 18.XXXIV
Subprogramme 7, component 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Component 5
Subregional activities in Southern Africa

18.232 The proposed regular budget resources for 2021 amount to $3,068,400 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.54 and figure 18.XXXV.

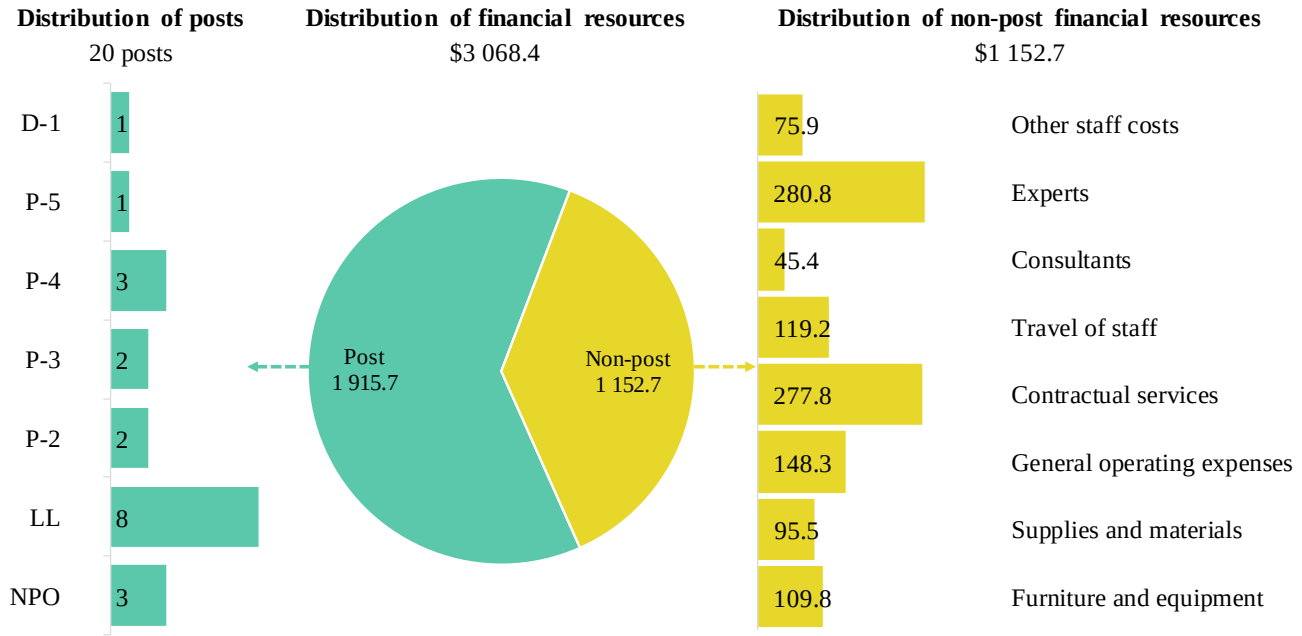
Table 18.54
Subprogramme 7, component 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	1 862.7	1 915.7	–	–	–	–	–	1 915.7
Non-post	613.3	1 152.7	–	–	–	–	–	1 152.7
Total	**2 476.0**	**3 068.4**	**–**	**–**	**–**	**–**	**–**	**3 068.4**
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		11	–	–	–	–	–	11
Total		**20**	**–**	**–**	**–**	**–**	**–**	**20**

Figure 18.XXXV
Subprogramme 7, component 5: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 8
Economic development and planning

18.233 The proposed regular budget resources for 2021 amount to $1,320,500 and reflect no change in the resource level compared with the appropriation for 2020. This subprogramme is covered by the African Institute for Economic Development and Planning. The Institute's accounts have been integrated into Umoja as part of the Commission and are presented in accordance with its use of resources by budget class, as reflected in table 18.55 and figure 18.XXXVI.

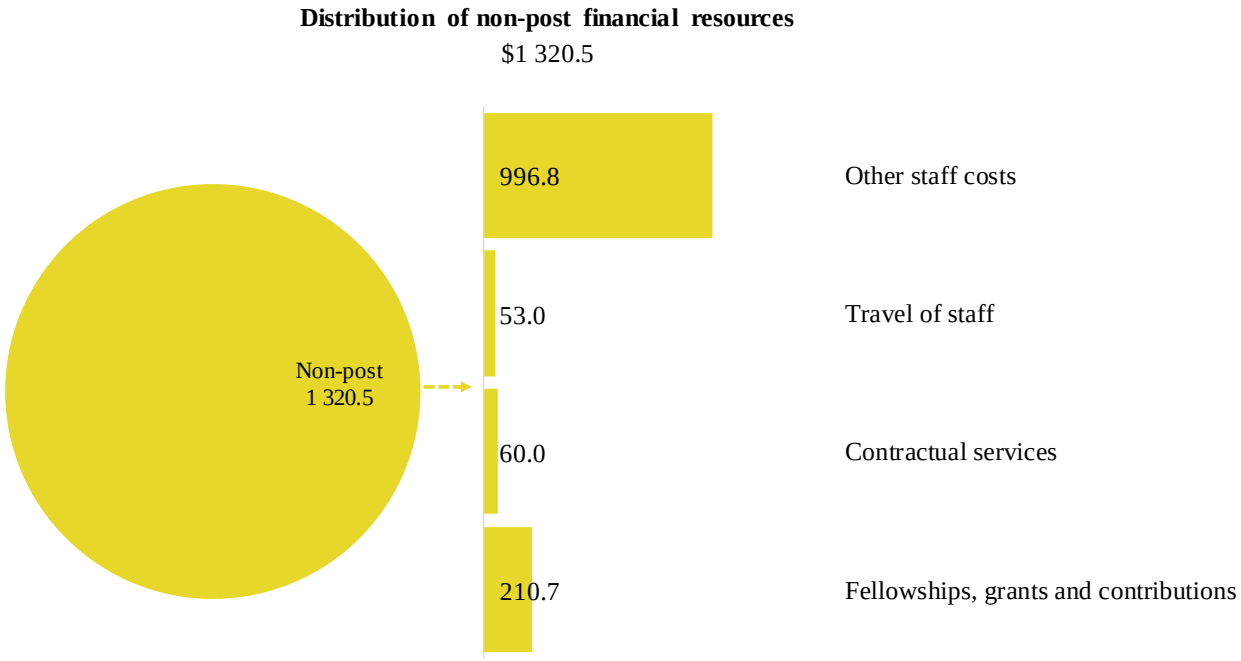
Table 18.55
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Non-post	1 126.2	1 320.5	–	–	–	–	–	1 320.5
Total	**1 126.2**	**1 320.5**	**–**	**–**	**–**	**–**	**–**	**1 320.5**

Figure 18.XXXVI
Subprogramme 8: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



Subprogramme 9
Poverty, inequality and social policy

18.234 The proposed regular budget resources for 2021 amount to $3,253,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 18.56 and figure 18.XXXVII.

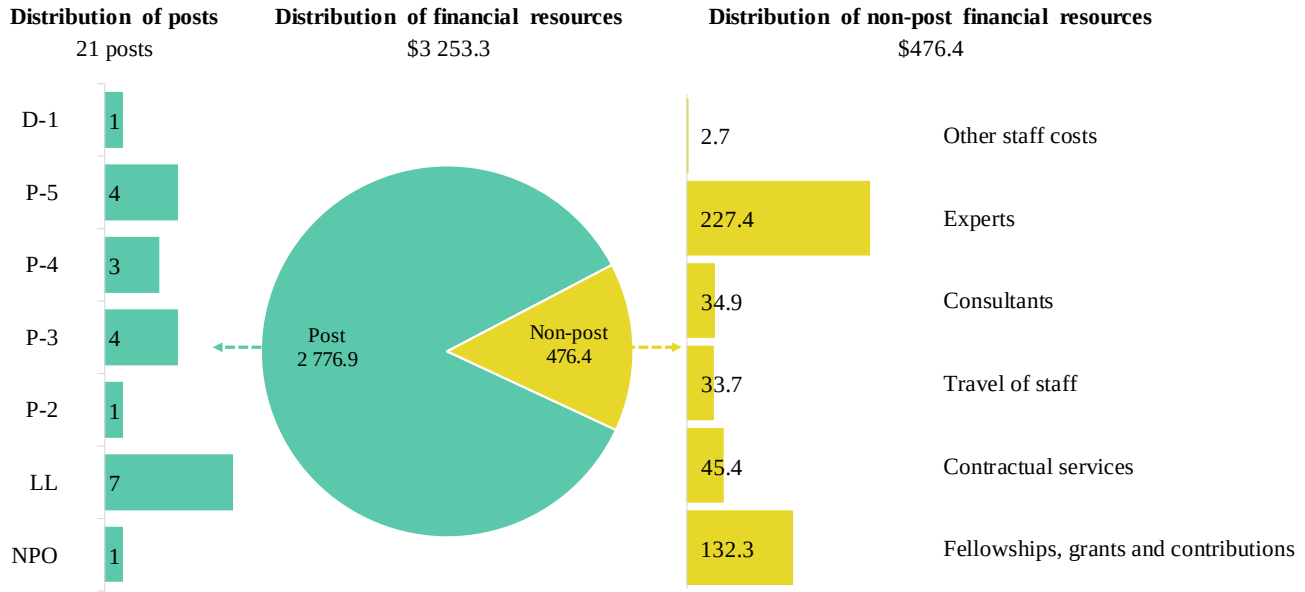
Table 18.56
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	*2020 appropriation*	*Changes*					*2021 estimate (before recosting)*
			Technical adjustments	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	2 539.6	2 776.9	–	–	–	–	–	2 776.9
Non-post	328.5	476.4	–	–	–	–	–	476.4
Total	**2 868.1**	**3 253.3**	**–**	**–**	**–**	**–**	**–**	**3 253.3**
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		8	–	–	–	–	–	8
Total		**21**	**–**	**–**	**–**	**–**	**–**	**21**

Figure 18.XXXVII
Subprogramme 9: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

18.235 The programme support component comprises two divisions: the Division of Administration and the Publications, Conference and Knowledge Management Division. The Division of Administration ensures the effective implementation of the Commission's mandate by providing administrative and financial support, guaranteeing compliance with United Nations regulations and rules, policies and procedures and spearheading business continuity initiatives. It encompasses the Office of the Director of Administration, the Human Resources Services Section, the Health-Care Centre, the Supply Chain Management Section, the Facilities Management Section and the Finance and Budget

Section. The Publications, Conference and Knowledge Management Division promotes the visibility and impact of the Commission's work through its Conference Management Services Section, Publications and Documentation Section, Knowledge Management Services Section and Information and Communications Technology Services Section. Visibility is promoted through the sharing of the Commission's knowledge and library services with professional groups and the rendering of professional conference services to United Nations and non-United Nations entities. Impact is promoted through strategic investments in information and communications technology aimed at maximizing productivity and facilitating communication and by sustaining the Commission's policy research and publishing capacity at the level of a world-class think tank.

18.236 In 2021, the programme support entities will continue to ensure efficient support for the functions and services performed at ECA headquarters in Addis Ababa, the five subregional offices and the African Institute for Economic Development and Planning. The Division will also continue to collaborate with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework through the Operations Management Team.

18.237 The key focus will be on supporting the implementation of United Nations system-wide projects, including the strategic capital plan, the provision of effective career advancement and development support to staff members, the further delegation of authority to the subregional offices in the areas of human and financial resources management, the supervision of the $57 million Africa Hall project, the coordination of business continuity and organizational resilience initiatives, coordination with the 28 United Nations agencies serving in Ethiopia on business continuity and operational matters and coordination with member organizations and offices to further strengthen the medical services provided at the Health-Care Centre. In addition, the entities will participate actively in the Secretariat-wide implementation of the cost-recovery initiative and other Umoja-related activities and initiatives.

18.238 The proposed regular budget resources for 2021 amount to $30,405,700, which reflect a decrease of $752,000 compared with the appropriation for 2020. The proposed decrease of $752,000 is explained in paragraph 18.208 above. Additional details are reflected in table 18.57 and figure 18.XXXVIII.

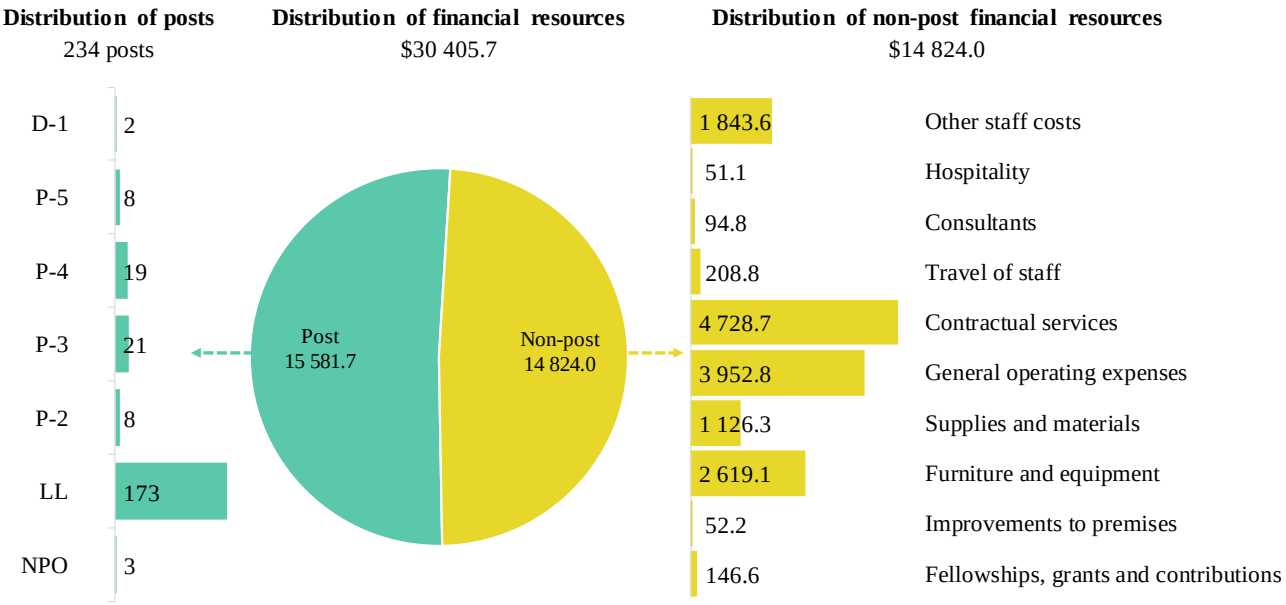
Table 18.57
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

			Changes					
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*
Financial resources by main category of expenditure								
Post	14 085.1	15 581.7	–	–	–	–	–	15 581.7
Non-post	19 008.9	15 576.0	(752.0)	–	–	(752.0)	(4.8)	14 824.0
Total	**33 094.0**	**31 157.7**	**(752.0)**	**–**	**–**	**(752.0)**	**(2.4)**	**30 405.7**
Post resources by category								
Professional and higher		58	–	–	–	–	–	58
General Service and related		176	–	–	–	–	–	176
Total		**234**	**–**	**–**	**–**	**–**	**–**	**234**

Figure 18.XXXVIII

Programme support: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



II. Regional Commissions New York Office

Proposed post and non-post resource requirements for 2021

Overview

18.239 The Regional Commissions New York Office is a joint office representing, coordinating and providing policy advice to the five regional commissions, namely, the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe and the Economic and Social Commission for Western Asia. Its overall objective is to support the effective implementation of legislative mandates at the regional level.

18.240 In pursuing that objective, the Office assumes the following interrelated key functions: providing strategic policy advice to the regional commissions on United Nations deliberations and global policy frameworks that have a bearing on their positioning and the effective implementation of their programmes of work; supporting and ensuring representation and outreach vis-à-vis relevant intergovernmental and inter-agency bodies with a view to informing and influencing decision-making from a regional perspective; and enhancing and promoting coordination and interregional cooperation among the regional commissions.

18.241 In the area of policy advice, the Office carries out analysis and produces policy papers, concept notes and other documents on a wide range of topics. In particular, in 2019 it continued to play a critical role in advising and framing the regional commissions' internal reflections, collective thinking and position on the repositioning of the regional assets of the United Nations development system, including through the participation of the Director in the Internal Review Team convened by the Special Adviser to the Secretary-General on Reform, leading coordination of and cross-fertilizing good practices and actions for conceptualizing and shaping the five broad transformative areas proposed by the Secretary-General to the Economic and Social Council on a region-by-region basis.

18.242 The Office plays a central role in supporting the follow-up and review of the 2030 Agenda, notably by strengthening coherence and interaction among actors at the global, regional and national levels. Specifically, it has ascertained that the outcomes of the regional forums on sustainable development would be brought before the high-level political forum on sustainable development, that adequate space would be dedicated to the regional dimension at the high-level political forum and that resident coordinators and United Nations country teams would actively participate in the regional forums. In that context, the Office has ensured harmonization of the design of regional forums and reporting at the global level, including to the high-level political forum and the Economic and Social Council, and steered ideas for joint analytical products, outreach activities and side events. The Office advocated recognition of the regional dimension and the role of the regional commissions and the regional forums on sustainable development in the context of the Sustainable Development Goals Summit, which was ultimately welcomed in the political declaration unanimously adopted by Heads of State and Government at the Summit. The Office continues to participate actively in internal mechanisms of the development system supporting the preparation of the 2020 session of the high-level political forum, and the conceptualization of the decade of action and delivery for sustainable development at the regional level. The Office plays an important role in facilitating the implementation of the Secretary-General's strategy and road map for financing the 2030 Agenda, including through active participation in the Global Investors for Sustainable Development Initiative and in deliberations on how to leverage the relationship with multilateral development banks.

18.243 On representation and outreach, the Office represents the regional commissions in intergovernmental forums on most of the issues described above. For example, in the context of the reform of the United Nations development system, the Office has actively participated in and contributed to the work of several reform streams and advisory bodies of the United Nations Sustainable Development Group in such areas as strategic financing, partnerships, the redesign of the United Nations Development Assistance Framework (UNDAF), the multi-country offices review, the updating of the management

and accountability framework and the formulation of the funding compact. This has resulted in the strong recognition of the regional dimension of development in many of the reform initiatives and outcomes, such as in the redesign of multi-country offices. With regard to the 2030 Agenda, the Office has participated in regional forums, technical workshops, voluntary national review workshops, retreats, expert groups and meetings with Member States, academic institutions and civil society representatives. A high-level ministerial event organized by the Office on the margins of the July 2019 meeting of the high-level political forum gathered more than 50 participants at the ministerial level to deliberate on the critical role of regional cooperation and the regional dimension in implementing the 2030 Agenda and accelerating achievement of the Sustainable Development Goals.

18.244 In 2019, the Office prepared and introduced to the Economic and Social Council the annual report of the Secretary-General on regional cooperation in the economic, social and related fields. The Office also reached out to permanent missions of Member States to the United Nations and organized informal briefings to disseminate and discuss the work of the regional commissions, thus contributing to continued recognition on the part of Member States of the regional dimension of development and the inclusion of explicit mandates for the regional commissions in a number of resolutions adopted by the General Assembly and the Council.

18.245 As part of its coordination function, the Office continued to promote strategic coordination among the regional commissions through its role as Secretary of the meetings of the executive secretaries. It has also promoted coordination of and collaboration on a number of substantive issues among the regional commissions and between the regional commissions and the Department of Economic and Social Affairs of the Secretariat through its networks of focal points in such areas as support for Member States in the implementation of the 2030 Agenda, financing for development, statistics, inequalities, migration, social development and South-South and triangular cooperation. Regarding cooperation, the office advocated recognition of the role of the regional commissions in support of South-South cooperation, which was eventually strongly and explicitly recognized in the outcome document of the High-Level Conference on South-South Cooperation. The Office has also supported the Office of the President of the General Assembly in the preparation of high-level meetings such as those on middle-income countries, inequality, commodity markets, combating illicit financial flows and others. In addition, the Office has promoted partnerships and joint projects to be financed through the Development Account, such as the joint project by the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development and the regional commissions on integrated national financing frameworks, and ensured that the regional dimension was well reflected in policy decisions adopted by the Steering Committee of the Development Account, on which the Director of the Office represents the regional commissions.

18.246 The proposed regular budget resources for 2021 amount to $1,025,100 and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Additional details are reflected in tables 18.58 to 18.60 and figure 18.XXXIX.

Table 18.58
Financial resources
(Thousands of United States dollars)

			Changes							
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*2021 estimate (before recosting)*	*Recosting*	*2021 estimate (after recosting)*
Posts	831.2	958.4	–	–	–	–	–	958.4	28.3	986.7
Other staff costs	5.1	10.4	–	–	–	–	–	10.4	0.3	10.7
Hospitality	0.4	0.9	–	–	–	–	–	0.9	–	0.9
Travel of staff	22.1	23.7	–	–	–	–	–	23.7	0.5	24.2
Contractual services	0.2	13.7	–	–	–	–	–	13.7	0.6	14.3

	2019 expenditure	2020 appropriation	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
General operating expenses	7.2	7.6	–	–	–	–	–	7.6	0.3	7.9
Supplies and materials	0.0	3.0	–	–	–	–	–	3.0	0.1	3.1
Furniture and equipment	9.3	7.4	–	–	–	–	–	7.4	0.3	7.7
Total	**875.5**	**1 025.1**	**–**	**–**	**–**	**–**	**–**	**1 025.1**	**30.4**	**1 055.5**

Table 18.59
Post resources
(Number of posts)

Category	2020 approved	Changes: Technical adjustments	Changes: New/expanded mandates	Changes: Other	Changes: Total	2021 proposed
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	**4**	**–**	**–**	**–**	**–**	**4**
General Service						
Other level	2	–	–	–	–	2
Subtotal	**2**	**–**	**–**	**–**	**–**	**2**
Total	**6**	**–**	**–**	**–**	**–**	**6**

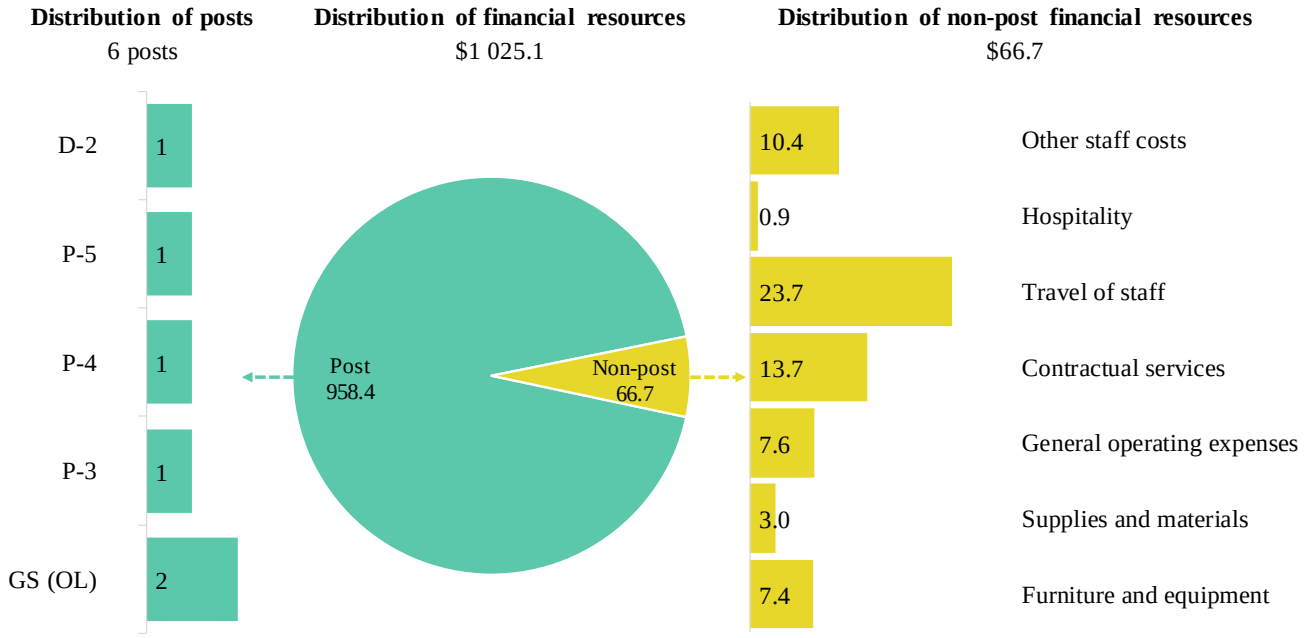
Table 18.60
Regional Commissions New York Office: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes: Technical adjustments	Changes: New/ expanded mandates	Changes: Other	Changes: Total	Changes: Percentage	2021 estimate (before recosting)
Financial resources by main category of expenditure								
Post	831.2	958.4	–	–	–	–	–	958.4
Non-post	44.3	66.7	–	–	–	–	–	66.7
Total	**875.5**	**1 025.1**	**–**	**–**	**–**	**–**	**–**	**1 025.1**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 18.XXXIX

Regional Commissions New York Office: distribution of proposed resources for 2021 (before recosting)

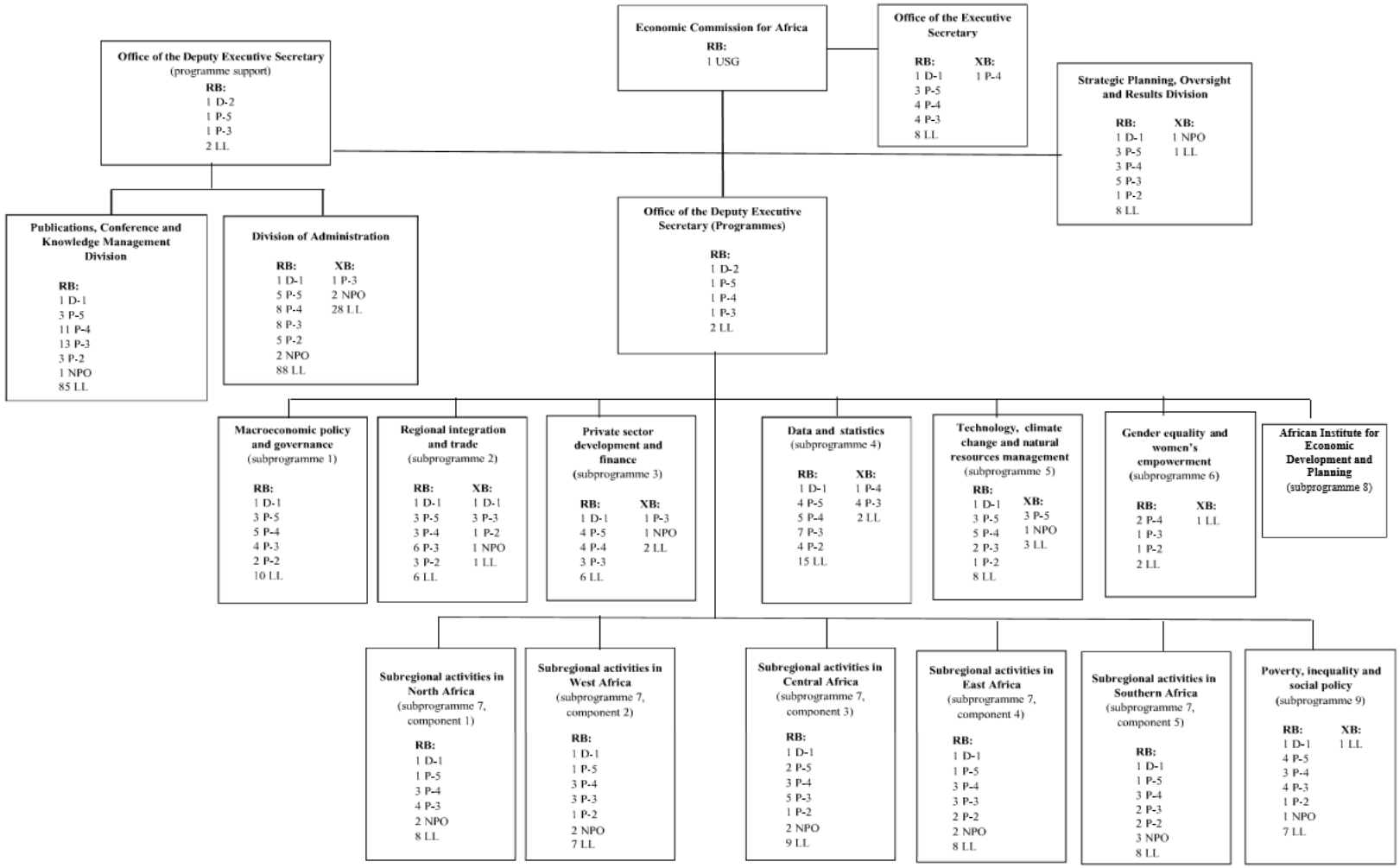
(Number of posts/thousands of United States dollars)



Annexes to the proposed post and non-post resource requirements for 2021

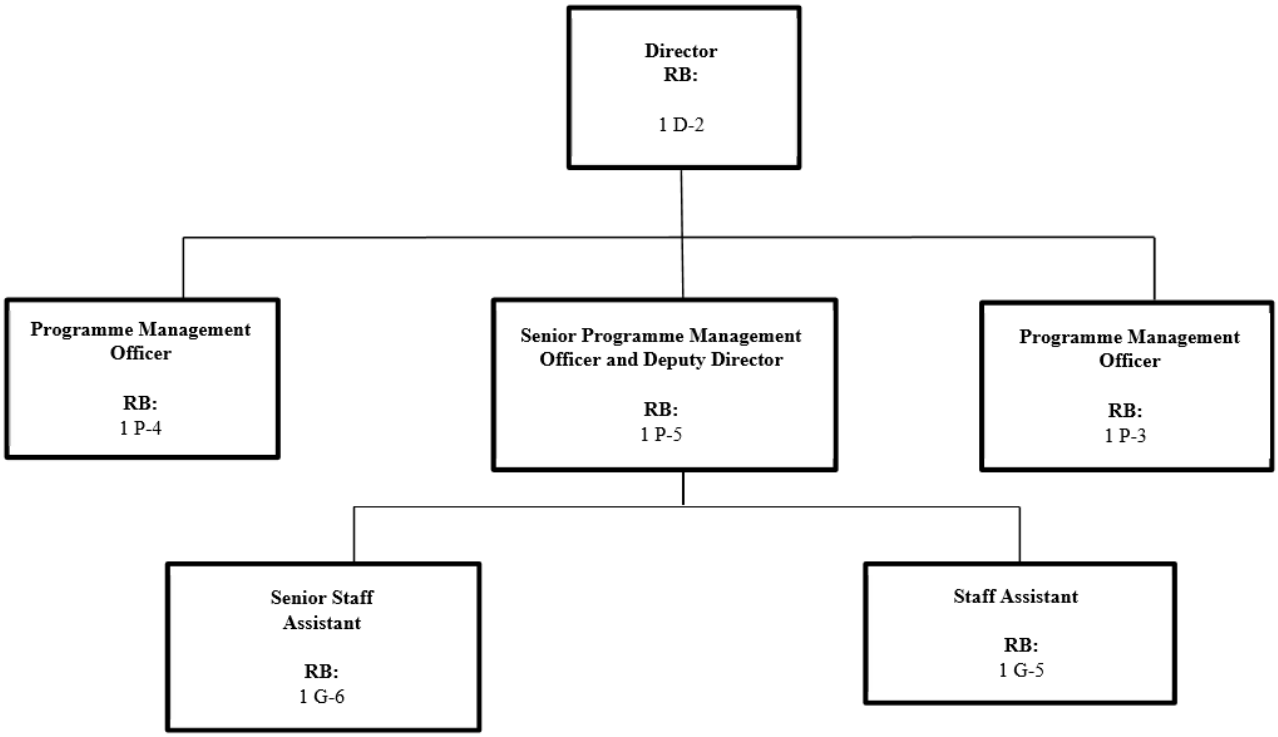
I. Organizational structure and post distribution for 2021

A. Economic Commission for Africa



Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

B. Regional Commissions New York Office



II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors	
Management letter on the external audit of the Economic Commission for Africa, Addis Ababa, for the year 2018	
It is recommended that subprogrammes systematically align their respective result areas against relevant Sustainable Development Goals and targets below them to contribute directly to attainment of these goals in the region.	All subprogrammes have identified the Sustainable Development Goals that they are targeting through the work programme as evidenced in the ECA annual business plan for 2020.
It is recommended that ECA focus its efforts on supporting countries facing considerable challenges in data collection with special attention to indicators where no data are available and where data points are inadequate.	The Africa Centre of Statistics is supporting member States in building their capacities to collect critical data.
It is recommended that physical targets for measurement of achievements against various subprogrammes should be set which are then actually measured during the implementation of the programme.	The work programme for 2020 and 2021 includes data on baseline and targets for the year.
We recommend that ECA intensify its efforts to increase participation by member States in the review and follow-up process of Sustainable Development Goals and in presenting voluntary national reviews.	ECA in partnership with the United Nations Children's Fund (UNICEF) organized a training session for member States in December 2019. A follow-up session is scheduled for June 2020.
It is recommended that ECA, in continuation of its restructuring reforms, may review its current practice of internal coordination and monitoring the Sustainable Development Goals, including having a dedicated division tracking implementation of the Goals.	ECA is implementing this through an improved annual business plan and routine reporting. Quarterly performance review meetings are systematically being held.
It is recommended that ECA reinforce delivery methods and processes to improve the use of existing extrabudgetary resources and the efficiencies of delivery within ECA.	ECA is implementing this through quarterly reporting and monitoring. It is part of the new improved reporting template.
It is recommended that ECA strengthen internal controls regarding project formulation, risk management, monitoring and execution of the projects and avoid risks such as excessive advances to the contractors.	ECA in close coordination with the Department of Administration is monitoring this; a risk register has been developed and is being systematically monitored.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services	
Audit of the renovation of the Africa Hall and visitors centre construction projects in the Economic Commission for Africa (report No. 2019/054)	
ECA should maintain a project schedule, which should be updated regularly and include a schedule risk analysis to assist with identifying and assigning responsibility for activities that could delay the project.	The recommendation has been implemented and was reported to the Office of Internal Oversight Services (OIOS) for closure through the recommendation implementation tracking system known as TeamMate/Team Central.
ECA should, in coordination with the Global Asset Management Policy Service of the Department of Management Strategy, Policy and Compliance, take steps to ensure that owner-requested change orders are minimized, including by ensuring that only changes within the scope of the Africa Hall project as approved by the General Assembly are processed.	The recommendation was responded to. For closure, however, OIOS has requested additional information and actions which are being currently addressed by the relevant units at ECA.
ECA should, in coordination with the Global Asset Management Policy Service, establish a mechanism whereby all change orders are discussed at the quarterly meeting with the independent risk management firm to assess whether changes are in alignment with the risk mitigation strategy.	The recommendation has been implemented and was reported to OIOS for closure through the recommendation implementation tracking system known as TeamMate/Team Central.
ECA should, in coordination with the Procurement Division, take steps to: (a) ensure adequate oversight of the procurement for the Africa Hall renovation and visitors centre construction projects; and (b) provide the Procurement Unit as well as other individuals involved in the procurement process such as members of technical evaluation committees and the Local Committee on Contracts with appropriate support such as training or backstopping.	The recommendation was responded to. For closure, however, OIOS has requested additional information and actions which are being currently addressed by the relevant units at ECA.
Advisory Committee on Administrative and Budgetary Questions	
First report on the proposed programme budget for 2020 (A/74/7)	
The Advisory Committee recommends that the General Assembly encourage the regional commissions to continue to pursue efforts to strengthen cooperation and coordination among themselves and with the resident coordinator system and that it request the Secretary-General to include an update on any related activities and achievements in his next budget submission (para. V.15).	During the reporting period, efforts have been made to strengthen cooperation and coordination among the regional commissions in the following areas: (a) The United Nations regional reform consultation process: under the overall leadership of ECA – which is the current coordinator of the regional commissions – cross-sectoral consultations have been organized to prepare common position papers shared with the internal reform team, and also to share experience in articulating operationalization of the Secretary-General's recommendations on the proposed regional collaborative platform, the knowledge

Brief description of the recommendation	*Action taken to implement the recommendation*
	management hubs, strengthening transparency and results-based management, change management on data ecosystems and common back offices; (b) High-level political forum on sustainable development: the regional commissions have collaborated and coordinated their participation and contribution during meetings of the high-level political forum; (c) Data and statistics: the regional commissions have coordinated their engagement with the Department of Economic and Social Affairs to discuss issues related to data and statistics in support of the implementation of the 2030 Agenda; (d) Development account projects: in the spirit of South-South collaboration, the regional commissions have collaborated and worked in partnership to jointly deliver on development account projects which aim at strengthening Member States' capacities in a wide range of thematic areas; (e) Regarding collaboration with resident coordinators, ECA is now systematically reaching out to resident coordinators before rolling out technical cooperation projects or regional advisory services. A menu of service lines focusing on integrated and multidimensional policy advice has also been developed and shared with resident coordinators through the Development Coordination Office. A special consultation session between resident coordinators and ECA was also organized in 2019 to showcase some of the flagship products of ECA, including its integrated planning and reporting tool, which resident coordinators could use to assess the alignment of Member States' national development plans with the 2030 Agenda and Agenda 2063, and to support countries in tracking progress in the implementation of the 2030 Agenda and Agenda 2063.
The Advisory Committee welcomes the Commission's initiative to digitize its library and documentation systems, as well as the approach taken to increase the electronic distribution of its publications while ensuring the availability of alternatives in areas with limited Internet access. The Committee also welcomes the progress made in expanding outreach and increasing the dissemination of ECLAC publications. The Committee is of the view that an analysis should be conducted to determine whether the ECLAC systems and strategies can be replicated or reused at other regional commissions and in United Nations departments and	The ECA Library system is advanced and is leveraging emerging information and communications technologies, information management standards and knowledge management strategies to capture, document and make available its knowledge. Consultations are constantly taking place between the regional commissions and, more recently, the entire United Nations development system through a monthly forum by the chief librarians to seize opportunities for collaboration, and to learn from one

Brief description of the recommendation	*Action taken to implement the recommendation*
offices and trusts that an update on the matter will be provided in the next budget submission (para. V.76).	another and deploy best practices in the area of knowledge management. Consequently, since ECA has taken up best practices from its peers, it has made advances in knowledge management and has established knowledge management services and systems that have been leveraged by the other United Nations entities.
The Advisory Committee encourages ECA to pursue its efforts to mobilize resources for the financing of the African Institute for Economic Development and Planning (IDEP) and trusts that the Secretary-General will provide an update on progress made in his next budget submission (para. V.14).	The Institute has undertaken the work outlined below in relation to the identified actions: (a) The Institute has continued to send the initial invoice letter in January, followed by two reminders in July and October. These letters are systematically addressed to the ministries of finance and development planning, with a copy to the ministry of foreign affairs. In addition to this, the Institute has increased its channels for sending these invoices and reminders to include permanent representatives of African countries to the United Nations, permanent representatives to the African Union and the ECA in Addis Ababa, and for those countries not represented in Senegal, copies of the letters are addressed to the closest embassy. The alumni of IDEP have also been useful as a channel for passing on copies of official communication to relevant authorities in countries. The Institute has also taken the opportunity to work with ECA subregional offices not only as a channel to pass on communication, but also a channel to follow up directly with relevant authorities on behalf of IDEP and substantial success has been registered in this respect. Following the above measures, a number of countries, including the Central African Republic and Rwanda, have resumed making contributions to IDEP; (b) The Institute has since been attending key meetings and conferences held by subregional offices and divisions of ECA and has taken the opportunity to pass on communications to senior authorities, including ministers present at the meetings. For example, the management of IDEP held several meetings with several high-level delegations at 2019 session of the Commission to discuss the payment of annual contributions and settlement of arrears. The results of such meetings have been evident with all of the countries engaged (Guinea, Libya and Mauritania) making not only their annual contributions in 2019 and 2020, but also partially settling their arrears to the tune of $200,000 and committing themselves to making full settlement in the near future.

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	The IDEP management systematically promotes the work of IDEP through presentations and promotional materials at all other events that they attend. In 2019, members of the Institute's management attended the meetings of the high-level political forum in New York and met with numerous permanent representatives of African countries to the United Nations and the topic of contributions and other capacity development issues were discussed. The Director attended the retreat of permanent representatives to the African Union and ECA held in January 2020 in Seychelles, where she also met with member State representatives and addressed the matter with them. The Institute boosted its communication capacity by hiring the services of an expert in communications, thereby increasing the online presence of IDEP work, training programmes and its branded materials, which have been widely disseminated at every opportunity to government authorities and other key stakeholders in both electronic and hard copies. This has led to the successful revamping of the Institute's website with strong emphasis on highlighting the accumulated impact of the work of IDEP. The revamped website has seen an increase in traffic, which will certainly serve to increase its visibility; (c) The Director of IDEP, who is also the Secretary to the Governing Council, systematically works with the Office of the Executive Secretary to provide information to the Executive Secretary on the status of arrears for countries that are on her schedule for visits. The Executive Secretary makes use of the material to engage executive level official in discussions. On the diversification of funding sources, IDEP acknowledges the current strained donor climate. In addition to managing already existing partnerships and collaborations, IDEP has strategically increased its collaborative efforts to include multi-cost-sharing and joint delivery of activities. This effort has proved to be very successful as it drastically reduces the cost to IDEP where relevant, and in some cases has tended to be the starting point of what has ended up being official partnerships. In this drive, IDEP has acquired at least nine funding sources for activities, including the Open Society Initiative for West Africa, the World Bank, the University of Edinburgh, the Malaysian National Institute of Public Administration (INTAN Malaysia), the African Union Development Agency, the Statistics Division, the Department of Economic and Social Affairs, the International Atomic Energy

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	Agency and Global Infrastructure Hub. Official partnership agreements have been signed with a number of other stakeholders, including North-West University, the University of Turku, the Pan-African Parliament, The African Capacity Building Foundation, the International Food Policy Research Institute and the University of Rwanda. This work continues and discussions with other potential partners are ongoing. The work detailed under actions (a)–(c) above has yielded almost $4.5 million in recovered arrears in the past five years, with $1 million recovered in 2019 alone, and has continued in 2020, with almost $500,000 already received from five countries.
The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern about the low rate of compliance with the advance purchase policy directive. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also A/73/779, para. 16). While noting that ECA has set ambitious targets for 2019 and 2020, the Committee is of the view that concrete plans and strategies should also be developed for achieving such targets and trusts that the Secretary-General will include information on such plans in his next budget submission (para. V.12).	ECA will increase its efforts in planning far in advance and raise awareness with programme managers on the advantages of early nomination of travellers. In addition, ECA has entered into a corporate agreement with the airlines which provides for an extended ticketing time limit in order to mitigate the impact of late purchases on cost.

III. Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	Regular budget			*Extrabudgetary*			*Total*		
	2020 appropriation	*2021 estimate (before recosting)*	*Variance*	*2020 estimate*	*2021 estimate*	*Variance*	*2020 estimate*	*2021 estimate*	*Variance*
Financial resources									
Economic Commission for Africa	80 863.0	80 111.0	(752.0)	22 184.0	25 423.3	3 239.3	103 047.0	105 534.3	2 487.3
Regional Commissions New York Office	1 025.1	1 025.1	–	–	–	–	1 025.1	1 025.1	–
Total	**81 888.1**	**81 136.1**	**(752.0)**	**22 184.0**	**25 423.3**	**3 239.3**	**104 072.1**	**106 559.4**	**2 487.3**
Post resources									
Economic Commission for Africa	535	535	–	51	61	10	586	596	10
Regional Commissions New York Office	6	6	–	–	–	–	6	6	–
Total	**541**	**541**	**–**	**51**	**61**	**10**	**592**	**602**	**10**