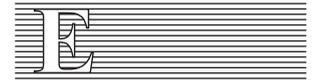




UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

Thirty-second meeting of the Committee of Experts



Distr.: GENERAL

E/ECA/COE/32/5
15 March 2013

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

**Meeting of the Committee of Experts of the Sixth Joint Annual
Meetings of the ECA Conference of African Ministers of
Finance, Planning and Economic Development and AU
Conference of Ministers of Economy and Finance**

Abidjan, Côte d'Ivoire
21-24 March 2013

Annual Report 2013

For this and other publications, please visit the ECA website at the following address:
www.uneca.org

or contact

United Nations Economic Commission for Africa
P.O. Box 3001
Addis Ababa, Ethiopia

Tel: +251-11-544-9900
Fax: +251-11-551-4416
Email: ecainfo@uneca.org.

Table of Contents

Introduction by the Executive Secretary.....	v
Chapter I: Overview of economic and social conditions in Africa in 2012.....	1
A. Developments in the world economy and implications for Africa.....	1
B. Economic performance in Africa 2012.....	2
C. Trends in social development in Africa in 2012.....	5
D. Africa's growth outlook.....	8
E. Conclusions	8
Chapter II: Highlights of programme activities and results	11
A. Macroeconomic analysis, finance and economic development	11
B. Food security and sustainable development	12
C. Governance and public administration	14
D. Information and science and technology for development.....	16
E. Regional integration, infrastructure and trade	17
F. Gender and women in development	20
G. Subregional activities for development	21
H. Development planning and administration	28
I. Statistics	30
J. Social development	32
K. Other programmes	33
Chapter III: Issues arising from the meetings of the subsidiary bodies of the Commission, including the Intergovernmental Committees of Experts of the Subregional Offices.....	37
A. Meetings held during the period under review	37
B. Preview of meetings to be held	45
Chapter IV: Enhancing Programme and Resource Management for Better Results	47
A. Strengthening strategic planning and enhancing results-based management	47
B. Improving support services for effective programme delivery.....	48
C. Enhancing partnerships and technical cooperation.....	49



Carlos Lopes
 United Nations Under-Secretary-General
 and Executive Secretary of the
 Economic Commission for Africa

Introduction by the Executive Secretary

Introduction

This annual report, which is submitted to the forty-sixth session of the Commission/Conference of African Ministers of Finance, Planning and Economic Development, covers the period from April 2012 to March 2013. It provides a synoptic overview of the major activities, trends, events and programme accomplishments of the Economic Commission for Africa (ECA) during the past year within the context of its broad mandate of promoting the economic and social development of Africa. The period covered by the report was marked by both progress and deepening of efforts towards transformation in member States and the transition and reforms taking place at ECA, which itself was an important element in responding to the changes taking place in the member States.

A most significant and promising trend during the past year relates to the economic performance of the region. Despite the global economic slowdown, Africa's GDP grew at an estimated 5 per cent in 2012, well above world average and reflects the continent's strong resilience in the face of global uncertainty. The continent's swift and relatively strong recovery from the global economic crisis, coupled with progress on the political and social fronts are driving a new spirit of optimism about Africa's prospects and potentials. Sustaining these positive trends must rank high on the priorities of member States as well as institutions like ECA, whose main role is to be a catalyst for progress in Africa by assisting member States in their development efforts.

For an organization like ECA, efforts at institutional reform and renewal must be unceasing if it is to remain at the forefront of policy innovations for Africa's transformation and development. Hence, the single most important reason for the reforms is to reposition ECA to be of high quality service to member States and contribute to the process of Africa's renaissance and transformation. The nature and scope of the ongoing reforms at ECA, the highlights of which are

presented in a separate report to this session of the Commission, attest to the Commission's commitment to institutional renewal.

The effort in reforming ECA is a collective one, because many stakeholders are involved. It requires the support of the member States and goodwill of Africa's development partners. It also requires the commitment of the staff of the Commission and its senior management. Working together will ensure that a retooled and revitalized ECA can truly serve Africa better. One of the outcomes of the consultations undertaken is that member States have reaffirmed a sense of ownership of ECA. The ECA is here to serve them, with a creative and proactive secretariat responding to their needs in a constantly evolving context.

The year under review was full of accomplishments in each of the ten substantive areas of the Commission's work, namely, *macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; trade, economic cooperation and regional integration; gender and women in development; supporting subregional activities for development; development planning and administration; statistics; and social development*. Other programmes include United Nations support to the African Union (AU) and its New Partnership for African Development (NEPAD); the United Nations Regular Programme of Technical Cooperation; and the United Nations Development Account (UNDA). This introductory section highlights just a few of them.

Economic Report on Africa (ERA), Assessing Regional Integration in Africa (ARIA) African Governance Report (AGR), offer additional shining examples of how ECA's work is responding to Africa's development challenges. These reports have continued to contribute to shaping policies on various development areas. The development and management of Africa's natural resources and energy remains one of

the major challenges facing the region. In addressing this challenge, ECA organized the 8th African Development Forum (ADF-8) in October 2012 in Addis

Ababa on the theme, *Governing and harnessing*

natural resources for Africa's development. The forum, jointly organized with the AU Commission, the African Development Bank and other key partners, attracted over 800 representatives from government, private sector, academia, development partners and non-governmental organizations. The discussion brought into sharp focus the importance of natural resources governance in the social and economic transformation processes in Africa to foster growth and poverty reduction. The consensus statement adopted by the forum outlined actions and commitments that will see Africa gain more from its land, mineral, forestry and fishery resources.

Partnerships have remained a constant theme in our work. The spirit of cooperation and partnership that underpins our work was further strengthened during the year as we continued to intensify efforts to undertake joint activities with other organizations, particularly AUC, AfDB, the RECs and a wide range of stakeholders. Many examples of such partnerships can be found throughout this report.

One important element of the enhanced cooperation with other United Nations organizations is our continued work in the context of the strengthened RCM and its improved cluster system in support of the African Union and its NEPAD programme. In this regard, the eleventh session of the RCM was convened in November 2010, jointly chaired by the United Nations Deputy Secretary-General, Mr. Jan Eliasson, and the Deputy Chairperson of AUC, Mr. Erastus Mwencha, to review progress and challenges in the work of the RCM and its nine thematic clusters. The meeting also provided a platform for discussions on Africa's perspectives on the ongoing consultations on the post-2015 development agenda – a process that ECA has continued to support since it was launched in 2012.

Efforts continued in the past year to strengthen organizational and management processes in the framework of results-based management and budgeting, with particular focus on measures taken to enhance programme planning, monitoring and evaluation, including quality assurance; improved service standards in the areas of human resources management and management of physical facilities; and extrabudgetary resource mobilization and management. Chapter IV of this report highlights major progress in these areas.

Efforts to upgrade the ECA website also continued during the year, and enhanced efforts to reach out to the media have resulted in a significant increase in the coverage of our activities. The ECA website has now been revamped with more substantive content and a new, more user-friendly look. The website is in both French and English to reflect the new language policy at ECA.

These are only some of the many activities undertaken by the ECA secretariat during the past year to support the development of its member States. Since it is not possible to cover all the activities in a single report, the present report highlights only the most significant achievements of the year. To supplement the report, a more detailed account of the activities undertaken, together with the relevant outputs, can be obtained from the ECA website at <http://www.uneca.org/programmes>.

CHAPTER I

Overview of economic and social conditions in Africa in 2012

1. Africa achieved a robust growth rate of 5 per cent in 2012, well above the world average, despite the global economic slowdown, heightened tension and uncertainty. Recovery in many countries was underpinned by a variety of factors, including high commodity demand in the international market, rising domestic demand associated with rising incomes and urbanization, increasing public spending, especially on infrastructure projects, increasing trade and investment with emerging and developing economies, and increased foreign investment in extractive industries and in some post-conflict countries.

2. Africa's medium-term growth prospects also remain positive despite considerable downside risks, including political instability and social unrest in some countries, and, most significantly, the expected weak global economic performance and high uncertainty.

3. Globally, the world economy showed signs of deceleration, threatening the pace of the recovery that started in the aftermath of the global financial and economic crisis of 2008 and 2009. The euro area, Africa's most important economic and trading partner, headed for another recession, with lingering concerns over mounting sovereign debts and fiscal sustainability, while emerging economies such as China and India witnessed a notable slowdown in economic activity.

4. Despite progress made towards diversifying into non-primary-commodity sectors such as manufacturing and services, most African economies remain heavily dependent on primary-commodity production and exports, with limited value addition and forward and backward linkages to other sectors of the economy.

5. Owing to this structural weakness, most African countries have not been able to transform growth into commensurate job creation and faster social development. Indeed, the pattern of social development trends in Africa has been mixed over recent years:

positive changes continue to be recorded in most of the areas, but the pace of progress is slow and insufficient to enable African countries to achieve their social development goals. In particular, the achievement of most of the millennium development goals (MDGs) by the horizon 2015 as initially set remains unlikely for most countries.

A. Developments in the world economy and implications for Africa

6. The world economy grew by 2.2 per cent in 2012, a further slowdown from 2.7 per cent in 2011, mainly owing to a decline in global demand, the euro area sovereign debt crisis and uncertainty over the "fiscal cliff" (a decline in the budget deficit due to expiring tax cuts and coinciding spending cuts) and the debt ceiling in the United States. However, global recovery from the triple crisis - of food, fuel and finance - is expected to strengthen over the medium term, despite the downside.

7. With the global economy forecast to grow at 2.4 per cent in 2013 and 3.2 per cent in 2014, the worst of the sovereign debt crisis might be over, and most developed and emerging countries are expected to return to their positive growth trajectories in the medium term.

8. The most significant downside risks facing the world economic outlook in the medium term stem from difficulties in the euro area, uncertainty over tax reforms, spending cuts, the debt ceiling and high household indebtedness in the United States, fiscal consolidation in most industrialized countries, economic slowdown in emerging countries and political instability, especially in the Middle East.

9. Looking forward, the fragile world economy and the persistent high unemployment around the world are likely to impact negatively on Africa's growth per-

formance in terms of both export demand and financial flows into the continent.

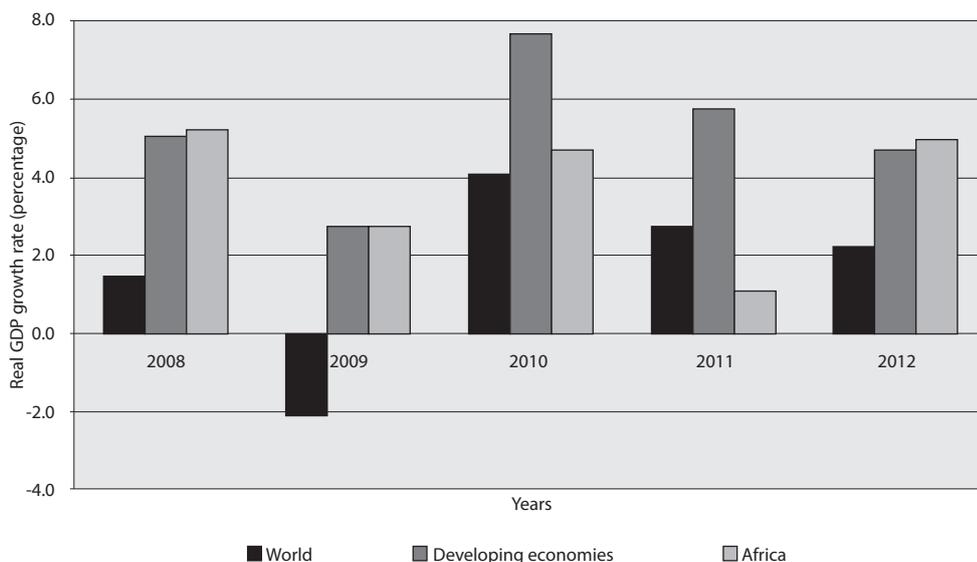
B. Economic performance in Africa 2012

10. Economic recovery in Africa strengthened, with GDP growth reaching 5.0 per cent in 2012¹ (figure

1), as political turmoil and tensions began to ease and normal economic activity gradually returned.

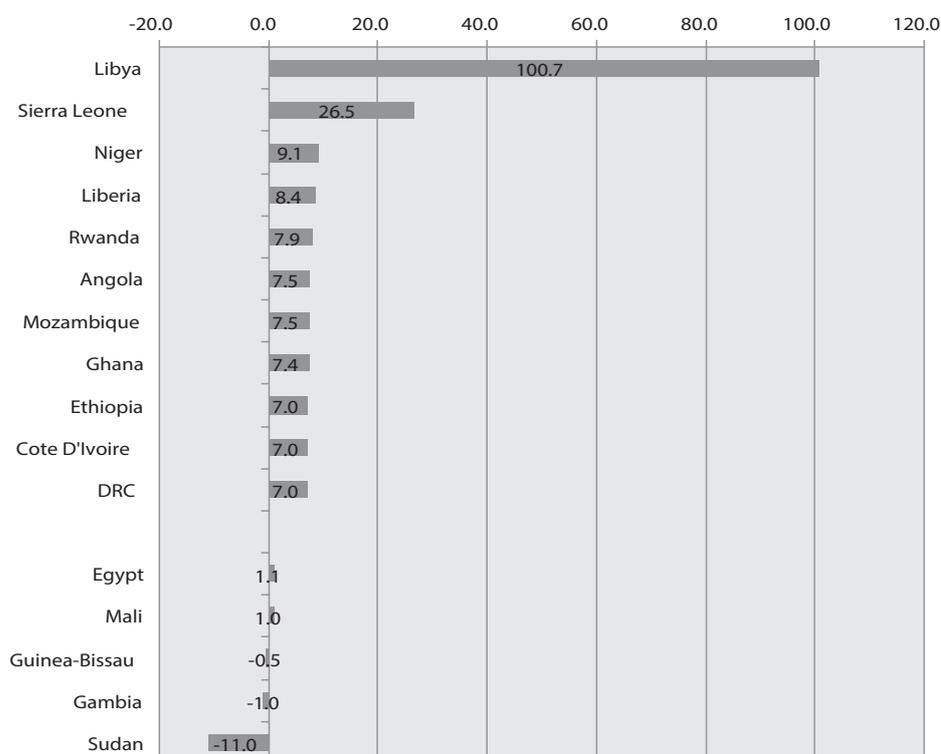
11. Growth rates in 2012 were strong in both commodity-rich and non-commodity rich countries, with oil-exporting countries seeing their growth rates rising significantly, due mainly to increased oil production and high prices. Figure 2 provides a list of the top 10 and bottom 5 performers in Africa.

Figure 1: Africa's economic growth performance, 2008–2012



Source: ECA calculations, based on UN-DESA (2012).

¹ Libya saw a strong rebound at 100.7 per cent growth in 2012 after contracting by 61 per cent in 2011 owing to civil war. Africa's growth without Libya was 3.3 per cent in 2012. It is forecast to increase to 4.5 per cent in 2013 and 4.9 per cent in 2014.

Figure 2: Top 10 and bottom 5 performers in Africa in 2012 (percentage annual growth)

Source: ECA calculations based on UN-DESA (2012).

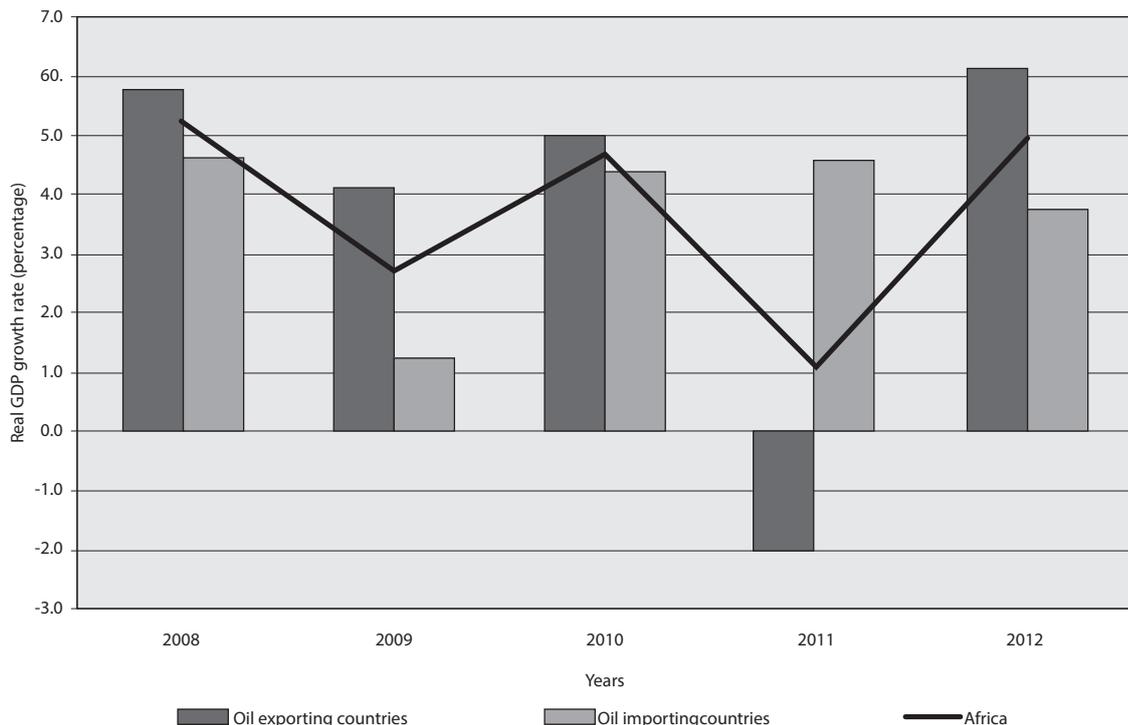
12. Growth across Africa continued to benefit from improved macroeconomic management and prudent macroeconomic policies that underpinned strong public spending, especially on infrastructure and the provision of public services. In addition, rising domestic consumption and investment demand, fuelled by rising income and urbanization rates, accounted for more than 50 per cent of growth in many African countries in 2012.

13. Disaggregated, private consumption was the key growth driver in Africa in 2012, followed by gross fixed investment and government consumption. Gross fixed investment and exports recovered strongly

in North Africa in 2012, but the contribution of gross fixed investment to real growth in gross domestic product (GDP) declined in the rest of Africa as the external balance narrowed.

14. Real GDP growth rates varied across countries and country groupings within Africa, but remained relatively strong in both oil-exporting and oil-importing countries (figure 3). Oil-exporting countries as a group recovered strongly in 2012 (6.1 per cent) as the political situation in some countries improved (especially in North Africa), oil production increased (in many countries) and oil prices stayed high on international markets.

Figure 3: African growth, 2008-2012, oil exporters and importers



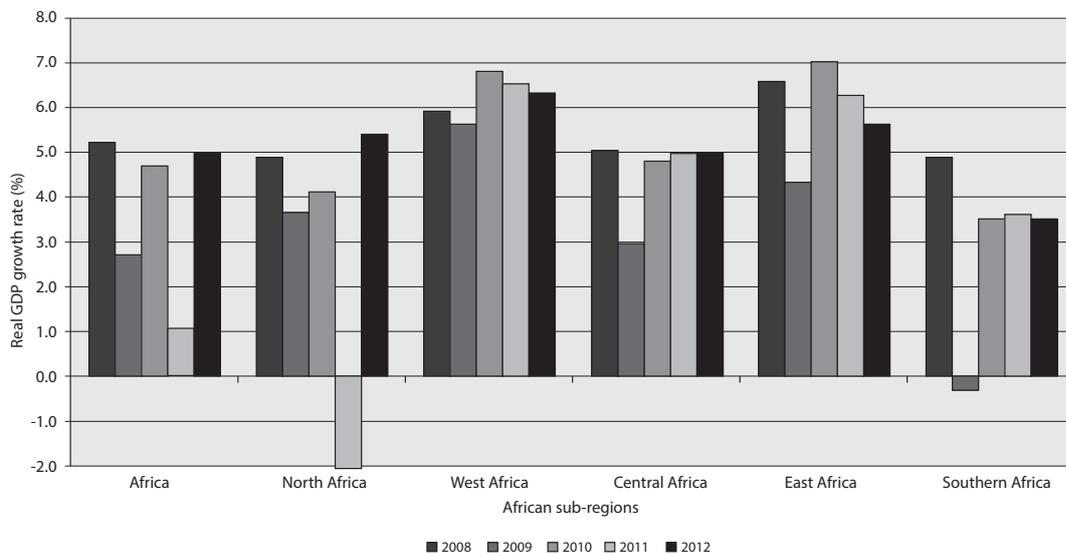
Source: ECA calculations based on UN-DESA (2012).

15. Oil-importing countries experienced a decline in growth to 3.7 per cent in 2012 from 4.5 per cent in 2011. Despite the reduction, the group maintained robust growth owing to a variety of factors, including strong demand and high price for non-oil commodities and improved performance in agriculture, services

and other sectors. Strong non-oil-based growth added to the growing momentum of economic diversification in African countries.

16. Whilst growth rates varied, they remained robust across all the subregions of the continent (figure 4).

Figure 4: African growth by subregion, 2008-2012



Source: ECA calculations based on UN-DESA (2012).

17. The average inflation rate for Africa, measured by the consumer price index, was 9.2 per cent in 2012, slightly lower than the 9.3 per cent of the previous year. Key factors include exchange rate devaluations, rising energy costs, unfavourable weather and poor agricultural harvests. But inflation varied considerably across African countries and subregions.

18. Owing to the adverse global economic environment and limited macroeconomic space compared with the pre-crisis period, many African countries implemented cautious macroeconomic policies in 2012.

19. The pressure on central banks to tighten monetary policy waned as non-oil commodity prices began to fall in some countries with improved rainfall and increased agricultural production. The South African Reserve Bank and the Bank of Morocco reduced interest rates to boost domestic demand and growth (EIU, 2012).

20. Overall, African countries continued to apply an expansionary fiscal policy, supported by rising commodity revenue and improved tax collection and administration, with a strong focus on increasing public spending on infrastructure. The fiscal balance improved considerably for oil-exporting African countries as a group, as oil production recovered with the eased political situation, and despite rising public expenditure on social security. However, fiscal balances worsened for oil-importing African countries, as energy prices rose in the world market, infrastructure investment demands increased and official development assistance declined or stagnated as a result of weakened growth in developed economies.

21. Many governments continue to maintain liberal fiscal policies owing to the significant requirement for public investment in infrastructure and employment creation. Recent discoveries of minerals in several African countries are expected to further expand the fiscal space as well as public spending in countries such as Ghana, Kenya, Mauritania and Uganda.

22. Africa's overall current deficit widened from 1.2 per cent of GDP in 2011 to 1.6 per cent in 2012, owing to sluggish external demand for exports. However, current account balances varied across country groups and individual countries. The current account surpluses of oil-exporting African countries remained at 2.2 per cent, similar to 2011. Oil-importing countries, on the other hand, experienced expanding deficits (to 7.5 per cent) as oil prices in the world market rose. Additionally, for many oil-importing African countries, the combination of rising and relatively

inelastic import bills and declining export growth rates has translated into higher current account deficits.

C. Trends in social development in Africa in 2012

23. Positive changes continue to be recorded on most of the social development indicators, but the pace of progress is slow and not commensurate with the strides made on the economic growth front. Achievement of most of the MDGs as initially set by 2015 also remains unlikely.

24. Recent data have shown some slight improvement in poverty reduction in Africa, even though the region as a whole will not be able to achieve the related MDGs. Available data indicate a decline in poverty for some African countries (figure 2).

25. The responsiveness of poverty to economic growth is weakened by the high levels of economic inequality in Africa. Higher levels of inequality are associated with lower rates of poverty reduction (Ravallion, 2001; Fosu 2011). Furthermore, the restricted range of drivers of growth in Africa exacerbates inequalities. Africa has some of the world's highest urban-rural health gaps, where women in urban areas are almost twice as likely as those in rural areas to give birth with the help of a skilled health attendant.

26. In Africa, excluding North Africa, the Global Hunger Index score improved by 18 per cent between 1990 and 2011. The regional aggregate does mask some notable country trends, as in some countries the GHI index worsened while others recorded substantial improvements. Hunger remains connected to poverty, as lower economic opportunities in rural areas continue to preclude sufficient progress in reducing hunger.

27. Overall, the proportion of people who are malnourished has stabilized at 16 per cent of the population, and the modest reduction in poverty is not being matched by advances in nutritional levels. This has an effect on income and other poverty correlates. Price hikes and volatility make both smallholder farmers and poor consumers increasingly vulnerable to poverty. This is because food accounts for a large share of farmers' income and the budget of poor household consumers; large price changes have large effects on real incomes. In addition, smallholder farmers are less likely to invest in measures to raise productivity when price changes are unpredictable. Price hikes can give rise to coping mechanisms that defer educational and

health spending at household level, resulting in an overall drop in welfare and long-term development.

28. The continent continues to make sustained progress towards ensuring that all children are able to complete a full course of primary schooling. Aggregate net primary school enrolment rose from 64 per cent in 2000 to 84 per cent in 2009. While most countries are making notable progress, there are still 18 countries that are more than 10 percentage points away from achieving universal primary enrolment by 2015.

29. The quality of education, as reflected in completion rates and access to educational facilities, including textbooks, has deteriorated with rising enrolments. Furthermore, many African countries have very high dropout rates. It is essential for African governments to prioritize vocational and technical training that reflects the employment needs of the country.

30. Of the 26 countries worldwide with under-five mortality rates above 100 deaths per 1,000 live births, 24 are in Africa. However, Africa has doubled its average rate of reduction in child mortality. In order to accelerate progress in child health, African countries should expand interventions that target the main causes of child mortality, and should also intensify efforts to reduce neonatal mortality. The decline in neonatal mortality – deaths that occur during the first 28 days of life – is much slower than that among older children.

31. Maternal health is still a grave concern for most of Africa. The most recent data published by the World Health Organization (WHO) show a limited decline in Africa's maternal mortality ratio. In fact, of the 40 countries classified as having a high ratio in 2010, 36 are in Africa. The majority of these countries are either experiencing or recovering from conflict, highlighting the vulnerability of conflict and post-conflict countries, and the need for improved health infrastructure.

32. Africa's progress in the fight against HIV/AIDS is noteworthy. The number of people dying from AIDS-related causes fell to 1.9 million in 2010, down from a peak of 2.2 million in the middle of the preceding decade. This means that prevention efforts have greatly improved, as has treatment for people living with HIV/AIDS. To accelerate efforts, African countries must continue to focus on prevention, especially among women and youth, and invest adequate resources into treatment for people living with HIV/AIDS.

33. The fight against malaria in Africa is seeing major advances. Increase in funding and attention to malaria control have led to a 33 per cent fall in malaria mortality since 2000. Control strategies, such as spraying and proper use of insecticide-treated mosquito Nets, as well as funding, are crucial to continue the fight against malaria. The number of people protected by such nets in Africa increased from 10 million in 2005 to 78 million in 2010. Continuing to focus efforts on prevention, and also expanding treatment efforts, will have profound social and economic benefits for African countries. Indeed, it is estimated that the cost of malaria is equivalent to about 1.3 per cent of GDP in countries with high disease rates.

34. The incidence and prevalence of tuberculosis and the associated death rates remain high and unchanging in most of Africa. These three indicators are a reflection of numerous social and economic indicators that must be actively addressed in order to fight tuberculosis. Programmes such as DOTS (Directly Observed Treatment, Short Course), which is the basis of the global Stop Tuberculosis Strategy, have proved successful in ensuring that tuberculosis patients are properly diagnosed and treated. Treatment with properly implemented DOTS has a success rate exceeding 95 per cent, and prevents the emergence of further multi-drug-resistant strains of tuberculosis.

35. Progress towards women's empowerment also continued in 2012 through various means. The enrolment of girls in school is one pathway towards women's empowerment by building human capital, strengthening capacities and increasing productivity for higher incomes, and African countries are making good strides on that front, with the Gender Parity Index improving at all levels of education. Similarly, progress is being made on the economic front, with increasing opportunities and diversification in job markets. More African women now have greater access to wage employment in the non-agricultural sector.

36. The empowerment of women is also taking place within the political arena. The representation of women in parliament is improving steadily in most countries. This has resulted partly from favourable policies and positive discriminatory or affirmative actions such as the adoption of legal frameworks that guarantee seats for women in the political sphere.

37. However, efforts must continue, since some countries, are stagnating or even regressing in some areas, while others are recording a good performance. The achievement of gender parity is constrained by living standards, as the Gender Parity Index tends to

be higher among children from rich households than among the poor; dropout rates remain higher for girls; and cultural impediments reduce women's access to labour markets and other social and economic opportunities that are paramount for their empowerment.

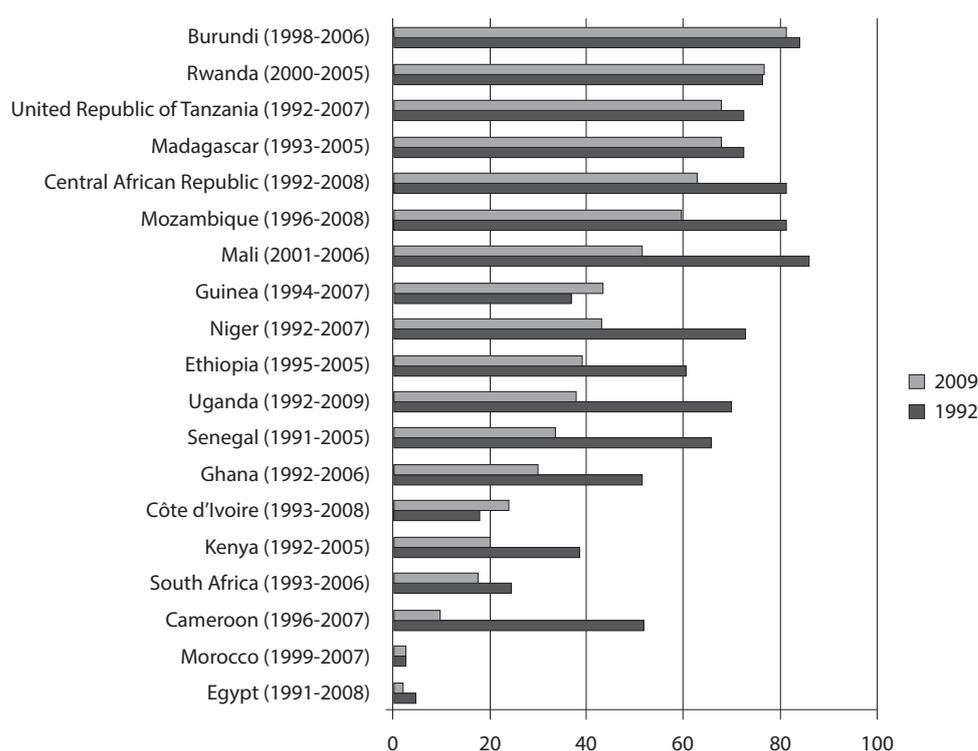
38. Strong growth across the continent has not been translated into the broad-based economic and social development needed to lift millions of Africans out of poverty and reduce the high levels of inequality experienced in most countries. On the contrary, the continent continues to suffer from high levels of unemployment, particularly for the young and female population, with limited opportunities to absorb new labour market entrants.

39. More than 70 per cent of Africans earn their living from vulnerable employment, as African economies continue to depend heavily on the production

and export of primary commodities. Investment continues to be concentrated on capital-intensive extractive industries, with limited forward and backward linkages with the rest of the economy. In addition to falling short of the levels required to reduce poverty, Africa's recent growth, driven by primary commodity sectors, is characterized by low employment intensity and a poor ability to generate jobs, as well as high levels of inequality.

40. Africa's population is growing fast. The remarkable growth performance over the past decade has not been inclusive enough and has failed to provide sufficient decent jobs, particularly youth employment. Overall, rural poverty, income inequality, youth unemployment and uncertainty in the global outlook continue to raise questions on the quality of growth in the region.

Figure 5: Proportion of people living below the \$1.25 poverty line (ranging from 1999 to 2009) (percentages)



Source: World Bank (2012).

D. Africa's growth outlook

41. Africa's medium-term growth prospects remain positive, with average GDP growth rates projected at 4.8 per cent for 2013 and 5.1 per cent for 2014. On top of the key growth factors that underpinned Africa's economic performance in 2012, recent discoveries of mineral resources will add to the growth prospects of the continent, and growth is expected to continue to remain robust across countries and subregions.

42. Robust domestic demand, especially private consumption and buoyant fixed investment in infrastructure and extractive industries and high government expenditure, remains an important driver of economic growth in Africa. Growth in many African countries is expected to continue to benefit from expansion in agricultural output and increasing diversification into services, especially telecommunications, construction and banking, and manufacturing. However, commodity production and exports will continue to be the key factors underpinning Africa's medium-term growth prospects.

43. Africa's growth outlook for 2013 is subject to several challenges as well as internal and external downside risks. The challenges stem mainly from weak institutional capacities and huge infrastructure deficits. In addition, high income inequality and high poverty rates create political and social tensions in several countries, such as South Africa, where labour unrest has been rising. Internal risks also include political uncertainty associated with some planned presidential and parliamentary elections, domestic policy challenges and changes in the business environment. Armed conflicts as well as unexpected adverse weather present more downside risks in Africa, as most countries remain heavily dependent on rain-fed agriculture.

44. A significant global economic slowdown will affect growth in Africa through several channels, including commodity prices and demand and capital flows. Although an economic slowdown in emerging and developing economies might deepen such effects, expected continued strong growth in these countries would at least help Africa mitigate the adverse effect of the recession in Europe, in view of Africa's increasing trade and investment ties with emerging partners from the global South.

45. Notwithstanding the positive outlook, Africa's overdependence on commodities makes it vulnerable to negative commodity price shocks, and therefore African economies require structural transforma-

tion and diversified products with value addition as a means of mitigating the volatility and fluctuations associated with primary commodities.

E. Conclusions

46. In 2012, economic growth remained strong in Africa, despite the global economic slowdown and heightened tension and uncertainty, reflecting the increasing resilience of African economies and sustained high global demand and prices for its commodity exports. Medium-term growth prospects remain positive for the continent, underpinned by the main key growth drivers of 2012 and emerging factors such as recent discoveries of natural resources. However, the outlook is subject to several internal and external challenges, including weaknesses in the global economy and political instability and conflicts in several African countries.

47. While fiscal space appears to be limited in some countries, the overall internal and external balances of African countries remain within sustainable levels, reflecting prudent macroeconomic management. Nonetheless, African countries need to continue to pursue countercyclical macroeconomic policies and improve macroeconomic management in order to mitigate the impact of external shocks on growth and social development.

48. African countries must avoid the danger of unequal, non-inclusive growth, which has until now led to high rural poverty, poor education and health services and a lack of employment opportunities for young people. Indeed, despite steady economic growth, progress towards social development goals remains mixed and slow.

49. Policies and measures for transforming Africa's economies from primary commodity and mineral resource dependence to commodity-based manufacturing will be instrumental in promoting a more inclusive growth process that transforms rural subsistence communities into vibrant hubs of agribusiness, promotes value chains, creates employment opportunities for the bulk of the population and generates the revenue needed to scale up and sustain investment in the social sectors.

50. Investment in human development is a prerequisite for a successful structural transformation agenda. Without a healthy and productive labour force, Africa's processed goods will not be competitive on global markets. Hence policymakers must

strengthen health and education systems to improve human capital.

51. Health interventions must prioritize primary health care and rural and vulnerable segments of the population. Policymakers must seek to channel a proportion of vertical funding to strengthening their health systems. A robust health system is necessary to sustain and reinforce the targeted interventions of vertical funds.

52. Investment in education should focus on enhancing access, quality and the relevance of the educational curricula to the labour force. Providing transport to children in remote areas, investing in teacher training and introducing legislation on early marriage are examples of measures that will improve educational access, reduce dropout rates and enhance the overall quality of education in Africa.

CHAPTER II

Highlights of programme activities and results

53. This chapter highlights some of the significant results achieved during the past year under each of the 10 subprogrammes that make up the programme structure of ECA, namely macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; trade, economic cooperation and regional integration; gender and women in development; supporting sub-regional activities for development; development planning and administration; statistics; and social development. Other programmes include United Nations support to the African Union (AU) and its New Partnership for African Development (NEPAD); the United Nations Regular Programme of Technical Cooperation; and the United Nations Development Account.

A. Macroeconomic analysis, finance and economic development

54. ECA's work under this subprogramme continued to focus on policy research to enhance the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies for higher growth, sustainable development, employment generation and poverty reduction in support of the Millennium Development Goals (MDGs). Accordingly, the work of the subprogramme was organized around three main areas: macroeconomic analysis; finance, industry and investment, and Monitoring of MDGs and least developed countries (LDCs).

55. In the area of macroeconomic analysis, the secretariat undertook policy research and analysis, prepared reports and organized or contributed to several high-level conferences as well as capacity-building



Dr Kaberuka (AfDB President), Dr Dlamini-Zuma (AUC Chairperson) and Mr. Lopes (ECA Executive Secretary)

workshops during the period under review. The leading flagship publication of the Commission, the *Economic Report on Africa*, was prepared under this subprogramme during the year. The report, which is jointly prepared with the African Union Commission (AUC), is targeted at policymakers, technical experts, academics and researchers and informs economic policymaking at the national, subregional and regional level. The 2013 edition of the report, on the theme “*Making the most of Africa’s commodities: industrializing for growth, jobs and economic transformation*”, examines how Africa’s commodity endowments can be used to promote value addition and enhance growth, employment and economic transformation. The report also provides an overview of recent developments in the world economy and examines the recent growth performance of African economies as well as prospects for the medium term. The report will be officially launched at the meetings of the ECA Conference of African Ministers of Finance, Planning and Economic Development and the AU Conference of Ministers of Economy and Finance, to be held in Abidjan, Côte d’Ivoire, in March 2013.

56. As in previous years, ECA also contributed to other important economic reports on Africa, includ-

ing *World Economic and Social Prospects*, published by the United Nations Department of Economic and Social Affairs, and the 2013 edition of *African Economic Outlook*, a joint annual publication of the African Development Bank (AfDB), the Organisation for Economic Cooperation and Development (OECD), ECA and the United Nations Development Programme (UNDP).

57. ECA continued to work in collaboration with AUC, AfDB and UNDP to produce and disseminate the *Africa Regional Report on the MDGs*. The thematic focus of the 2012 report was the post-2015 development agenda. The report not only provides a regional assessment of progress towards the MDGs, but also discusses the framework for the post-2015 development agenda in Africa. The report has gained increased recognition over the years, and has been acknowledged by the Nordic Africa Institute as a credible source of information and policy advice on the MDGs in Africa. Also deriving from the report was a policy brief which highlighted the key issues and trends on the MDGs in the region. The policy brief provides a set of policy options to sustain and fast track MDGs implementation in Africa, which is particularly useful for the LDCs.

58. With the MDG target year of 2015 approaching fast, ECA spearheaded a series of initiatives at the global, regional and national levels to reflect on measures to accelerate progress and define Africa's position on the post-2015 development agenda. In this regard, ECA, in partnership with AfDB, AUC and UNDP, facilitated a series of regional and sub-regional consultations aimed at articulating an African common position on the post-2015 development agenda in line with the mandate of the AU Heads of State and Government. Three subregional meetings were held (in Accra, Ghana, in November 2011; Mombasa, Kenya, in October 2012; and Dakar, Senegal, in December 2012), complemented by an online survey to elicit views from various stakeholders in the region and identify Africa's priorities in the post-2015 agenda. In the same vein, ECA responded to a request by President Johnson Sirleaf of Liberia, co-Chair of the United Nations Secretary-General's High-Level Panel on the post-2015 development agenda, to provide technical backstopping to the work of the panel's secretariat.

59. In the area of LDC monitoring, ECA contributed to the first annual progress report of the Secretary-General on the implementation of the Istanbul Programme of Action for the Least Developed Countries. The report analyses progress over the past year, examines activities undertaken by LDCs and other

relevant stakeholders, and provides policy recommendations to facilitate a smooth transition and graduation from LDC status.

60. A major activity under this subprogramme during the year was the organization of the African Economic Conference, jointly organized with AfDB and UNDP. The 2012 edition of the Conference was held in Kigali, Rwanda, from 30 October to 2 November 2012 on the theme of "Inclusive and sustainable development in an age of economic uncertainty". It brought together a number of senior policymakers from member States as well as researchers and development experts to discuss and share views on some of the key challenges facing Africa. The discussions underscored the importance of good governance, infrastructure and private sector development and domestic resource mobilization in addressing many of the challenges that Africa faces. The annual conference has now become a premier forum for discussion and the exchange of ideas among policymakers and development practitioners on African development issues, thus serving as a bridge between knowledge generation and policymaking on the continent.

61. To strengthen development planning capacity in Africa, a development planners' workshop was organized in Mombasa, Kenya, in September 2012, which resulted in the establishment of a network of development planners. ECA also responded to several requests for technical assistance in strengthening capacity for medium-to-long-term development planning and capacity-building. Assistance was provided to the Governments of the Gambia, Ghana, the Niger, South Sudan and Togo in developing or revising their national development plans and strategies.

62. Activities undertaken in the areas of finance, industry and investment continued to focus on assisting African countries to address the impact of the global financial and economic crises, as well as on enhancing the capacity of member States to develop and implement industrial policies to improve the continent's international competitiveness. In 2012, a major research study was undertaken on financing solutions for small and medium-scale industries in Africa, which examined the gender dimension of financing of such industries. ECA also undertook a number of activities focusing on sectoral policies in the areas of macroeconomic forecasting and policy design, industrialization, promoting South-South cooperation and capital market development.

B. Food security and sustainable development

63. ECA's work under this subprogramme continued to focus on assisting member States in achieving food security and sustainable development whilst addressing the challenge of climate change.

64. During the period under review, this subprogramme devoted most of its attention to the preparations for and follow-up to the United Nations Conference on Sustainable Development (Rio+20). ECA worked closely with AUC, AfDB and other regional and international organizations to spearhead a bottom-up and multi-stakeholder regional preparatory process for the Rio+20 conference, which was held in Rio de Janeiro, Brazil, in June 2012. Working through an inter-agency steering committee, ECA provided technical support to the African group of negotiators to ensure that Africa was adequately represented at both political and technical levels during the Conference. Several supportive side events included an Africa Day and joint exhibitions, and advocacy material such as an Africa Consensus Statement to Rio+20, as well as brochures and leaflets on Africa's perspectives on the conference, were widely distributed. As a result of these efforts, the Rio+20 outcome document, "The future we want", largely addresses and reflects Africa's concerns and priorities.

65. To kick start the process of operationalizing the Rio+20 outcomes, ECA convened an Africa Regional Implementation Meeting in collaboration with AfDB, AUC and the United Nations Department of Economic and Social Affairs from 19 to 21 November 2012 in Addis Ababa. The outcome of the meeting represents Africa's collective input to the twentieth session of the United Nations Commission on Sustainable Development and the Open Working Group on Sustainable Development Goals. It articulates Africa's position and recommendations on the follow-up and implementation of the main outcomes of Rio+20, including the establishment of a high level political forum on sustainable development (HLPFSD), sustainable development goals, and the green economy.

66. During the period under review, ECA finalized the fourth issue of the *Sustainable Development Report on Africa*, on the theme of "Managing Africa's natural resource base for sustainable development", and started the process of preparing the fifth issue of the report on the theme of "Achieving sustainable development in Africa through inclusive green growth". As part of this process, ECA has developed a comprehensive set of indicators on various aspects of sustainable

development, crucial for assessing progress towards sustainable development in Africa. The identification, development and analysis of sustainable development indicators carried out as an integral part of preparing the Sustainable Development Report significantly contributed to informing Africa's deliberations in preparation for, and at, Rio+20.

67. Several activities were undertaken in support of policies and strategies for climate change adaptation and mitigation in Africa during the year. The second annual *Conference on Climate Change and Development in Africa* was held in Addis Ababa on 19 and 20 October 2012 on the theme of "Advancing knowledge, policy and practice". The conference adopted a number of recommendations aimed at scaling up and catalysing effective climate change adaptation and mitigation policies and actions at various levels in Africa. ECA provided technical support to African lead negotiators at the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in the process of articulating Africa's common position for the Doha conference on climate change held from 26 November to 7 December 2012.

68. ECA organized a workshop on Capacity Development in Disaster Risk Reduction and Disaster Risk Management in Addis Ababa in June 2012, with the aim of strengthening capacity for mainstreaming disaster risk reduction, disaster management and climate change adaptation in development strategies within the context of the Hyogo Framework for Action and the Africa Regional Strategy on disaster risk reduction. The workshop was held in collaboration with the World Bank's Global Facility for Disaster Risk Reduction, the United Nations Economic Commission for Latin America and the Caribbean, the World Food Programme, the United Nations International Strategy for Disaster Risk Reduction and the AUC. Over 50 policymakers and experts from various regional organizations participated in the workshop, which was aimed at strengthening policymaking capacity in the areas of disaster risk reduction and disaster management, including disaster damage and loss assessment. In addition, ECA undertook various capacity-building activities for climate change adaptation and mitigation in 12 countries, including preparation of concept notes on the impact of climate change on the water resources of the Congo, Nile and Zambezi river basins.

69. ECA's work on promoting strategic food and agricultural value chains focused on enhancing the capacity of African policymakers to mainstream policy measures for the development and promotion

of agricultural value chains into agricultural policies within the context of the Comprehensive Africa Agriculture Development Programme. A workshop was organized to help raise awareness and improve the knowledge of policymakers and other stakeholders on the potential benefits of the regionalization of the livestock, maize and rice value chains in the Common Market for Eastern and Southern Africa (COMESA) and the Economic Community of West African States (ECOWAS). In addition, three strategic partnerships were established to provide technical support to member States and RECs on value chain development. Participants in the partnerships include: the AU's Inter-African Bureau for Animal Resources the African, Caribbean and Pacific European Union Technical Centre for Agricultural and Rural Cooperation; and the Consultative Group on International Agricultural Research and the Consortium of International Agricultural Research Centres (comprising Africa RICE Center, the International Institute for Tropical Agriculture (IITA) and the International Livestock Research Institute (ILRI)).

70. In recognition of the important role of land and land policy in sustainable development and Africa's transformation, ECA undertook a number of activities in support of the implementation of the AU Declaration on Land issues and challenges in Africa. These included a study on large-scale land based investment and the establishment of strategic partnerships for resource mobilization with development partners such as the UN-Habitat the Global Land Tool Network and the Swiss Agency for Development and Cooperation. Key themes running through these activities included mainstreaming land issues in development planning, enhancing women's land rights and developing capacity development framework. A technical assessment report on land policy capacity development needs and supportive programmes at the regional and national levels entitled was also produced.

71. Other important activities undertaken during the year included the preparation of a research study on agricultural and rural transformation, whose findings were included in a non-recurrent publication presented at the eighth session of the Committee on Food Security and Sustainable Development, held in Addis Ababa in November 2012.

C. Governance and public administration

72. The objective of ECA's work under this subprogramme is to strengthen the capacity of member States

to promote and sustain good governance practices for broad stakeholder participation in the development process and strengthen the foundations for sustainable development in line with the priorities of the African Union and its NEPAD programme. In support of this objective, ECA undertook a wide range of activities in support of promoting good governance in Africa, with particular focus on strengthening public administration and public sector management for effective service delivery; promoting private sector development; enhancing the role and capacity of civil society in the development process; and providing support to the African Peer Review Mechanism (APRM) process to strengthen governance practices in Africa.

73. Several reports and analytical studies were prepared or completed in support of promoting good governance in Africa during the period under review. The third edition of the African Governance Report (AGR-3) on the theme, *Elections and the Management of Diversity in Africa*, was published during the period. The report covered 40 African countries and was compiled using data from expert opinion surveys, focus group discussions, country reports and profiles, produced with technical support from ECA and UNDP. Although it is too early to record policy impacts, some interesting uses of AGR-3 have been noted. The findings and recommendations from the report has significantly enriched the ongoing policy dialogue on issues of elections and diversity and electoral reforms in different parts of the continent. For example, Seychelles is undertaking a major reform of its electoral system using findings from its AGR-3 country report. Furthermore, the AGR-3 country reports were at the centre of the policy discourse at the African Governance Forum (AGF) held in Gaborone, Botswana in October 2012. The report also inspired the theme of the United Nations Secretary-General's report on Africa, 2012, which was on the theme of diversity management. Significantly, ECA's work on AGR-3 revealed major differences in the capacity of the national research institutions in the 40 countries surveyed, which needs to be addressed.

74. Another important publication which was completed and launched during the year was the report on Mutual Review of Development Effectiveness (MRDE), jointly prepared by ECA and the OECD. The main highlights of the 2012 report were presented to the NEPAD Heads of State and Government Orientation Committee (NEPAD HSGOC) at its 27th Summit held in July 2012 in Addis Ababa. The report has been widely disseminated and has generated considerable interest from key stakeholders, including continuous calls for it to be published



Youth Tsepo Makakane received Anti-corruption Youth Essay Competition award from Rwanda Justice Minister Karugarama

annually, as the main mechanism for mutual accountability between African countries and their development partners. The report is also one of the main technical inputs into a new monitoring mechanism of development effectiveness being proposed by the Office of the Special Advisor on Africa to the United Nations Secretary-General.

75. Several activities were undertaken during the year in support of Africa's anti-corruption initiatives. These included the preparation of technical policy papers, peer learning and capacity development in support of the implementation of the Regional Anti-Corruption Programme for Africa (2011-2016). In collaboration with AU's Advisory Body on Corruption (AUABC) and the Government of Rwanda, ECA organized the *International Anti-Corruption Week* in Kigali, Rwanda from 5 - 9 December 2012, and established the first-ever award series for the African Anti-Corruption Essay Competition for young people. Furthermore, ECA supported the process of reviving the African Association of National Anti-Corruption Institutions in Africa; facilitated the establishment of a Network of National Anti-Corruption Institutions for Central Africa in November 2012. In a similar vein, ECA prepared an annual report to the Executive Council of the African Union on the state of corruption in Africa and efforts to combat it. Four major technical studies were prepared for validation by experts in March 2013: *The Private Sector and Corruption in Africa*; *The Media and the Challenge of Transparency and Accountability in the Public Sphere in Africa*; *Model Anti-Corruption Legislation for Africa*; and, *Findings from the APRM Country Reports on Corruption in Africa*.

76. As a result of ECA's work on Anti-Corruption Initiatives, existing national and regional anti-corruption institutions have been strengthened and new ones have been established. It also led to remarkable improvement in the quality and content of AUABC

report to AU policy organs, which has the overall impact of effectively strengthening official policy interventions in the fight against corruption. Nevertheless, coordination between national structures and institutions fighting against corruption with sub-regional and regional structures needs to be improved.

77. In response to a mandate of the 2011 Joint ECA and AU Conference of African Ministers of Finance, Planning and Economic Development, ECA provided support in the establishment of the High Level Panel (HLP) on Illicit Financial Flows (IFF) in Africa, which was inaugurated in February 2012. The HLP held its first public consultation in Kenya in August 2012, and four panel meetings between February and October 2012. ECA has carried out several activities in support of the HLP's work, including the preparation of a background research paper on the scale and magnitude of illicit financial flows from Africa; a comprehensive communication strategy for the HLP; and established a dedicated HLP website as part of the communication strategy. The HLP's work has generated tremendous interest both from within and outside the continent including from the NEPAD Heads of State Orientation Committee, the African Partnership Forum (APF), the African Lawyers Union, Trust Africa, and UNDP, who have sought to collaborate with ECA on the work of the HLP.

78. As one of the strategic partners supporting the implementation of the African Peer Review Mechanism, ECA continued to support African countries at various stages of the implementation of the African Peer Review Mechanism. In this regard, ECA provided technical support in the reviews and preparation of country reports for Gabon, Sudan, South Africa and Tanzania. It also organized a workshop in Domaine Les Pailles, Mauritius, in collaboration with the UNDP Regional Centre for Eastern and Southern Africa, in April 2012, to facilitate the exchange of best practices and information-sharing on harmonizing the African Peer Review Mechanism national plans of action with pre-existing national plans within the context of a common medium-term expenditure framework. By the end of the period under review, the number of countries that have acceded to the process reached 33 and those that have been peer-reviewed stood at 17. However, capacity and logistical challenges have prevented a significant proportion of the acceded countries to set-off the review process. ECA's support to the African Peer Review Mechanism process has significantly contributed to the systematic improvements in the capacity of the African Peer Review Mechanism Secretariat as well as stakeholders in member countries. The feedback from support and review missions conducted underscores the high

regard for ECA as a credible institution both by the African Peer Review Mechanism Secretariat and the participating countries.

79. As part of its continued efforts to strengthen the role of civil society in Africa's development, several activities were implemented during the past year. These included the development and management of a web-portal which collects, catalogues, and disseminates information from diverse sources to CSOs; a meeting on *peace, security and regional integration in the Horn of Africa*, organized in collaboration with the Government of Djibouti in January 2012; and a tool kit on conflict prevention and resolution. In addition, advisory services were also provided to post-conflict countries to mainstream civil society participation in their policy processes. ECA conducted a training workshop for CSOs on *post-conflict reconstruction for Central and West African Francophone countries* in Abidjan in April 2012, the outcomes of which provides a robust and credible framework for mediators and other actors involved in African peace processes. Furthermore, a sensitization workshop for civil society on the African Peer Review Mechanism was also organized in Cote D'Ivoire in April 2012. Through these capacity development activities, ECA has contributed to strengthening the capacity of CSOs to engage in the African Peer Review Mechanism process.

80. Activities in the area of private sector development were designed to help sustain the current momentum of Africa's economic growth and transformation. In this regard, ECA carried out studies leading to publication of two reports. The first report was on "*Promoting economic and corporate governance to improve private investment in Africa*" aimed at improving the flow and quality of private investment. The second report on the theme, "*Building PPPs to scale-up resources for climate-friendly investments*", explored the potential of Africa's vast and untapped renewable energy resources for the continent's economic development, growth and transformation. A workshop on Public Private Partnerships (PPP) to promote climate-friendly investment was held in Pretoria, South Africa from 30 May to 1 June 2012.

D. Information and science and technology for development

81. ECA's work under this subprogramme focused on improving the capacity of member States to formulate, implement and evaluate national and sectoral policies that enhance the contribution of information,

science and technology to both national development and regional integration.

82. Activities undertaken in the area of information and communication technologies (ICTs) covered e-commerce, policy and regulatory frameworks, e-government, knowledge networks, innovations, information society and Internet governance. During the period under review, ECA carried out a study to assess ICT policy development and implementation in: Cameroon, Ethiopia, the Gambia, Morocco and Mozambique. The study reviewed the status of implementation of national e-strategies and their impact on targeted sectors. In addition, technical assistance and policy advisory services were provided to the governments of Ethiopia, the Gambia, Ghana, Seychelles, the United Republic of Tanzania and Zimbabwe in the review and adoption of national ICT policy and regulatory frameworks in the context of their current national development plans and priorities. In a similar vein, ECA supported an ICT project implemented by the Government of Nigeria through a survey on ICT indicators focusing on households and individuals as well as specific sectors of the economy, which was published, and a national web portal was developed specifically for this purpose. ECA also assisted AU in the development of a regional convention on cybersecurity which was adopted by a conference of African Ministers for ICTs held in Khartoum in September 2012.

83. In the area of information and knowledge-sharing, a network of African community telecentres involving 18 community telecentres and 8 national and subregional telecentre networks was established in eight countries. ECA's support for this network continued through capacity-building and the creation of platforms for knowledge-sharing and networking, with the aim of transforming the role of community telecentres into centres of innovation. Three innovative projects were supported during the past year: the *Ugunja Community Resource Centre* in Kenya developed participatory village mapping, using the *OpenStreetMap* open-source application to develop an online map of Ugunja district; the *Nakasake Community Telecentre* in Uganda developed a mobile application, called MFarmer, using the FrontlineSMS open-source application, to launch a mobile-phone-based service on agricultural market information and weather updates for farmers; and the *Sengerema Community Telecentre* in the United Republic of Tanzania launched a mobile-and-web-based agricultural information service. Furthermore, ECA created a number of online discussion forums to facilitate interactive discussions between various stakeholders on the continent: Dgroups to facilitate the collaborative work

of groups involved in the implementation of ECA's work programme, the African Internet Governance Forum (<http://dgroups.org/groups/AfIGF>) and an online discussion list for Global Geospatial Information Management (GGIM). (http://www.dgroups.org/groups/ggim_africa).

84. In its capacity as the secretariat of the African Internet Governance Forum, ECA organized the first conference on Internet governance in Cairo, Egypt, in October 2012 to prepare an African common position for the global Internet Governance Forum which was held in Baku, Azerbaijan, in November 2012. Several awareness-raising workshops and exhibitions were conducted to build the capacity of over 800 policymakers and stakeholders on issues related to the development of the information society. An online invitation to a training course on "ICT and meaningful development", offered by the Information Technology Centre for Africa attracted 32 participants from seven countries (the Comoros, Djibouti, the Gambia, Kenya, Rwanda, United Republic of Tanzania and Uganda) who completed the course module and received certificates.

85. ECA's work in the area of promoting innovations included: support for a three-year pilot programme to promote Electronic Rural Schools in African Languages primary schools in Cameroon, with hundreds of students using a computer system that uses local languages; support for five young innovators from Ethiopia and Senegal pursuing a nine-month internship at the CREATIC4AFRICA innovation laboratory in Spain, where they presented their ICT-based innovations at a special event organized by ECA and the Centro Tecnológico de la Información y las Comunicaciones in June 2012; and the 2012 Innovation Prize for Africa, for which 485 applications were received from 38 countries in sectors such as ICTs, health, agriculture and food security and green technologies. Two winners (from Algeria and Egypt) were selected and profiled. Winners, nominees and selected candidates continue to attract the attention of international manufacturers, venture capital firms and specialized Research and Development centres. Other initiatives on innovation launched during the year include the first African innovation index, to measure the innovation performance and potential of African countries, and a multi-year pilot project entitled "Engineering expertise to improve health outcomes in Africa", which aims to improve indigenous African capacity to install and maintain medical devices.

86. ECA undertook policy research, provided policy advice and technical assistance and supported pilot projects on new and emerging trends in science,

technology and innovation in order to improve the capacity of member States to harness these trends for sustainable socio-economic development. Technical support was provided to Rwanda in the consolidation of a Rwandan for science and technology and innovation endowment fund, including revising its management structure and operational guidelines. Furthermore, an East African network of science journalists was launched in 2012 to create a critical mass of skilled science journalists capable of making information on science and technology more accessible to the public and easy to understand.

87. In the area of geoinformation services, ECA continued to provide support in the development and implementation of national spatial data infrastructure (NSDI), as well as integration of NSDI and geospatial information policies in national information and communication infrastructure policies and plans. It developed various information and knowledge resources, applications and services to improve the availability and use of geoinformation for development at the national, regional and subregional levels. It also updated a number of regional geospatial databases, including that of the Programme for Infrastructure Development in Africa, the metadata clearing house, a management system and database on health and emergencies; and the GeoNyms application, which will be used by member States to manage gazetteers of place names. In collaboration with key partners, implementation of the African Geodetic Reference Frame programme continued in 2012, and logistic details of the roll-out of 30 Global Navigation Satellite System receivers were finalized with the Ordnance Survey of the United Kingdom.

88. Technical assistance in the area of geoinformation was provided to the Government of Ghana to support the development of national street addressing and numbering systems and the national policy framework for addressing systems. ECA also participated in several activities and events related to geoinformation development and management, such as the Geospatial World Forum, held in Amsterdam in April 2012, where it was awarded the *Geospatial World Leadership Award for Making a Difference*.

89. In the area of library and information management services, the ECA Library developed an institutional repository replication project to provide offline mechanisms for updating and providing offline replicates or mirrors of the library, initially at the five subregional offices and later to universities and other institutions across Africa. The *Access to Scientific and Socio-economic Information in Africa* project was launched in 2012 to provide a one-stop shop for

scientific and socio-economic knowledge resources and information for African researchers, academics, students, economists, policymakers and other professionals. Its interactive online portal is available at <http://askia.uneca.org/askia/>. The ECA Library also provided advisory services and embarked on capacity-building activities at the national and regional levels on the development of institutional repositories and the digitization of local content. It was forged a collaborative partnership with the Digital Divide Data organization to develop a geospatial repository consisting of 5,000 maps from the former ECA Map Reference Unit.

E. Regional integration, infrastructure and trade

90. During the period under review, ECA work under this subprogramme continued to focus on strengthening the process of regional integration in Africa through enhanced intra-African trade and physical integration, with particular emphasis on infrastructure and natural resources development in line with the AU vision.

91. The fifth issue of ECA's flagship publication *Assessing Regional Integration in Africa* (ARIA-V), prepared jointly with AfDB, was produced and launched during the 19th AU Assembly of Heads of State and Government, held in July 2012 in Addis Ababa. It was disseminated to participants at the summit and distributed with extensive media coverage to key ministries in member States. ARIA-V was a factor in AU's decision to adopt an *Action Plan for Boosting Intra-African Trade* and establish a *Continental Free Trade Area*. ARIA-V was also published in e-book flip format together with a mobile application and a documentary film on intra-African trade, helping to showcase best practices and raise awareness of the challenges. The media coverage of ARIA-V and the film, which has been posted on various sites including ECA's knowledge management online page (<http://knowledge.africa-devnet.org>) and YouTube, continues to create public awareness across the continent, and both have been recognized by political leaders as a reference and guide to building the free-trade area and boosting intra African trade. Furthermore, in collaboration with the United Nations Institute for Training and Research, an online course providing free learning on all chapters of ARIA-V was launched. Later in the reporting period, compilation of the sixth edition of ARIA was commenced, and will be completed in the first half of 2013. ARIA-VI focuses on the key elements of AU's Action Plan for Boosting Intra-African Trade and the establishment of the free-trade



Border crossing out of Ghana

area: fast-tracking the harmonization of trade policies, measures, programmes and instruments, particularly in the key areas of rules of origin, trade facilitation measures, transport instrument and trade-related ICT and information.

92. ECA undertook a study inspired by AU's aspiration to double intra-Africa trade from its current level of 10-12 per cent of total trade to 20-25 per cent within the next decade, and produced a "Report on Africa's trade flows and patterns", whose findings and recommendations were presented at a meeting of senior officials held on 3 and 4 April 2012 in Addis Ababa. The paper provides further insights into the nature and scope of intra African trade disaggregated by product, by sector and by country, which, together with the analytical research contained in ARIA-IV and ARIA-V, will enhance the information base to support the continent's strides towards the establishment of the continental free-trade area and the boosting of intra-African trade. The overall picture of trade flows and patterns will help equip member States and other African trade partners to formulate sound trade policies that will take into account the comparative advantages that exist in Africa and thus boost intra-African trade to target levels. The materials and methodologies on which the study was based were used during a training workshop on regional integration, free trade areas and customs and monetary unions jointly organized by ECA and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa in Addis Ababa from 23 to 25 June 2012.

93. With a focus on increasing the pace of establishment of the African Economic Community, ECA conducted fieldwork to document some of the best practices in the areas of trade and market integration, the free movement of people, the right of establishment, transport and communication, and

macroeconomic convergence in the COMESA, East African Community (EAC) and ECOWAS regions. Several best practices were catalogued and will be shared continent-wide to help RECs benefit from experience elsewhere in replicating and adapting best practices. In response to the recommendations of the seventh session of the Committee on Trade, Regional Cooperation and Integration, held in Accra, Ghana, in November 2011, a study on *informal cross border trade in Africa* was undertaken. The report provides a descriptive account of the magnitude of such trade in Africa and the tools and instruments for measuring its contributions. The findings of the study were presented to the eighth session of the Committee in February 2013 in Addis Ababa, Ethiopia. Implementation set out in the recommendations set out in the report will result in the creation of jobs and livelihoods for many Africans, providing accurate information on informal cross-border trade to enable African countries to seize the opportunities offered by comparative advantage.

94. Following recommendations of the joint ECA and AUC Expert Group Meeting held in November 2011 for modern bio-energy development, a report on *bio-energy framework and policy guidelines* was produced through a broad and inclusive consultative process, and presented at the “*All Africa Energy Week*” held in Addis Ababa in November 2012. Out of this report, resolutions for Bio-energy Development in Africa were formulated and presented to, and endorsed by, the AU ministerial meeting responsible for energy held in Addis Ababa on 16 November 2012. The Framework and Guidelines were subsequently adopted by the AU Summit of Heads of State and Government in January 2013. The framework will be published in UN sites, as well as in RECs in all AU languages (Arabic, French, English and Portuguese). The framework also provides a toolkit for member States to develop, implement and monitor sustainable bioenergy policies and strategies.

95. The 8th session of the Committee on Trade, Regional Cooperation and Integration, was held in Addis Ababa from 6 - 8 February 2013 and attended by senior officials and experts from ministries responsible for regional cooperation and integration, representatives of the AUC, and RECs. It was preceded by a regional workshop on “mainstreaming regional integration in Africa” attended by all participants of the Committee meeting. A report on results of an exhaustive survey of the progress made towards mainstreaming regional integration programmes, protocols, decisions, and activities into national development strategies and plans of member States was presented at the workshop. The Committee meeting focused



A lady carrying out informal cross-border trade at a border crossing in Ghana

on the theme of mainstreaming regional integration at the national level, reviewed developments taking place at both regional and international trade arena, highlighted cases of best practices of regional integration in Africa, appraised ECA's past and ongoing programmes in trade and regional integration and discussed the priorities of the 2014-2015 biennium work programme. Drawing on the deliberations of the regional workshop and the Committee session, the Committee reviewed policy options and proposed a number of recommendations needed to create favorable conditions for a better trading environment and accelerate regional integration in Africa.

96. ECA's work through the African Trade Policy Centre involved primarily workshops and seminars, studies and technical advisory services which are categorized into three main groups namely: REC-based activities, activities to support members States and activities in collaboration with partner organizations.

97. During the period under review, ECA provided technical advisory services and conducted workshops/seminars and other training activities for ECOWAS, EAC and SADC in the areas of trade and environment, EPAs, WTO negotiations, aid for trade, AGOA, trade facilitation and corridor management, trade and gender as well as e-Commerce. The training covered market analysis tools and modeling techniques in trade negotiations and designing and formulating trade policies in member States. As a result of awareness created and skills imparted by the training, request for additional software to apply the methodologies learnt was made by RECs. In addition, ECA continues to support through acquisition and subscription for maintenance of the software to ensure fully fledged Trade Policy Units within the RECs. ECA's support to ECOWAS and SADC on the development of their Aid for Trade (Aft) strat-

egies included a validation workshop on “*the Walvis Bay Corridor Group Business Model Review Study as a model for Sustainability of Corridor Institutions*” held between 2 and 4 July 2012, in Walvis Bay, Namibia. The insights generated from the presentations and discussions on the study led to recommendations for follow up through the ECA-supported African Corridor Management Alliance (ACMA).

98. At the request of the Lesotho Electricity Authority for ECA financial and technical assistance, a country workshop on public-private partnership for the development of Lesotho’s renewable energy sector was held in Maseru from 4 to 6 December 2012. The knowledge from this workshop will also benefit the SADC region which has growing energy deficit, as the outcomes of such PPPs would contribute to regional integration, through cross border electricity pooling and trading. In addition, ECA provided technical support to the SADC Secretariat in the development of its e-Commerce Strategic Framework, which was adopted at a meeting of SADC Ministers responsible for Telecommunications, Postal and Information and Communication Technologies (ICT) held in Balclava, Mauritius in November 2012.

99. ECA provided technical support for developing national AGOA implementation strategy in selected AGOA countries such as Botswana and Ethiopia. ECA continued to provide technical support to the African Alliance for e-Commerce (AAEC) in various areas including the development of guidelines for Single Window Implementation in Africa; training on the facilitation of cross-border trade, using Single Windows in addition to the development of the Legal Framework for the Establishment of ACMA (African Corridor Management Alliance).

100. As a follow-up to the inaugural Africa Trade Forum (ATF-I) held in November 2011 in Addis Ababa, the second Africa Trade Forum (ATF-II) was held in Addis Ababa in September 2012. ATF-II adopted the Strategic Implementation Framework and recommendations in four thematic areas of the Action Plan on Boosting Intra-African Trade (BIAT), namely: enhancing productive capacities, trade facilitation, trade in finance and infrastructure for trade as well as the establishment of the CFTA. The recommendations on the BIAT and CFTA Implementation Strategic Framework fed into the African Ministers of Trade Meeting held in Addis Ababa in November 2012.

101. In collaboration with several partner organizations including UN Women, ITC and AfDB, ECA conducted several workshops and training on cross



Interview on ease of crossing border in Ghana

cutting issues such as the Continental Workshop on “*Mainstreaming Gender into Trade Policies*” held in Accra, Ghana from 12 – 14 November 2012; the *SADC meeting on EPAs*; the *SADC e-Commerce strategy and mainstreaming trade policy in national development agendas*; and several *National Trade policy consultative forums* in Togo, Cote d’Ivoire, Tanzania, Burundi and South Sudan. Furthermore, collaboration with the West African Institute for Financial and Economic Management (WAIFEM), a regional seminar on “*West Africa’s International Trade, Taxes and Policies*” attended by 30 senior officials from the Gambia, Ghana, Liberia, Nigeria and Sierra Leone was held in Freetown, Sierra Leone from 22 April – 2 May 2012. A regional training workshop on “*Export diversification and trade facilitation for enhancing intra-African trade*” for African trade officials was also held in Addis Ababa, Ethiopia, from 5 - 7 September 2012.

F. Gender and women in development

102. Strengthening the capacity of member States to achieve gender equality and women’s empowerment in line with their regional and international commitments continued to define ECA’s work under this sub-programme. Building on the 2011 achievements, the key accomplishments in 2012 included the operationalisation of the tools and knowledge platforms developed by the sub-programme; undertaking comprehensive studies on key gender issues in order to expand the knowledge on gender issues; and the provision of tailored technical advisory services to member States.

103. ECA continued to strengthen the capacity of member States for collecting and analyzing gender-disaggregated data, mainstreaming gender policy

modeling, developing and disseminating appropriate tools as well as establishing platforms through which knowledge is shared among member States.

104. The development of the African Gender Development Index (AGDI) entered an expanded new phase in 2012 with data collection and refinement of the instrument in 14 countries: Botswana, Burundi, Cape Verde, Congo (Republic), Côte d'Ivoire, Djibouti, Democratic Republic of Congo, the Gambia, Kenya, Malawi, Mali, Senegal, Togo and Zambia. The AGDI process in these countries was inclusive, bringing together the Statistics Bureaus, Gender and Social Security Departments, Finance, Labour, Education, Trade and Health Ministries, private sector and civil society organizations to collectively develop the database, indicators and the report as well as produce their respective national AGDI. As a result, The Gambia has implemented some recommendations from the study to better strengthen the work of the sectoral ministries on gender, while Malawi has used the AGDI indicators to contribute to the gender dimensions of its Malawi Growth and Development Strategy. ECA also provided technical assistance to the South Africa Commission for Gender Equality (GCE) and their stakeholders on the use of the AGDI to support the effective implementation of GCE's mandate. The technical support enhanced the capacity of the GCE commissioners and paved the way for the country to undertake the second phase of AGDI implementation. The AGDI allows member States to review and assess their performance in meeting commitments on gender equality, including and identify and addressing gaps in policies and strategies.

105. In the area of promoting women's empowerment, ECA undertook a review of the status of implementation of the follow-up strategy to the 2009 Beijing+15 recommendations in 30 countries. The review indicates that national strategies have been put in place to promote economic empowerment of women through poverty reduction, employment creation, social protection and use of information and communications technology. For example, Cameroon has trained over 96,000 women in the use of ICTs under its "100,000 Femmes Horizon 2012" programme. Several countries have made progress in providing financing for gender equality programmes, and 11 countries have formulated national gender policies and are implementing gender-responsive budgets including: Egypt, Ethiopia, The Gambia, Kenya, Mauritius, Tanzania, Zambia, Cameroon, Djibouti, Mauritania and Morocco. The review also indicates that quota systems and affirmative actions have been used to promote political participation of women in national and local

administration by 4 member States: Morocco, Niger, Mauritania, Algeria and Eritrea.

106. Several activities were undertaken during the year to enhance knowledge on gender issues in order to support member States in mainstreaming gender in sectoral programmes at the country level. The E-network for National Gender Machineries (NGM) in Africa has been used as a tool to share good practices and developments of critical importance with NGMs in 6 countries: Nigeria, Kenya, The Gambia, Ghana, Zimbabwe and Egypt. It will continue to provide a platform for learning and regular exchange among NGMs in Africa. An e-discussion on *Gender Mainstreaming in National Policies and Programmes* in June 2012 enabled participants from 10 countries (Egypt, Ethiopia, Ghana, Kenya, Mauritius, Nigeria, The Gambia, Zambia, Uganda and Zimbabwe) to share their experiences and achievements in promoting gender equality and women's empowerment. Also, during the period under review, ECA continued to upgrade and expand the African Women's Rights Observatory (AWRO), a strategic advocacy tool that facilitates information-sharing and networking on issues of women's rights in Africa. The AWRO monitors progress by member States in addressing women's rights in line with global and regional commitments. A training workshop for national e-network teams and AWRO focal persons was held in Addis Ababa from in July 2012 to increase awareness of how the e-network and the AWRO can be used by NGMs and other stakeholders for promoting gender equality and women's rights in Africa.

107. Other knowledgeable products prepared included a *Compendium of Good Practices in Gender Mainstreaming*, which showcased good practices drawn from 6 countries, namely Rwanda, Sierra Leone, Tanzania, Morocco, Cameroon, including a Southern Africa regional initiative. The case studies illustrate that mainstreaming gender in local development and decentralisation can advance gender equality and achieve meaningful results particularly for the poor. They further provide evidence on practical interventions that countries could use to enhance gender capacity and accountability of local governance structures. The 2003 Guidebook on *Mainstreaming Gender and Household Production into National Accounts, Policies and Budgets* has been updated and revised, and has been tested in Ghana and Djibouti to undertake time-use surveys for building satellite accounts and gender-aware macroeconomic models. In addition, the guide book on time-use surveys and gender-aware economic modeling was introduced in 5 countries: Ethiopia, Ghana, Tanzania, Uganda and Zimbabwe.

108. As a contribution to UN system-wide activities on gender-based violence (GBV) and violence against women (VAW), ECA undertook a regional mapping and study on violence against women in informal cross-border trade in 8 countries: Cameroon, the Democratic Republic of Congo, Ethiopia, Morocco, Senegal, Tanzania, Zambia and Zimbabwe. The country reports provided information on the magnitude of the problem in cross border trade and made some recommendations for addressing it. An expert group meeting (EGM) organized to validate the synthesis report, drew 38 participants from the AU Commission; NEPAD; ECOWAS; IGAD; COMESA; regional civil society organizations (including FEMNET, Akina Mama Wa Afrika, Sonke Gender Justice, and IPPFARO); the academia; experts on gender and trade and other UN agencies. The final report and accompanying fact sheet will be a source of information for member states and RECs as well as a tool for the formulation and implementation of regional and national policies and programmes that address the wide-spread phenomenon of violence against women in informal cross-border trade in Africa. The majority of the member states have put in place national and local strategies to prevent and respond to violence against women, with Zimbabwe leading the way in the establishment of a pilot one-stop center where the female survivors of violence receive medical, psycho-social and legal support.

109. Advisory services were provided upon request to member States for technical support for using the tools and methodologies developed by ECA. Advisory services were provided to the Government of Botswana in strengthening the capacity for the formulation and implementation of a framework for integrating gender into public finance. Advisory services were also provided to Uganda to finalize an engendered draft climate change policy framework.

G. Subregional activities for development

110. Confronting the particular development challenges facing different parts of Africa often calls for a subregional focus, which in ECA is provided by the five SROs located in each of the five subregions of the continent as follows: Rabat (North Africa), Niamey (West Africa), Yaounde (Central Africa), Kigali (East Africa) and Lusaka (Southern Africa). The work of the five SROs is defined by the specific needs and priorities of each subregion. However, a major priority for all five SROs is to promote and accelerate the process of regional integration at the subregional level, by spearheading the delivery of operational activities

targeted at the specific priorities of each of the five subregions, within the overall framework and priorities of AU and its NEPAD programme.

111. The SROs have worked towards this objective by strengthening partnership with the major RECs, including the Arab Maghreb Union (AMU), SADC, the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), ECOWAS, CEMAC, the Economic Community of Central African States (ECCAS) and UEMOA.

112. During the period under review, the SROs continued to enhance their support to member States and RECs in strengthening their capacity to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the areas of trade, infrastructure, human capacity development, gender mainstreaming, agriculture and food security. To this end, they organized and serviced various meetings, workshops, including the annual session of their respective Intergovernmental Committee of Experts (ICEs); participated in the meetings of the policy organs of the major RECs; and provided technical assistance, upon request, to member States, RECs and other intergovernmental organizations (IGOs) on institutional and sectoral issues in support of integration efforts. The SROs also continued to operate as subregional nodes for data collection, knowledge management and networking to strengthen ECA's outreach.

113. The SROs also compiled and disseminated reports and studies on various economic and social issues, which were submitted to the ICEs. In addition, they continued to enhance their collaboration with other United Nations agencies and increased their participation in the activities of the United Nations Country Teams (UNCT) in support of the achievement of the internationally-agreed development goals, including the MDGs. In addition, the SROs have made progress in enhancing coordination of United Nations activities at the subregional level in line with the mandate given to them by the Regional Coordination Meeting (RCM), including implementation of the joint activities agreed by the thematic clusters at the subregional level.

114. Across the board, a major priority of the subregional offices during the past year was the implementation of the multi-year programme of cooperation agreed between the subregional offices and their respective RECs. The following section highlights some of the results achieved by each subregional office in the context of the multi-year programmes.

1. Subregional activities for development North Africa

115. ECA's subregional office's work programme in North Africa continued to be shaped by the fall out from the social and political instability of the so called "Arab Spring" of 2011 and the European recession that have affected and distorted development priorities in the North African region. Against this backdrop, the subregional office's work continued to focus on policy support and operational activities on the formulation and implementation of harmonized macroeconomic and sectoral policies. These activities addressed the subregional priority areas of economic integration including cooperation between AMU and other RECs, workers mobility within an integrated Maghreb, sustainable development and ICT for development.

116. In the area of policy formulation and advocacy, the subregional office prepared a number of policy reports and analyses, which contributed to the formulation of relevant policy recommendations in the areas of economic and social transformation, youth employment, green economy, food security, financial integration, energy transition, gender and governance, which have gained increased relevance and prominence in the subregion. While strengthening member States' commitment to the principles and priority issues of sustainable development, the subregional office contributed to building consensus and reaching concrete positions and recommendations for promoting effective integration of the three pillars of sustainable development, including the human dimension. Specifically, member States adopted innovative recommendations to be further implemented at national and regional levels to better address the structural factors that are key impediments for the structural transformation of North African economies. These include strategies and recommendations related to: unleashing North Africa potential as a regional pole of growth for Africa; strengthening social protection in North Africa; promoting gender equality; promoting financial integration and regional governance; converting trade potential within the region into growth; setting North Africa's priorities for implementing Rio+20 outcomes and mobilizing regional actors for regional integration in the Maghreb.

117. The subregional offices' activities contributed to strengthening information and knowledge networking with the private sector, civil society organizations, UMA and United Nations agencies in line with the ECA Business Plan 2010-2012. The subregional office strengthened its network of academics,

researchers and institutions working on international trade, growth and regional integration. Following the recommendation of member States, the Mediterranean Economic Colloquium, which contributed to sharing knowledge and giving a better understanding of economic issues of interest for the region, has become an annual event - the "*Rendez-vous*" of eminent experts interested in the development of the subregion and its interactions with other subregions. The 2012 Colloquium focused on the theme, *Trade in the Mediterranean countries in the context of current political transitions: problems and promises*. The colloquium has contributed to strengthening the link between development practitioners/policymakers and the academic community in North Africa.

118. Three new networks have been established as part of the subregional knowledge platforms in North Africa: on renewable energy; social protection; and financial integration. These communities of practice served as tools to exchange information and ideas between members. The platforms were used to disseminate a number of reports and knowledge materials produced by the subregional office. In addition, the subregional office reviewed and revamped its Observatory on Regional Integration during the year, formulated a strategic plan and is currently updating the Observatory's content.

119. In the area of partnerships and joint undertakings, the subregional office made progress in strengthening its partnerships with other stakeholders, including UMA and other regional institutions. Several activities have been jointly organized in the context of the MYP 2010-2012, including: a workshop on the harmonization of the cyber legislation in North Africa; an EGM on financial integration and regional governance in North Africa; the EGM on the situation of Social protection in North Africa in light of the current demographic issues; an EGM on Rio+20; and, a regional media workshop on African Governance Report (AGR-III). The ICE meeting with a focus on the intra-regional trade, and an assessment of trade potential in the Maghreb Arab countries included a specific session on regional integration in which UMA officials participated actively. Furthermore, the subregional office facilitated the participation of UMA officials in several key events organized at ECA headquarters, including the 8th African Development Forum; and North Africa's participation in the regional for Rio+20.

120. The subregional office actively participated in the activities of the United Nations country teams, particularly in Morocco, Egypt and Tunisia, resulting in stronger network of the subregional office and greater

audience for its work with more impact at country level. Its participation has helped in contributing a subregional perspective to national UNDAFs in these countries. In addition, the subregional office is collaborating with UNFPA Arab Regional office, ESCWA and the League of Arab States, within the Interagency Steering Committee on the ICPD Beyond 2014 process. In close collaboration with respective UNCTs, the subregional office assisted member States in their national assessments of the progress made in implementing the ICPD plan of action. National implementation assessment of ICPD Plan of Action was done through a standardized questionnaire, and the subregional office was assigned to assist and follow-up on the process with four North African countries. A regional conference on population is expected to be held as an output of the ICPD process.

121. In the area of institutional capacity-building, the subregional office provided technical support to its member States through direct technical advisory missions and through its work with United Nations Country Teams in the seven member States of the subregion. Mauritania received assistance in the formulation of an integrated institutional framework for the establishment of private employment agencies. Technical assistance was also provided to *Notre Algérie Bâtie sur de Nouvelles Idées* (NABNI), a coalition of Algerian civil society organizations working for better governance in Algeria, in the preparation of a report “*Algeria 2020*” which was launched in January 2013. At the request of the Government of Morocco, the subregional office collaborated with UNECE to undertake an environmental performance review (EPR), a key strategic tool for Morocco which recently adopted a national charter for environment and sustainable development. In collaboration with the United Nations Statistics Division (UNSD) and the European Environment Agency (EEA), consultations and training workshops were also conducted on water statistics and accounts, during which Morocco was chosen at the pilot stage to implement the proposed water statistics system nationally.

2. Subregional activities for development in West Africa

122. ECA’s subregional office for West Africa continued to implement planned outputs in accordance with the programme of work for 2012-2013 and responded to the recommendations of the member States as expressed at the fifteenth session of the ICE for West Africa. The subregional office implemented its programme of work in collaboration with key regional partners including ECOWAS, inter-govern-

mental organizations and other cooperating partners, with a view to enhancing regional development and integration in West Africa.

123. The office organized the 15th ICE meeting in Bamako, Mali, in March 2012, attended by 11 of the 15 member States, to review the implementation and the subregional office’s programme of work and make recommendations to guide the programme of work of the subregional office for 2012 – 2013. The ICE meeting focused, *inter alia*, on the economic and social development in the region, agricultural potential to enhance growth and development in line with the ECOWAS’ Vision 2020. The meeting underscored the need for self-reliance in sustaining regional development and integration, despite the global economic outlook, and escalating the industrialization process to add value to abundant primary commodities in the region. The meeting also underscored the need for structural reforms and mechanization to enhance job creation (particularly of youth), accelerating poverty reduction, up-scaling value addition and the agricultural sector’s contribution to employment, regional economic growth and integration. The meeting reiterated the need for governments to scale up their domestic and regional resource mobilization efforts in order to close the development financing gap.

124. The ICE meeting also urged ECA and other development partners to support the strengthening of national statistical offices’ capacity to collect data, including sex-disaggregated data, and to collaborate with the ECOWAS Commission in supporting member States to formulate and implement appropriate national gender policies. In addition, the meeting urged ECA’s subregional office to (i) assist with building the capacity of member States in data collection and the harmonization of data collection methodologies, (ii) help strengthen collaborative links with research think-tanks in the subregion and work collaboratively with them in delivering technical assistance to member States; and (iii) ensure timely publication of research reports and dissemination of findings to users.

125. In implementing some of the recommendations of the ICE, the subregional office organized a workshop on *Promotion of the Value Chains Approach in the Development of Agriculture in West Africa* in Bamako, Mali, in March 2012. Two non-recurrent publications on *Harnessing Agricultural Potential for Growth* and *Development and Regional Integration in West Africa: Development of Agricultural Value Chain* were prepared and presented at the workshop. The workshop recommended, *inter alia*, the need to secure the

supply of inputs as well as other factors of production such as agricultural equipment; the adoption of reforms to facilitate land access for agri-business promoters and smallholders regardless of gender; and enhancing agricultural value chain promotion.

126. Two Ad Hoc Experts Group Meetings were held back to back in Lomé, Togo, in June 2012. The first on *Strengthening the Capacity of West African States to Harness Renewable Energy for Electricity Supply, Poverty Reduction, and Climate Change Mitigation* discussed modalities for improving economic growth, improving social indicators and addressing environmental concerns, innovation and sustainability in the generation and use of renewable energy. The second meeting focused on *Regional integration programs and the West African Inter-governmental Organizations (WAIGO) platform for regional cooperation* as well as addressing obstacles to regional integration, such as the right to residence and citizenship in the subregion.

127. The subregional office continued to provide technical support to the Government of the Niger, in building capacity for designing its medium- to long-term macroeconomic framework and state modernization. This assistance, which began in 2011, is aligned with the Government's Five-Year Development Plan, and is targeted at helping the Government to address poverty, strengthen programmes towards sustainable development and modernize and improve service delivery through public sector reform.

128. The subregional office collaborated with the African Institute for Economic Development and Planning (IDEP) in organizing two training courses for officials of the Government of the Niger on developing long-term development strategy and vision, drawing on experiences of neighboring countries like Benin and Mali, including supporting the renewal of the Niger's public administration in financial and human resources management areas. With the subregional office's technical support, a framework procedure and manual were developed and launched in June 2012.

129. In the last quarter of 2012, the subregional office launched a weekly bulletin to enhance its public outreach programme, highlighting the main research, publications and reports of the office so as to foster public understanding on the work of the office.

130. In the context of *Delivering as One, ECA*, the subregional office participated in a number of activities jointly organized with other ECA Divisions, including supporting the UN's Ten-Year Capacity-Building Programme of the AU, the APRM and the

MDGs activities related to strengthening regional integration and implementation of NEPAD in West Africa. The main focus for 2012 was the promotion of agricultural value chain development, culminating in the subregional offices participation in the International Conference on *Value Chains for Agricultural and Rural Development* in Addis Ababa from 6-9 November 2012, aimed at exploring agricultural value chain development from the perspective of the African smallholder farmers. The subregional office also participated in the discussions for the post-2015 Development Agenda for Africa, including at the 13th Session of the Regional Coordination Mechanism in Africa (RCM-Africa) in November 2012 in Addis Ababa.

3. Subregional activities for development in Central Africa

131. ECA's subregional office for Central Africa implemented several activities in pursuit of its mandate of promoting regional integration and strengthening the capacity of member States, RECs, IGOs and CSOs in the Central Africa subregion. The activities included an two ad hoc expert group meetings, one consultative meeting and one forum as well as, at the request of member States and RECs under the Multi Year Programme (MYP), production of several reports, provision of advisory services and dissemination of information and knowledge in Central Africa.

132. Two ad hoc expert group meetings were held during the period under review. The first one on the theme, *Assessing trade and transport facilitation along the corridors in Central Africa* was held in Douala, Cameroon in May 2012. The meeting provided an opportunity for experience sharing among the participants on the management of transit corridors, identified impediments to intra-REC trade and underscored the need to implement the existing facilitation measures in the subregion. The meeting recommended that RECs should engage in or reinforce information-sharing on existing commodities for trade and strengthen their capacity in the harmonization of policies and programmes as well as standardization of norms, and member States should interconnect their custom administration networks.

133. The second ad hoc expert group meeting held in Libreville, Gabon in October 2012, was aimed at assessing the implementation of the 2011-2013 Multi-Year Programme (MYP) of support for the Economic Community of Central African States (ECCAS) and the Economic and Monetary Community of Central Africa (CEMAC). The meeting reviewed the activities

undertaken in the context of the MYP during the year as well as the achievements of the Steering Committee for the Rationalization of Central African RECs. Participants expressed satisfaction with the resolve of the leadership of ECCAS and CEMAC to cooperate between the two institutions. The meeting proposed that the MYP monitoring mechanism be reactivated and the partnership expanded to include other stakeholders in the region.

134. The annual consultative meeting of the Subregional Coordination Mechanism (SRCM) on the UN system-wide support to the African Union and its NEPAD programme in Central Africa was held on 17 October 2012 in Libreville, Gabon. The meeting assessed the implementation of the Joint Indicative Programme (JIP) and recommended the establishment of a joint ECA/SRO-CA and ECCAS task force to closely monitor and report on the activities of the JIP; strengthen the collaboration between ECCAS and CEMAC in the framework of the rationalization process; establish a funding mechanism for the SRCM; strengthen monitoring and evaluation method of the mechanism; improve the dissemination of information on community projects and programmes; and continue the advocacy for the mobilization of resources in support of ECCAS, CEMAC and their specialized institutions. Regarding the prospects for collaboration between the Central Africa and West Africa SRCMs, the meeting recommended that Central Africa should continue with its existing coordination mechanism while West Africa works to establish its own mechanism.

135. The subregional office prepared several reports as working or background documents in support of its activities. These included: the *annual report on key economic and social developments in 2010-2011 and prospects for 2012 in Central Africa*; the *report on the challenges of energy in Central Africa*; the *progress report on the MDGs and other regional and international agendas and special initiatives in Central Africa*; the *annual report on the status of new information technologies in support of development in Central Africa*; and the *annual report on the work of ECA in Central Africa*, including the status of implementation of the multi-year programme. The subregional office also produced its 2012 flagship publication "*Les Economies de l'Afrique Centrale*"; a report on the implementation of a statistical information system on livestock, meat and fish trade in Central Africa; and the report on trade and transport facilitation along the corridors in Central Africa. Similarly, advisory services were provided to ECCAS, CEMAC and several member States to strengthen their capacity in the areas of macroeconomic policy, transport, water resources, ICT,

regional integration, trade, post conflict development and recovery, fight against corruption, gender mainstreaming, sustainable development and climate change.

136. On communication and knowledge management, the subregional office continued to disseminate information and knowledge among partner institutions, member states, private sector, civil society and the general public through the office website and library, the knowledge-sharing platforms, the distribution of ECA publications, the publication of quarterly and weekly magazines and the media coverage of major events organized by the office. Furthermore, the subregional office maintained a close relationship with universities and other training institutions which participate in the external review of reports and publications of the office, and send their students for internship.

137. The subregional office organized the regional integration day on the theme, "*Subregional trade and development of transport infrastructure in Central Africa*" in Douala, Cameroon from 31 May - 1 June 2012. The event was aimed at disseminating knowledge on the current status of regional integration in Central Africa. During the event, issues discussed included the assessment of the Consensual Transport Master Plan for Central Africa; the regional integration financing tools; the implementation of decisions adopted by RECs for the promotion of a Common Market; and, the strategy of the AfDB for supporting the regional integration process in Central Africa. The participants underscored the importance of infrastructure for development and the need for private sector involvement in infrastructure financing schemes.

4. Subregional activities for development in Eastern Africa

138. In the period under review, ECA's subregional office for eastern Africa focused its programme of work on the promotion of regional integration and strengthening the capacity of its member States, Regional Economic Communities (RECs) and Intergovernmental Organizations (IGOs) to advance economic and social development in the subregion.

139. As a result of the subregional office's high-level advocacy work to encourage its member States to mainstream regional integration at the national level, Rwanda has become the first EAC member State to adopt a national Regional Integration Policy and Strategy. The subregional office continues to provide technical support to the Ministry of EAC

Affairs (MINEAC) of Rwanda to develop capacity on regional integration issues and popularize the regional integration agenda in the country. Lessons learnt from the experiences of Rwanda and Uganda on mainstreaming regional integration have been documented with a view to producing relevant toolkits and guidelines to support similar efforts across Eastern Africa.

140. In line with its mandate of providing technical assistance to member States, the subregional office provided a vast portfolio of advisory services to member States, IGOs and RECs, to strengthen capacity for policy implementation and addressing a wide range of development challenges. For instance, at the request of the Government of Rwanda, technical support was provided to undertake a comparative analysis of the cost of living in the country in relation to other EAC countries, to enhance greater understanding of the level of Rwanda's competitiveness in East Africa. Another request for technical assistance was to support the Northern Corridor Transit Transport Coordination Authority (NCTTCA) in the review of its 2007-2011 Strategic Plan and the preparation of its successor Strategic Plan. The 2012-2016 Strategic Plan was prepared during a stakeholders' workshop and subsequently launched by the Council of Ministers of the Northern Corridor in November 2012, which also discussed and adopted the associated implementation and monitoring and evaluation framework. Further technical assistance supported the Republic of South Sudan to elaborate a medium-term development plan, "the South Sudan Development Initiative" (SSDI), for the newly independent state. The SSDI addressed the gaps identified in the Government's three-year transitional development plan known as the South Sudan Development Plan (SSDP). SSDI complements the SSDP and represents a comprehensive framework of goals, objectives and performance targets, and sets out medium-term development priorities upon which the government and development partners have based their development agenda for the period 2011-2013. In addition, the first Macroeconomic Outlook for the new Republic of South Sudan was also prepared.

141. An increasingly influential report, *Tracking progress*, produced by the subregional office, which tracks major macroeconomic and social developments across the Eastern Africa region was launched in Nairobi in June 2012 at the National Economic and Social Research Council (NESR) and attracted considerable attention from media houses in the region. South Sudan which became the 14th member State of the subregion in 2012 was also included in the analytical report. There is currently no other report which deals with the fourteen countries of the wider Eastern Africa

region on a comparative basis, benchmarking performance and making concrete policy recommendations to deal with the identified challenges. The 16th ICE meeting decided that the next report should focus on the challenges of growth and structural transformation in the region.

142. The 15th ICE meeting held in Djibouti in February 2011 recommended the establishment of a regional framework for ensuring a competitive and sustainable tourism industry in Eastern Africa. Furthermore, the 2004 AU/NEPAD Tourism Action Plan for Africa highlights the important role of RECs in advancing Africa's tourism development agenda. To this end, several technical assistance missions, including for two expert consultative meetings involving key tourism stakeholders, were undertaken to most of the IGAD member States, including Djibouti, Ethiopia, Kenya, South Sudan and Uganda, since December 2011 aimed at assisting IGAD to develop a regional sustainable tourism master plan (STMP). The draft STMP was discussed in a June 2012 meeting, making recommendations which informed its revision. A second meeting, held in Kampala, Uganda in October 2012, made recommendations that further refined the draft STMP. The STMP is in the final stages of completion and its official launch is scheduled for early 2013.

143. In the area of capacity-building, knowledge management and sharing, the work programme of the subregional office covered several areas, including two training courses, two seminars, a symposium and a subregional knowledge exchange and a capacity-building workshop. These activities covered a wide range of topics, including environmental security assessment, trade and regional integration; paperless trade, tourism development, monetary union and economic valuation of land and ecosystem services in Eastern Africa.

144. Under the United Nations inter-agency collaboration and partnerships, the subregional office continued to facilitate the United Nations's pledge of delivering as one through organizing several activities jointly with other United Nations agencies and departments. Joint programme delivery with ECA headquarters divisions focused mainly on current development challenges, best practices and new trends in the energy sector, cyber security, regional integration, mineral resources management, agriculture regional value chains, and governance. The subregional office contributed to the establishment of the African Mining Development Center (AMDC) and in the organization of the 8th Africa Development Forum on "*Governing and Harnessing Natural Resources for*

Africa's Development" held in Addis Ababa from 23 - 25 October 2012. Furthermore, the subregional office co-organized a regional consultation workshop on "*the African Union convention on cyber security and harmonization of cyber laws*" in Addis Ababa, Ethiopia from 20 - 22 June 2012. The regional workshop discussed a set of cyber law provisions in the convention which should form the basis of harmonized national, regional and continental cyber laws. The workshop highlighted the need to integrate cyber security policies and legislations into overall holistic ICT policies and strategies so as to ensure a safe, predictable and trustworthy cyber space. The draft Convention developed with ECA's technical support was adopted by the African Ministers in charge of Communication and Information Technologies meeting during their Fourth Ordinary Session (CITMC-4) held in Khartoum, Republic of the Sudan in September 2012.

145. Based in Rwanda, the subregional office provided policy support to a number of policy forums in Rwanda including the Sector Working Group on Agriculture and Environment, and delivery of several joint initiatives of the United Nations Country Team (UNCT) in Rwanda. The subregional office participated in the elaboration of United Nations Development Assistance Plan for Rwanda (UNDAP 2013-2017) and, co-chaired with UNDP, the Development Results Group (DRG) on inclusive economic transformation. The subregional office led the formulation of the Business Plan for the Subregional Coordination Mechanism for Eastern and Southern Africa (SRCM), and together with the subregional office for Southern Africa, engaged and rallied UN agencies to adopt a coordinated approach to the delivery of their support to the RECs and IGOs operating in Eastern and Southern Africa. The mechanism has become a fully owned optimal instrument which seeks to improve coherence and foster synergy, reduce transaction costs and operationalize the '*delivering as one*' concept in programme implementation. The SRCM consultations resulted in consolidated areas of focus which will guide future engagements, including rendering support to the Grand FTA framework, comprising COMESA, EAC and SADC.

5. Subregional activities for development in Southern Africa

146. During the period under review and consistent with its mandate, ECA's subregional office for southern Africa continued to assist member States, RECs, IGOs and other stakeholders in policy coordination and harmonization; and in building their analytical

and policymaking capacity through meetings, workshops and provision of advisory services.

147. An ad hoc experts group meeting on the theme, *Climate Change and the Rural Economy in Southern Africa: Issues, Challenges and Opportunities* was organized and held in Johannesburg, South Africa in August 2012. The meeting reviewed and enriched a report on measures taken by member States towards mitigating and reducing climate change impacts and mainstreaming it in rural development policies. The meeting underscored the need to strengthen climate change mitigation and adaptation strategies in the region and made recommendations aimed at strengthening the capacity of countries in the subregion to effectively respond to climate change threats.

148. In the area of capacity-building and technical assistance, the subregional office provided policy advisory services, upon request, to member States, RECs, IGOs in addressing specific challenges, including providing capacity-building support in the use of ICTs to support regional integration; e-commerce readiness, ICT master plan development, minerals and mining policy development and ICT infrastructure development.

149. Technical support was provided to the Association of Regulators of Information and Communication for Eastern and Southern Africa (ARICEA), a forum for national ICT regulators in East and Southern Africa, for facilitating sustainable growth and development via trade and regional integration through the utilization of efficient information and communication technology. The support provided was in response to a request for direct technical support to specific COMESA's priorities and programmes. A paper entitled, "*Cyber Security vis-à-vis the draft African Union convention on the establishment of a credible legal framework for cyber security in Africa*" was presented to the 8th ARICEA Annual General Meeting in July 2012. The paper highlighted the efforts that are underway in Eastern and Southern Africa on effectively integrating cyber security into national development strategies based on the EAC cyber laws, COMESA Cyber Security Model Bill and the SADC Cyber laws. It also highlighted the importance of the AU Cyber Security Convention, by explaining the pillars of the framework, including legal measures, technical measures, capacity-building, and organizational structures; and highlighted key areas of cyber legislation.

150. Following the adoption of an ICT Master Plan Framework by the SADC Parliamentary forum in 2009 and at the request of member States, the subregional office coordinated the development and fina-



Parliamentarians and Seniors Officials at a mining site in Mbour, Senegal. © IDEP.

lization of the ICT master plan for the parliaments of Botswana and Swaziland as part of its technical assistance to member States within the framework of the African Information Society Initiative (AISI). The master plans are aimed at guiding the implementation of ICT policies and enhancing the operations of the national parliaments, thereby representing national commitment to using ICT to assist in addressing parliamentary issues such as transparency and capacity-building with innovative solutions and approaches. The ICT Master Plans for the two parliaments were approved and adopted (in August 2012 for Botswana) and (September 2012 for Swaziland). Further assistance was provided to the Government of Swaziland in the development of its National Information and Communications Infrastructure Plan (NICI), including aligning the implementation plan with other national and subregional policy frameworks such as the National Development Strategy and the e-SADC framework to ensure harmonization of policies and strategies. In the same vein, the SADC Secretariat received assistance in the development of a subregional e-Commerce Strategy, as part of the implementation of the e-SADC strategic framework, adopted by the SADC Ministers of ICT in November 2012.

151. At the request of the Government of Lesotho, the subregional office provided technical assistance in developing a national mining and minerals policy and regulatory framework to guide operations in the sector to ensure sustainable socio-economic growth and development and address poverty in line with the country's National Strategic Development Plan (2012 to 2017). These aspirations are in line with the Africa Mining Vision (AMV), making the Lesotho project a pioneer in the process of creating AMV-compliant mineral policies on the continent aimed at strengthening the contribution of the minerals sector to socio-economic transformation. A technical proposal outlining procedures and processes to guide the policy

development process was prepared and upon request, a joint scoping mission with *Southern African Resource Watch* was undertaken in December 2012, to discuss its operationalisation with a wide range of national stakeholders.

H. Development planning and administration

152. The objective of this subprogramme, which is implemented by the African Institute for Economic Development and Planning (IDEP), is to enhance national and regional capacity for the formulation and implementation of development policies and economic management through training. To this end, IDEP continued the innovation and consolidation of the momentum towards becoming the leading centre in Africa for the executive education of mid-career and senior officials of African countries. The key milestones attained in 2012 included: the decentralization of IDEP's short courses; introduction of a new short course targeting African parliamentarians; re-invigoration of IDEP's Masters Degree programme and development seminar series, success in increasing resources allocated from the United Nations; and IDEP's celebration of its 50th anniversary.

153. The portfolio of pan-African short courses remained at the heart of IDEP's capacity development and training activities in 2012. Course attendance increased by 10 per cent from the 600 in 2011 to a total of 660 officials trained in 2012 through 22 short courses, tailor-made courses, and capacity-building workshops organized by the Institute and in collaboration with its partners. The themes covered trade, industrial, and agricultural policies, trade negotiations, gender in economic policy and management, mining policy and contract negotiations, social policy,

*Participants at the 50th Anniversary
Research Conference held at Hotel
Ndiambour, Dakar, Senegal.
© IDEP*



data analysis and management, and elements of development planning.

154. IDEP's innovation continued with the decentralization of its courses and introduction of a course targeting African parliamentarians to improve their oversight of mining activities on the continent. While most of the short courses were held in Dakar, admitting 25 to 30 officials to participate in the programmes, a two-week short course on *Industrial Policy in Africa* drawing participants from all of the five subregions of Africa, was held at the University of Johannesburg (organized in partnership with ECA's Economic Development and NEPAD Division) from September to October 2012. A new two-week course on mining policy and contract negotiations was attended by 30 participants with portfolio responsibilities for natural resource management including top civil society leaders in the field and members of parliament from across the continent.

155. Exemplifying the relevance of IDEP's training and activities, some African governments such as Benin, Cameroon and the Niger, and with government and/or third-party financing, requested IDEP to conduct several tailor-made courses on planning, development project management (design and implementation), and development project monitoring and evaluation for mid-career and senior planning officials, including permanent secretaries and divisional directors. Similar tailor-made courses were organized in Rwanda and Zimbabwe with the accent on engendering economic development in those countries. Further requests were received from ministerial officials from Cote d'Ivoire, the Comoros, Guinea, Lesotho, Malawi, Senegal, Swaziland and the Gambia which are scheduled for implementation in 2013. These tailor-made courses were either wholly or partly

supported by the requesting member States, while the Arab Bank for African Development, (BADEA) and the African Development Bank (AfDB) significantly sponsored the initiative.

156. In pursuit of provision of quality training at all levels, IDEP made progress in revamping its Master's Degree programme as the key flagship activity of the institute through signing a memorandum of understanding with the University of Johannesburg to guide the collaboration between the two institutions and the organization of exchange visits that involved IDEP management and the University of Johannesburg faculty. IDEP plans to re-launch the course in 2013 with priority attention being given to the specializations in Industrial Policy, Trade Policy, Macroeconomic Policy and Modelling, and Development Planning.

157. Furthermore, IDEP's Monthly Development Seminar (MDS) has become a much sought-after public forum and site for debate and discussion on contemporary development and planning issues in Africa and the world. IDEP hosted eight seminars, chaired by senior policy officials, think-tank leaders, heads of relevant international agencies, and senior academics. The seminars featured speakers coming from across Africa addressing a variety of themes, and were well attended by Dakar-based scholarly and policy community, the African diplomatic corps in Senegal, representatives of various international organizations, the media and civil society leaders. In addition, IDEP continued its policy dialogue series on the interface of culture and development with a September 2012 meeting in Accra which brought 30 participants from all the five subregions of Africa together.

158. IDEP commemorated its 50th Anniversary with two main activities around research and policy conferences on *50 years of Development Planning in Africa*. The research conference took place in Dakar from 5 to 7 November, 2012 with 75 participants comprising mainly academics, policy intellectuals, some IDEP alumni, and civil society leaders debating a series of papers on the theme of the conference. Following the success of this research conference, it was decided to follow up with a high-level policy conference mainly involving ministers, senior policy officials and, representatives of various international organizations. This policy conference was planned for 22 January, immediately following on the 52nd Meeting of the Governing Council in Dakar, Senegal. The conference provided an opportunity for participants to look back on the history and experience of development planning on the continent and project into the future the opportunities and challenges that lie ahead.

159. With its success and growing demand for IDEP's services, the need for strengthening of IDEP's core staff and extra resources grew disproportionately. To better meet the demands of member States and its mandate, IDEP designed and implemented its resource mobilization strategy resulting in a significant increase in its annual United Nations allocation and receipt of extrabudgetary (XB) resources from various partners of the Institute. Nevertheless, member States' contributions were modest for the year in review, with few countries being up-to-date, and some requesting that their arrears be written off to enable a fresh start. IDEP recruited three new staff members, including a new Head of Training, to reinforce staff capacity and ability to meet growing demand for training from member States.

160. Collaboration and partnership continued to be the hallmark of IDEP's methodology of serving member States' needs. IDEP collaborated with the economic ministries of member States in general and the planning institutions in particular, to define IDEP's strategy and methodology of delivering its work in a client responsive manner. Moreover, IDEP continued to strengthen its collaboration with both programmatic and financial partners, including the substantive divisions of the ECA and key departments of the AUC around training and associated advisory and policy dialogue.

I. Statistics

161. ECA's work under this subprogramme focused on supporting data development and promoting the dissemination and use of statistics for evidence-based

decision-making and economic management. This was pursued through meetings and technical assistance to enhance the capacity of countries to compile, disseminate and analyze statistical data, in compliance with international principles of compiling official statistics.

162. Efforts to advance the development of civil registration and vital statistics (CRVS) systems in Africa received a significant boost with the convening of the second conference of African Ministers responsible for Civil Registration in Durban, South Africa in September 2012. Jointly organized by ECA, AfDB and the AU Commission, the meeting was attended by over 400 participants, including 35 Ministers and over 100 senior officials from member States. Technical inputs were provided by the United Nations Statistics Division (UNSD), United Nations Children Fund (UNICEF), United Nations Population Fund (UNFPA), Office of the United Nations High Commissioner for Refugees (UNHCR) and WHO made ground breaking decisions and defined the way forward on modalities for improving the coverage and operations of civil registration and vital statistics (CRVS) systems in Africa. The meeting reviewed progress in the implementation of the Africa Programme on Accelerated Improvement of CRVS systems (APAI-CRVS) and called for renewed efforts to improve CRVS systems in Africa. The conference is now institutionalized as a standing regional platform to be convened biennially, following the decision taken by the Assembly of AU Heads of State and Government in July 2012. The institutionalization of the conference will provide an opportunity for regular dialogue and consensus-building on appropriate policy measures for improving civil registration in Africa. The Durban conference on CRVS was followed by the 8th African Symposium on Statistical Development held in September 2012 in Abidjan, Cote d'Ivoire, which deliberated on strategies for the improvement of registration of death and the standardization of causes of death classification, which is a significant challenge on the continent. As a result of these meetings and the policy advocacy work of ECA, 42 countries have committed to improve the quality and coverage of civil registration and vital statistics systems. In addition, using resource materials, including operational guidelines and manuals on CRVS designed by ECA and other partners, some countries have started preparations for assessment and design of national plans agreed during the Durban conference.

163. ECA continued to promote the implementation of the global methodological standard for national accounting, the System of National Accounts (SNA), by providing technical assistance to build the capacity

of member States for implementing the 2008 System of National Accounts (the 2008 SNA). ECA worked in close collaboration with member States, AUC and AfDB to modernize member States' national accounts compilation process using new technologies, and further development of the national accounts compilation software, ERETES. A Handbook on Supply Use Tables (SUT), one of the outputs of ERETES, was compiled with contributions from national account experts from member States. Furthermore, ECA began to implement the recommendations of the Rio+20 on Broader Measures to Complement Gross Domestic Product (GDP Plus) by working closely with member States to develop a set of reference indicators to assess the economic, social and environmental performance of their economies in the context of integrated policymaking.

164. A subregional seminar on "Developing a Programme for the Implementation of the 2008 SNA and Supporting Statistics for Southern African Countries" was organized jointly with the UN Statistics Division, the African Development Bank (AfDB), the Southern African Development Community (SADC) and the Southern African Custom Union (SACU), in Pretoria, South Africa in October 2012. The seminar contributed to strengthening statistical capacity-building efforts in southern Africa to address the difficulties faced by countries in the implementation of the 2008 SNA. A meeting of the African Group on National Accounts (AGNA) to mobilize support for implementing the African strategy and plan for the 2008 SNA, was organized in Addis Ababa in February 2013. It was attended by representatives from member States, the AU Commission, the African Development Bank, and other regional and subregional organizations. The meeting reviewed the African Strategy and plan for the implementation of the 2008 SNA contained in the regional project document and agreed on the follow-up actions and activities, including the role of various stakeholders and partners.

165. In support of efforts to improve the quality of data in monitoring the progress towards MDGs, ECA developed census manuals on data processing and designed a handbook on deriving MDGs indicators from censuses, and administrative data sources which is now being used by some countries as a resource material on the subject. ECA produced a report on best practices in the collection, compilation, dissemination of data on development indicators, including the MDG framework. Increasing numbers of countries have committed to conduct population and housing censuses (PHC), including Sao Tome

and Principe, Rwanda, Zimbabwe, Tanzania and the Niger which successfully conducted their census in 2012, bringing the number that had conducted their censuses to 34. It is anticipated that by the end of 2014, about 53 member States will have participated in the 2010 round of PHC.

166. ECA's commitment to facilitating access and use of authoritative and quality data series led to several joint activities with the African Development Bank and the AU Commission for data validation with member States. Technical assistance was extended to RECs on the validation and publishing of the yearbook and database, leading to a significant increase in data sources from African countries for the joint publications. The fifth edition of the joint African Statistical Yearbook (ASYB) and pocketbook were produced in 2012 as authoritative sources of statistical information on Africa, with improved efficiency, effectiveness and timeliness. The joint data collection and publication initiative has proved to be efficient, and has significantly reduced the data collection burden on countries and reduced duplication of efforts and inconsistencies among different organizations. The publications were widely distributed in hard copies, CDs and flash disks to end users in Africa and libraries with the on-line versions in AfDB databases being visited by 400,000 users, the majority of whom were mainly from academic and research institutions.

167. One of the major advocacy tools used to raise awareness on the importance of statistics in the development of African countries is the African Statistics Day (ASD) which is celebrated every year on 18 November. Through the provision of technical and promotional materials, ECA supported national celebrations of the African Statistics Day in 2012, which was organized under the theme, *Making Every Woman and Man Count: Engendering Statistics for Better Development Outcomes*. To ensure that all African countries celebrated the event, ECA prepared and disseminated advocacy materials in several African languages, including Arabic, English, French and Portuguese. The ASD was celebrated widely in African countries, including in the new Republic of South Sudan which organized national workshops and exhibition. Feedback suggests that several countries (including Botswana, Ethiopia, Madagascar, Mauritius, Rwanda, Senegal and Sierra Leone) organized week-long celebrations and often included venues outside their capital cities. As a result of advocacy organized around the 2012 ASD, 34 countries have committed to engender their statistical operations and surveys.

168. In 2012, ECA technical support for the design and implementation of National Statistical Data Systems (NSDS) focused on addressing institutional issues that hindered the capacity of member States statistical agencies. As of November 2012, 48 countries had designed their NSDS, 18 of which had started implementation. In collaboration with key partners, including PARIS21, World Bank and AfDB, ECA's activities in this area focused on monitoring and supporting the implementation of the NSDS, and the design of second generation NSDS. ECA mobilized funds for the strategy, undertook several technical assistance missions and organized national workshops for users and producers in the NSDS review in countries such as Benin, Togo, Senegal and the Niger. This resulted in 18 countries implementing NSDS ranging from revision of their Statistical Acts, increased collaboration between users and producers of statistics, and increased financing from governments and the trust fund pool of partners. Among the best practices are the deployment of statisticians to ministries and departments to improve the quality of administrative data and increased resource allocation for statistical operations and surveys.

169. Other capacity-building activities undertaken during the review period included the development of training modules on *gender statistics, MDGs and National Accounts* and delivery training courses for prospective staff of national statistical offices at Statistical Training Centres (STCs) in Abidjan, Yaoundé and Dar es Salaam for hundreds of prospective staff of National Statistical Services with positive feedback on the relevance and usefulness of the courses.

J. Social development

170. The objective of ECA's work under this subprogramme is to strengthen the capacity of member States to formulate and implement policies and programmes for poverty reduction and promote social inclusion to ensure equity and improved quality of life for all segments of society in line with internationally agreed development goals, including the MDGs. The activities carried out under the subprogramme were also aimed at assisting member States in monitoring and tracking progress in the implementation of international and regional commitments made on social development, including the Millennium Declaration, the International Conference on Population and Development beyond 2014 (ICPD Beyond 2014), and the World Summit on Social Development.

171. As part of the ICPD follow-up process, ECA conducted a review on the status of implementation of recommendations on social development policies by member States. Responses received from 47 member States indicated that some member States had put in place policies to address issues of reproductive health, population and development, youth, persons with disabilities, older persons, international migration, internal migration and urbanization, among other thematic areas included in the ICPD Programme of Action (ICPD-PoA). National reports from 20 countries indicate that countries are implementing National Programmes of Action (NPOAs) and revising national population policies to integrate the recommendations of the ICPD-PoA. For example, the Government of Ghana has established a Cross-Sectoral Planning Group (CSPG) to build consensus around population and development priorities for the post-2015 consultations and its National Medium-Term Development Policy Framework for 2014-2016.

172. Following a knowledge needs assessment undertaken in 10 countries: Uganda, Egypt, Malawi, Kenya, Nigeria, the Gambia, Zambia, Botswana, Ethiopia and Mauritius, ECA developed a platform to facilitate knowledge and information-sharing on best practices in social policy among member States. The social development index currently being developed under the subprogramme will also go a long way to assist member States in policy development. In addition, a major study on the typologies and policies on migration and development was undertaken as part of an ongoing Development Account project, being implemented in collaboration with ECLAC, ESCWA, ESCAP, ECE and UN-DESA. The study concludes that migration from Africa is influenced by policies of receiving countries in Europe and North America. It also showed that migration to Latin America is on the increase.

173. Technical and financial assistance was provided to the Government of Mauritius to supported two workshops in June 2012. The first one was a brainstorming meeting on *enhancing intra-African Cooperation on Migration and Development policy and practice*, organized in collaboration with the AU Commission and the International Organization on Migration (IOM). The second was a High Level Forum on *Harnessing Diaspora Resources for Development in Africa*, organized in collaboration with the AUC and the World Bank. The subprogramme supported the participation of four Regional Economic Communities (SADC, ECWAS, COMESA and IGAD) in these workshops. In addition, technical assistance was provided to the Government of Mauritius in the for-

mulation of a labour mobility framework in August 2012, and the Global Forum on International Migration and Development (GFMD) which was held in November 2012. Technical assistance provided to the pan-African Youth Network and the AU Commission on monitoring of the youth decade plan of action were instrumental in the development of surveys to be used for monitoring of the plan of action.

K. Other programmes

174. In addition to the core programme of work described above, ECA has a mandate to implement other cross-cutting programmes and activities in line with the policy priorities of its member States. Key among these in 2011 was the enhanced support to the African Union in the context of the implementation of NEPAD and the Ten-Year Capacity-Building Programme (TYCBP), including support to the APRM. Other substantive programme activities focused on providing technical assistance to member States and their institutions upon request to address key development challenges using resources from the United Nations regular programme of technical cooperation and the United Nations Development Account.

United Nations system-wide support to the African Union and its NEPAD programme

175. The United Nations system is one of the major pillars of international support to the African Union and its NEPAD programme. The nature and scope of that support was deepened in the past year through several joint activities undertaken by United Nations agencies within the framework of the Regional Consultation Meeting of United Nations agencies working in Africa (RCM-Africa). The activities encompassed technical assistance and capacity-building for institution development in support of various organs of the African Union, project development, resource mobilization and advocacy.

176. At the global level, the Office of the Special Adviser on Africa (OSAA) based at the United Nations headquarters in New York is responsible for coordinating and mobilizing international support for the NEPAD programme. At the regional level, ECA is responsible for coordinating United Nations activities and joint action through the RCM-Africa to ensure coherence and cooperation for maximum results. In recent years, the subregional coordination mechanism (SRCM), convened by the ECA

Subregional Offices have emerged as the framework for optimizing United Nations system-wide support to the NEPAD programme at the subregional level. The work of RCM-Africa, the SRCMs and the various thematic clusters and subclusters is guided by the Ten-Year Capacity-Building Programme of the African Union (TYCBP-AU), which is the overarching framework for cooperation between the United Nations and African Union based on the priorities of the African Union.

177. RCM-Africa brings together the heads of some 30 United Nations regional and subregional entities and affiliated offices to maximize coherence and impact in United Nations system-wide support to Africa in the context of NEPAD and the TYCBP. It also includes the AUC, RECs, and the NEPAD Planning and Coordinating Agency (NPCA) as members. ECA provides secretariat support to RCM-Africa and its nine thematic clusters and is mandated to convene the annual RCM meetings. The RCM-Africa thematic clusters promote improved coherence and coordination through joint planning and implementation on specific operational and programmatic issues in the following areas: advocacy and communications; agriculture, food security and rural development; environment, population and urbanization; science and technology; social and human development; industry, trade and market access; infrastructure and governance; and peace and security.

178. The past year offered many opportunities for the United Nations to enhance its support to the AU and its NEPAD programme, both collectively and individually. In this regard, United Nations entities continued to improve the alignment of their programmes with those of the AU Commission, the NEPAD Planning and Coordinating Authority (NPCA) and the Regional Economic Communities (RECs). Through RCM-Africa and its nine thematic clusters, interaction between United Nations agencies and organizations, on the one hand, and AU institutions (AUC, NPCA, RECs and the Pan-African Parliament), on the other, continued to be strengthened during the year. The implementation of the joint work programme of the for the African Union (TYCBP-AU) gathered momentum in 2012. The coordination of clusters has been strengthened with an increasing number of jointly implemented programmes leading to tangible results. Significant progress has also been made in the establishment of the SRCMs, in particular the one for Eastern and Southern Africa and Central Africa, which have developed comprehensive business plans.

179. During the period under review, United Nations agencies collectively supported 24 countries in developing National Agriculture and Food Security Investment Plans (NAFSIPs) based on the Comprehensive Africa Agriculture Development Programme (CAADP). This support was instrumental in securing \$430 million funding for 11 countries – Rwanda, Sierra Leone, Togo, the Niger, Ethiopia, Liberia, Burundi, Malawi, the Gambia, Tanzania and Senegal – to implement their Investment plans. Five of the countries – Burundi, the Gambia, Malawi, Senegal and Tanzania – were selected in May 2012 to receive grants totalling \$160.5 million from the Global Agriculture and Food Security Programme (GAFSP).

180. In line with its mandate, ECA convened the 13th session of RCM-Africa from 14-15 November 2012 in Addis Ababa, under the theme, *Post-2015 Development Agenda for Africa*. The meeting was co-chaired by the Deputy Secretary-General of the United Nations, Mr. Jan Eliasson and the Deputy Chairperson of the African Union Commission, Mr. Erastus Mwencha, and attended by high level officials and representatives of the African Union Commission, United Nations system organizations and agencies, NEPAD, Regional Economic Communities, Africa Development Bank and other organizations working in Africa. The meeting provided a platform for a high level panel discussion on the Post-2015 Development Agenda for Africa, and a review of the key achievements and challenges of the nine clusters of RCM-Africa. The discussion focused on the global and regional process on developing the Post-2015 Development Agenda as well as Africa's perspectives and priorities, such as structural transformation and industrialization for development, social dimensions, population dynamics, urbanization and climate change. The meeting recommended that the post-2015 agenda should be an Africa-owned and Africa-led process that captures the realities and aspirations of Africans. The process should therefore be broad-based, consultative, transparent and inclusive to avoid the shortcomings of the MDGs. RCM-Africa also recommended the enhancement of inter-cluster collaboration; the development of a joint resource mobilization strategy; increased focus on multi-sectoral strategic areas of capacity-building for the AU Commission, and on building strong and inclusive regional processes in order to support the implementation of the Rio+20 outcomes.

181. In addition to the collective activities undertaken by United Nations entities in support of NEPAD, specific assistance was offered by individual entities to advance the work in the various thematic clusters. For its part, ECA supports the implementa-

tion of NEPAD priorities, most of which are at the core of its mandate, through its analytical work and technical assistance in different areas, with particular focus on socio-economic development and political governance issues. ECA achievements in support of AU and its NEPAD programme are many and well documented.

182. During the past year, ongoing collaboration with the AUC was further enhanced, particularly in the areas of trade, gender, ICT, science and technology, governance and public administration, land policy and climate change. Joint initiatives in 2011 and 2012 to support knowledge generation and dissemination include preparation and publication of the *Economic Report on Africa*, the report on Assessing Regional Integration in Africa, the Millennium Development Goals and the joint implementation of activities such as the Conference of Ministers of Finance, Planning and Economic Development.

183. ECA has also been providing technical support to the APRM process since its inception through country support missions, preparation of background documents, country review visits, drafting of country reports, the National Programme of Action, mobilizing broader stakeholder participation and fostering peer learning among APRM countries by identifying best practices in the APRM process and promoting their replication. The continued support provided by ECA to the APRM process has contributed to increasing the capacity of member States to conduct the peer review and enhancing the capacity of various stakeholders to engage in the process.

Technical cooperation

184. Technical cooperation is an important supporting instrument for implementing the ECA core programme of work described in the preceding section of this report. Technical cooperation activities are carried out in support of the priorities of member States, with particular focus on enhancing their capacity to formulate and implement policies and programmes for sustainable economic and social development, within the framework of the NEPAD programme and the internationally agreed development goals, including the MDGs. Funding for ECA technical cooperation activities comes from the United Nations Regular Programme of Technical Cooperation (RPTC), the United Nations Development Account and extrabudgetary resources negotiated with bilateral and multilateral donors. This section highlights achievements under the RPTC and Development Account,

while recent developments on extrabudgetary resource mobilization and management are covered in chapter 4 of the present report.

United Nations Regular Programme of Technical Cooperation

185. During the period under review, funding from RPTC was provided to support a number of full-time regional advisers and short-term experts deployed in the various divisions and subregional offices, whose primary function is to provide advice on policy options, advice on strengthening institutional frameworks, support in relation to policy debates on new and emerging issues, and training to support capacity development of member States in addressing critical development challenges in the following areas: MDG-based poverty reduction strategies and programmes; trade capacity-building and trade negotiations; integrated water resource management; statistics; gender mainstreaming, including enhancing women's legal and human rights; harnessing ICTs for development; knowledge management; infrastructure development; governance and public administration; post-conflict reconstruction and implementation of NEPAD.

186. As part of its efforts to promote policy change and strengthen institutional capacities in the areas mentioned above, ECA fielded over 150 advisory missions to 42 countries and 8 RECs; and organized 68 workshops and seminars involving over 1000 participants.

187. With support from RPTC, ECA undertook a mission to South Sudan, the newest independent State in the region. The high-level multidisciplinary mission, which mobilized a number of regional advisers and staff, took a holistic approach to that country's support and resulted in concrete plans for a coordinated plan of action in support of the national development plan adopted by the Government of South Sudan. As part of its assistance support to South Sudan, ECA helped the country to develop and

finalize its water information clearing house which resulted in improved information on water resources for the planning of development projects.

United Nations Development Account

188. The United Nations Development Account constitutes a second funding window for ECA technical cooperation activities. Overall guidance on its use is provided by the General Assembly. Projects submitted for funding must adhere to criteria established by the General Assembly and should be in line with the theme proposed for the specific tranche. The theme of the 9th tranche, approved in 2012, is *Supporting Member States in Designing and Implementing Strategies and Policies Towards Sustainable, Equitable and Inclusive Development*.

189. During the period under review, ECA sought to expand its portfolio with four new projects, with a budget of \$4.8 million approved for funding under the 9th tranche to be implemented during the 2014-2015 programme cycle. The 9th tranche projects will address capacity needs of African countries in such areas as mobile statistics and use of hand held devices for data collection; forecasting and development planning; effective contract negotiations in the extractive sector; and support in implementing the African Peer Review Mechanism (APRM). In addition, implementation of the 7th tranche interregional project approved in 2011 on the effective integration of developing countries in the global economy through aid for trade commenced in 2012.

190. The Development Account has been instrumental in strengthening national and regional capacities for addressing key development challenges in such areas as capital markets development in Africa; statistics; land policy reforms; knowledge-sharing for meeting the MDGs; and sustainable agriculture and rural transformation.

CHAPTER III

Issues arising from the meetings of the subsidiary bodies of the Commission, including the Intergovernmental Committees of Experts of the Subregional Offices

191. This chapter contains a summary of highlights of the discussions and outcomes of the meetings of the Commission's subsidiary bodies, including the intergovernmental committees of experts (ICEs) of ECA subregional Offices (SROs) which have been held since March 2012. It highlights the key issues and recommendations from the meetings of the subsidiary bodies which need to be brought to the attention of the Commission for action and/or information. The chapter also includes a preview of meetings that were planned but had not taken place at the time of finalization of this report.

192. The chapter reports on activities of the functional subsidiary bodies which held their annual meetings in the reporting period, including: the Committee on Food Security and Sustainable Development (CFSSD); the Committee on Governance and Popular Participation (CGPP); and the Committee on Trade, Regional Cooperation and Integration (CTRCI) which are the legislative structures for the relevant ECA subprogrammes. The chapter also reports on the activities of the subregional ICE annual meetings which review and provide guidance to the activities and work programmes of the SROs.

193. Several subsidiary bodies held their statutory meetings during the period under review and the main outcomes of the meetings are summarized below. The chapter also includes a preview of the meeting that was planned but had not taken place as at the time this annual report was prepared.

A. Meetings held during the period under review

8th session of the ECA Committee on Food Security and Sustainable Development (CFSSD)

194. The ECA Committee on Food Security and Sustainable Development (CFSSD) provides legisla-

tive oversight to the ECA subprogramme on Food Security and Sustainable Development (FSSD). The eighth session of the Committee (CFSSD-8) took place from 19 to 21 November 2012 in Addis Ababa, Ethiopia. The meeting was attended by over 250 representatives of 47 member States, the African Union Commission, African Development Bank, Regional Economic communities, observer member States of the United Nations and United Nations agencies.

195. The objectives of this session of the committee were to:

1. Provide a platform for the Africa Regional Implementation Meeting (Africa RIM) for the United Nations Commission on Sustainable Development (CSD-20) to deliberate on the main outcomes of Rio+20;
2. Review progress in the implementation of the 2012/2013 work programme of ECA subprogramme on Food Security and Sustainable Development (FSSDD); and
3. Provide guidance on further work during 2013.

196. CFSSD-8 also provided guidance on priorities for the 2014-2015 work programme in the context of the ECA strategic framework for the 2014-2015 biennium.

197. The main highlight of CFSSD-8 was the adoption of an outcome document by the Africa RIM, which will serve as Africa's collective input to CSD-20 on the status of implementation of the main outcomes of Rio+20 such as: the high-level political forum on Sustainable Development; the Sustainable Development Goals (SDGs); Means of Implementation (Financing Sustainable Development, Technology Development and Transfer; and Capacity Development); and the Third International Conference on Small Island Developing States (SIDS).

198. In addition, the Africa RIM also adopted recommendations on other Rio+20 outcomes deemed pertinent for Africa, such as: the voluntary commitments

that complement the traditional means of implementation; a programme on measures to complement Gross Domestic Product (GDP Plus); and the green economy. In the context of these Rio+20 outcomes, the meeting agreed on recommendations on the relevant aspects of the post-2015 development agenda.

199. The committee also made the following recommendations:

- African countries should build on lessons learnt and available good practices in food security interventions to enhance food availability and access;
- Indigenous research should be promoted to support increased food production and all research should be aligned with the requirements of boosting agricultural productivity in Africa, with a particular focus on small-scale farming;
- ECA should liaise with member States in collecting data and information with a view to ensuring accuracy and consistency of information;
- Work on the promotion and the development of strategic food and agricultural commodities regional value chains should form an integral part of the CFSSD work programme for the 2014-2015 biennium. This should be aligned with the Rio+20 outcomes related to livestock development in Africa;
- The climate change programme should enhance its work and focus on food security and sustainable development and strengthen engagement with the private sector and RECs; and
- The work of the Land Policy Initiative should be deepened and devolved to sub-regional and national levels. This work should also foster consensus building on land issues by involving all stakeholders, including government and non-government actors.

3rd meeting of the ECA Committee on Governance and Popular Participation

200. The third meeting of the Committee on Governance and Popular Participation (CGPPIII) themed around *The Developmental State: What options for Africa?* was held in Addis Ababa, Ethiopia, on 20 and 21 February 2013. The objective of the meeting was twofold:

1. To review and consider ECA activities in the area of Governance and Public Administration as contained in the Work Programme for 2012-2013 and suggest relevant programmatic

orientations and activities for the biennium 2014-2015; and

2. To discuss and suggest how ECA could improve its activities to enhance African countries' capacity in the areas of governance and public administration.

201. Following deliberations on various presentations, the following conclusions and recommendations were made:

1. Governance and public administration are key for political, economic and social transformation of African countries;
2. The State is the most important socio-economic and political institution in the society. The growing interest in the developmental role of the State in the current discussions of governance and development in Africa testifies the importance of the issue;
3. A developmental state is described as one that authoritatively, credibly, legitimately and in a binding manner, is able to formulate and implement its policies and programmes by way of deploying the requisite institutional architecture and mobilizing society towards realization of its developmental projects;
4. The discussion on the developmental state is still a work in progress;
5. Africa needs not to be considered as an exception in the development discourse. The continent is just undergoing the same path that other regions went through. The only main challenge Africa is facing, which other regions did not witness is the challenge of ICT, which needs to be properly discussed in the African development discourse;
6. The APRM framework, principles and processes provide a basis and deliberative approach for constructing a developmental state in Africa, by way of enhancing state-society linkages;
7. For African countries to promote effective and efficient developmental State there is a need for a committed leadership to build strong institutions to combat rent seeking, and manage policy and institutional reforms that aim at promoting rapid and effective accumulation, investment and a socially efficient exploitation of resource rents;
8. The State's ability to pursue a developmental role depends on its relative autonomy from the powerful interest groups. In this context, illicit financial flows constitute a major challenge for African governments to implement developmental and transformative policies that run against the powerful interest groups that oppose these policies; and

9. For people to participate meaningfully in development, they must be guaranteed freedom of expression and freedom from fear. This can only be assured through the extension and protection of basic human rights.

202. Specific recommendations were made to various stakeholders as follows:

To member States

- Member States need to institutionalize a participatory system/mechanism for all stakeholders to take part in the development process. Freedom of the media and Public-Private Partnership can provide great opportunities and better modalities to promote participatory development for economic and social transformation in Africa;
- For effective citizens' participation in development process, including governance, member States must seriously implement the African Charter on Human and People's Rights; the Universal Declaration of Human Rights; the Convention on the Rights of the Child; the International Labour Organization (ILO) Convention concerning Freedom of Association; the Convention on the Elimination of All Forms of Discrimination against Women and all other international instruments that are pertinent for effective citizens' participation to which they are signatories.
- Member States should explore opportunities for PPP implementation as a mechanism to enhance participatory development in policymaking and promotion of growth as well as to ensure an efficient and equitable delivery of public services;
- African countries should enhance their efforts to fight all forms of terrorism.

To the private sector

- African private sector operators should enhance their efforts to actively engage with the state in the implementation of Public-Private Partnership (PPP) to promote participatory development in economic and social transformation, specifically in industrialization and public service delivery in Africa.

To civil society

- African civil society organizations should organize and coordinate their efforts to take up their rightful position for Africa's recovery, transformation and development, including the emergence and functioning of a developmental State

and their involvement in the APRM processes. To this end, capacity development is critical.

To ECA and AUC

- ECA and AUC should continue to promote good governance, civic engagement and citizen's participation in development activities as a vital tool to empower citizens to be the owners, actors and beneficiaries of development in Africa;
- ECA reports on activities should focus more on results/achievements;
- The study on illicit financial flows (IFF) should make appropriate recommendations to relevant stakeholders to reduce or eliminate the magnitude and implications of this phenomenon. The report should also analyze the issue of financing of political parties as part of the IFF;
- AUC and ECA should ensure that the NEPAD development agenda is aligned with the overall thinking on developmental state currently taking place in Africa;
- ECA should provide training to National Human Rights institutions on APRM to support its implementation within their mandate at national level.

8th session of the Committee on Trade, Regional Cooperation and Integration

203. The eighth session of the Committee on Trade, Regional Cooperation and Integration, which provides legislative oversight to the ECA subprogramme on Trade and Regional Integration, took place in Addis Ababa, Ethiopia from 6 to 8 February 2013 on the theme of *Mainstreaming regional integration at the national level*. The meeting was attended by senior officials and experts from ministries responsible for regional cooperation and integration, representatives of the AUC and RECs.

204. The session was preceded by a regional workshop on "*mainstreaming regional integration in Africa*". All participants of the committee meeting attended the regional workshop. The report of a study with results of an exhaustive survey of the progress made towards mainstreaming regional integration programmes, protocols, decisions and activities into national development strategies and plans of member States was presented at the workshop.

205. The Committee meeting reviewed developments taking place at both regional and international trade arena, highlighted cases of best practices of regional

integration in Africa and appraised ECA's past and ongoing programmes in trade and regional integration. The session also discussed the priorities of the 2014-2015 biennium work programme.

206. Drawing from the findings of the regional workshop and the discussions of the session, the committee reviewed policy options and proposed a number of recommendations needed to create favourable conditions for a better trading environment and to accelerate regional integration in Africa.

28th meeting of the Intergovernmental Committee of Experts of the North Africa subregion

207. The twenty-eighth meeting of the Intergovernmental Committee of Experts (ICE) of the North Africa subregion with the theme "*Promoting diversification and sophistication for the structural transformation of North African Economies*", was held in Rabat, Morocco on 26 February – 1 March 2013. It was widely attended by representatives of the seven member States (Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia), 9 United Nations System, Arab Maghreb Union (UMA), 10 International and regional organizations, 3 Cooperation agencies, 9 Diplomatic missions, 14 representatives from the public sector, the private sector and the academia, 4 civil society organizations, Youth representatives from seven North African member States.

208. The ICE meeting deliberated on various issues including the main findings in the following reports:

1. Report entitled "*The economic and social conditions in North Africa in 2012*" prepared by ECA subregional office for North Africa. The report covers recent developments in social and macro-economic aggregates, and the 2013 prospects for the subregion and its countries;
2. The ICE meeting discussed the subregional progress in implementing the MDGs, noting that while all countries had assessed their progress towards meeting the MDGs and many of the MDGs will be met by most countries in the region, MDG 1 is unlikely to be met by any country, particularly target 1b on employment;
3. The ICE meeting deliberated on a report on the *regional and international agendas and special initiatives in North Africa* aiming to accompany member States in monitoring progress with regard to the global and regional commitments, and making sure that the subregion's priorities

are well taken into account in the negotiation processes at international and regional levels;

4. The ICE meeting deliberated on the report on the activities of ECA subregional office for North Africa from March 2012 until February 2013, which reviewed its work including publications and studies, experts meetings, consulting services, workshops and seminars;
5. The meeting discussed the main achievements of the ECA as a whole, for the year 2012 and the presentation on the proposed restructuring, including the new organizational structure of ECA to address Africa's new challenges;
6. The meeting discussed the activities carried out in the *framework of ECA's cooperation with the Maghreb Arab Union (UMA)* formalized by the Multi-Year Programme (MYP) of 2010-2012. These activities covered various themes including harmonization of cyber legislation in the Maghreb, the inclusion of youths in the development strategies, and the promotion of renewable energy's development; and
7. The meeting deliberated on the issues in the presentation on *trade facilitation and Free Trade Zone performances*, which demonstrated the importance of intra-regional trade facilitation measures in the dynamism of regional integration and cooperation.

209. The meeting made the following recommendation to various stakeholders:

To member States

- Member States were encouraged to develop economic intelligence, industrial strategies that incorporate the green economy, strengthen the coherence of existing strategies and diversify partnerships including trade and with academia and civil society;
- Member States were encouraged to reduce the various forms of inequality such as those related to income, geography and gender as well as the constant degradation of the environment and the non-rational management of natural resources, as these were noted to be major challenges in achieving the MDGs;
- Member States were encouraged to actively take part in the African Regional Conference to be held in March 2013 in Tunis (Tunisia) to ensure that the subregion's development challenges and priorities are adequately taken into account in reaching a common position on Africa's priorities of development for the post 2015;
- Member States were encouraged to institute intra-regional trade facilitation measures that

affect the entire value chain of products and services;

- Member States were encouraged to harness the role of regional private operators, gains and other economies of scale that could result from creating synergy between their abilities;
- Member States were encouraged to continue the modernization of Custom procedures, improvement of infrastructure, elimination of non-tariff barriers and the promotion of private-public partnership among the Maghreb countries and among the North African countries in general; and
- Member States were encouraged to harmonize standards and rules based on the international agreements and to benefit from good practice and experiences on the field.

To ECA

- ECA was encouraged to further update its database with information from member States, use actual data rather than medians in its analyses, and include analyses of the crises and mechanisms to cope with them including economic strategies for diversification and opportunities for development of regional trade;
- The committee expressed satisfaction with the quality and the relevance of the activities and the efforts made to meet the needs of member States, encouraged the subregional office to continue its efforts for the implementation of 2013 activities, and approved the draft programme of work 2014-2015;
- The Committee welcomed the initiatives taken by the ECA Executive Secretary on the theme "Africa is First", to better cope with the challenges the continent is facing; and
- It was noted that, among other achievements, ECA's cooperation programme facilitated UMA's participation in the continental activities and strengthened the partnership by supporting the implementation of UMA's activities.

29th session of the Intergovernmental Committee of Experts for Central Africa

210. Between 27 February and 1 March 2013, the United Nations Economic Commission for Africa Subregional Office for Central Africa (ECA/SRO-CA) organized the twenty-ninth session of the Intergovernmental Committee of Experts for Central Africa in Libreville, Gabonese Republic, on the theme "*The green economy in Central Africa: stakes and chal-*

lenges", in partnership with the Ministry of the Economy, Employment and Sustainable Development. This meeting received financial and logistic support from the Government of the Gabonese Republic.

211. The purpose of the meeting was to discuss the current and emerging challenges to development in the subregion and to make recommendations for the harmonization and strengthening of the economic and social policies of the countries of Central Africa. The meeting was also designed as a forum for the exchange of experience to strengthen the role of experts from the member States and institutions in the subregion in their capacity as advisers to their respective bodies.

212. In addition, the meeting was briefed on experience with the green economy, the priority programmes of the subregional institutions and recent initiatives and events at ECA. It was also informed of the programme of work of the sixth joint annual meeting of the African Union Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development, which will be held in Abidjan, in Côte d'Ivoire, on 25 and 26 March 2013. The theme of this conference will be "Industrialization for an emerging Africa".

213. The Committee recommended that member States:

214. Following the discussions, continue efforts to transform their economies in a context of sustainable development so as to avoid falling into the "raw materials trap", by:

- Developing agro-industry and forest industries in order to enhance the quality of growth and create more jobs;
- Developing transport, energy and communications infrastructure;
- Opening up the subregional market;
- Improving the business climate by strengthening governance.

215. In addition to the recommendations contained in the studies presented to it, the Committee suggested:

- Integrating available statistical data and using them to underpin the analyses;
- Creating synergies among the various parties involved in the green economy;
- Strengthening regional research and development capabilities in the field of the green economy;

- Organizing a subregional workshop for the promotion of technologies on renewable energies.

216. The Committee recommended that the member States should develop environmental accounts to evaluate the potential of natural capital, as is currently being done in Gabon, with a view to better formulation of policies related to the green economy.

217. The Committee then recommended that the member States should:

- Harmonize environmental taxation in the member States and ensure that the revenue generated is actually assigned to environmental protection;
- Improve the management of protected areas, in particular through the sustainable development of forestry concessions, so as to better preserve biodiversity;
- Promote alternative energy sources in order to cut emissions of carbon dioxide.

218. The Committee also recommended that ECA should:

- Place on the agenda of the next ICE the state of implementation of the recommendations of the present session;
- Schedule the drafting of a plan of action for the implementation of the recommendations and commitments made at each session of the Inter-governmental Committee of Experts;
- Initiate preparations for a multi-year programme for strengthening exchanges between ECA/SRO-CA and the four other ECA Subregional Offices;
- Include among the group training of ECA/SRO-CA in 2013 the organization of a subregional symposium to raise awareness of ways and means of consolidating the Global Partnership for Development in Central Africa;
- Organize, within the framework of the services provided to the intergovernmental bodies of experts, an ad hoc expert meeting on the harmonization of institutional machinery for “public-private – civil society” partnerships on economic cooperation and development in Central Africa;
- Prepare a brochure on the green economy.

219. States and institutions in the subregion should:

- Report on the implementation of the recommendations;
- Initiate the process of creation of an institutional network of directorates in each country involved

in the promotion of economic emergence and development in Central Africa. For this purpose each member State must prepare and communicate to ECA/SRO-CA and to the Chair of the Committee a list of the directorates principally concerned;

- Pool their resources in the implementation of identical projects;
- Become more involved in the funding and operation of COPIL;
- Promote the setting up of centres of strategic research on the exploitation of the potential of the subregion;
- Take steps to ensure greater sharing of information on programmes, projects and other initiatives.

220. States should become involved in the process of harmonization of the two RECs.

221. Following consultations, the Committee decided to adopt “Industrialization and the upgrading of enterprises for a transition to the green economy in Central Africa” as the theme of the next ICE. It also recommended discussing MDG 2 on education as the subject of the next report on regional and international agendas.

17th meeting of the Inter-governmental Committee of Experts (ICE) of Eastern African region

222. The 17th meeting of the ICE for Eastern Africa was held in Kampala, Uganda from 18 to 22 February 2013, under the theme of “Enhancing Energy Access and Security in Eastern Africa”. It was attended by over 250 participants from high level delegations representing all 14 subregional member States; representatives of subregional, regional and international organizations; resource persons from various fields; civil society organizations; UN agencies and representatives of the diplomatic corps of the EU delegation, China and Japan.

223. The committee discussed several issues related to the mandate and operations of the subregional office, including a review of recent socio-economic developments and experiences in the subregion and within the context of the theme of the meeting. The following main reports were presented and discussed:

1. The 2012 annual report of the work of the ECA in Eastern Africa, including the status of imple-

mentation of the Multi-Year Programmes/Sub-regional Coordination Mechanism;

2. Tracking progress in macroeconomic and social developments in Eastern Africa region, 2012;
3. A Special Report on the ICGLR Regional initiative against Illegal Exploitation of Natural Resources (RINR); and
4. Two high level panels discussed energy access and security in Eastern Africa, and regional integration in Eastern Africa: progress, perspectives and challenges.
5. The meeting also explored the themes of the upcoming joint annual meeting of the AU conference of Ministers of Finance and Economy and the ECA conference of African Ministers of Finance, Planning and Economic Development to be held in Abidjan in March 2013.

224. During the meeting, four ad hoc expert group meetings (AEGMs) and a special forum were held and the following publications were reviewed:

1. Trade flows and market expansion in Eastern Africa: The impact of trade liberalization;
2. Regional Integration in Eastern Africa: Domestication and mainstreaming of regional integration process, instruments and decisions into national policies, legal and regulatory frameworks;
3. The ICGLR's RINR and other Certification Mechanisms in the Great Lakes Region: Lessons Learned and Best Practices;
4. SRCM for Eastern and Southern Africa Inception Meeting;
5. Energy Access and Security in Eastern Africa;
6. "Two decades of trade liberalization and market expansion in Eastern Africa – towards a new economic geography?" ;
7. "Trade and growth: Is sub-Saharan Africa different?" and
8. "Regional Integration in Africa: Domestication and Mainstreaming Regional Integration in Eastern Africa" showcasing Uganda and Rwandan case studies.

225. The meeting made the following recommendations to various stakeholders:

To member States

- Noting that Eastern Africa energy access rate of 26 per cent and energy consumption increased by more than 67 per cent over the last decade, the same period that oil prices increased by over 170 per cent, member States were encouraged to enhance measures for ensuring greater energy access and security for promoting and accelerat-

ing their economic transformation and aspirations of reaching middle income status;

- Member States were encouraged to institute measures to attract both local and foreign investors to energy access through, for instance, increased use of public-private-partnerships (PPP), renewable energy for rural electrification, and inter- and intra-subregional sharing of experiences and expertise;
- The meeting urged member States to match their rhetoric on supporting agriculture and manufacturing sectors with commensurate budget allocations, as they have lagged behind other sectors, raising concerns over the potential of the remarkable growth patterns observed across the region to accelerate structural transformation;
- The meeting urged member States to improve the quality of education, including in ICT, in the region to achieve the right qualification and skills mix to meet job market requirements and support the structural transformation of member States;
- On the implementation of the International Conference on the Great Lakes Region (ICGLR) regional initiative, the meeting recognized the complementarities between the RINR and other mechanisms such as the Organization for Economic Cooperation and Development (OECD) guidance and Kimberley Process Certification Scheme (KPCS) and called for alignment between the instruments to avoid duplication and certification fatigue, and ECA to support a speedy implementation of RINR;
- The meeting urged member States to undertake a holistic approach to reducing trade costs to increase volume and value of trade and growth in the subregion, because policy barriers (tariffs and non-tariff (NTBs)) are not the only trade costs faced in the subregion;
- Member States were encouraged to undertake Energy planning capacity development; development of M&E tools and frameworks; formulation of country Safe energy access for all (SE4ALL) strategies; and, undertaking situational assessment of risks and preparedness through mainstreaming climate change into energy planning; and
- Member States were urged to build the capacity of artisan small scale miners (ASM) and review legal frameworks for the formalization of ASM.

To ECA

- The meeting applauded the information on, and supported, ECA's restructuring exercise noting, in the words of a participant from Kenya, that

'ECA was going in the right direction and hitting the right notes';

- The meeting encouraged ECA to engage with relevant offices in member States to establish firm partnerships for the production of quarterly reports which will be in the new mandate of the subregional offices in ECA's new structures;
- The meeting urged ECA and member States to harness south-south cooperation in better understanding fundamentals of the subregional groupings, and to ensure skills deposited in the region are cascaded to the rest of the subregional grouping; and
- The meeting urged ECA to collaborate with Common Market for Eastern and Southern Africa Secretary General to set up the subregional coordination mechanism (SRCM) steering committee to review flagship projects and initiate the process of resource mobilization strategy for the SRCM business plan.

19th meeting of the Intergovernmental Committee of Experts of Southern Africa subregion

226. The 19th meeting of the Intergovernmental Committee of Experts (ICE) of Southern Africa was organized in collaboration with the Government of Zimbabwe in Harare, Zimbabwe on 7 and 8 March, 2013 under the theme "*Industrialization for Economic Transformation and Sustainable Development in Southern Africa: Addressing the Gaps*". It was preceded by an Ad Hoc Expert Group Meeting on the same theme, held on 6 and 7 March 2013.

227. The Committee considered the following three statutory reports submitted by the Secretariat:

1. Economic and Social Conditions in Southern Africa in 2012 and Prospects for 2013;
2. Progress on the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion; and
3. Programme Performance of ECA Southern Africa Office. The Committee also considered the report and recommendations of the Ad Hoc Expert Group Meeting (AEGM) on Industrialization for Economic Transformation and Sustainable Development in Southern Africa.

228. Highlights of the major accomplishments of ECA during the past year were also presented as part of the presentations made by the following ECA divisions, or entities, who participated in the meeting:

- Office of Strategic Planning and Programme Management
- Economic Development and NEPAD Division
- Partnership and Technical Cooperation Office
- The African Institute for Economic Development and Planning (IDEP).

229. The Committee adopted the recommendations of the AEGM. It took note of the Report of the Programme Performance of ECA Subregional Office for Southern Africa for 2012-2013 and endorsed the work programme for 2014-2015. The Committee also took note of the ongoing restructuring process within ECA in support of Africa's development agenda.

230. The Committee recommended actions for member States in the following areas: (i) management of revenues; (ii) value addition, industrialization and employment creation; (iii) regional integration and South-South cooperation; (iv) population and sustainable development; and (v) capacity-building.

On collection, management and utilization of revenues, member States should:

- Strengthen the management of commodity market risks through appropriate use of revenues and create sovereign wealth funds for use to insulate economies from global economic shocks; and
- Promote diversification of both export products and markets to increase inflows for industrial development.

On value addition, industrialization and employment creation, member States should:

- Promote value addition in natural resource sectors to strengthen forward and backward linkages with other sectors of the economy; and
- Leverage on the opportunities offered by the large informal sector to promote inclusive industrialization and create decent jobs for the youth and women.

On stronger regional integration and South-South cooperation, member States should:

- Strengthen South-South cooperation and trade to minimize the adverse effects of global economic developments; and
- Strengthen regional integration to benefit from economies of scale arising from regional value chains.

On addressing population and development challenges, member States should:

- Mainstream population issues in sustainable development policies and strategies.

On capacity-building, member States should:

- Take advantage of the training opportunities offered by ECA and IDEP in the various socio-economic development areas; and
- Increase investment in R&D and STI.

B. Preview of meetings to be held

16th session of the Intergovernmental Committee of Experts of West Africa

231. The Intergovernmental Committee of Experts of the Subregional Office for West Africa (SRO-WA) held its sixteenth session from 18 to 19 March in Abidjan in Côte d'Ivoire on the theme "Inclusive green growth to accelerate socio-economic development in West Africa". The meeting was attended by delegates representing almost all the States of West Africa, the ECOWAS and WAEMU Commissions, the other West African Intergovernmental Organizations, researchers and academics, the media, the civil-society organizations and the United Nations agencies operating in Cote d'Ivoire.

232. The meeting offered an opportunity to discuss the recent economic and social developments in West Africa and the main challenges to be faced, and to make recommendations for accelerating growth to ensure the rapid transformation of the subregion. In order to do so, the participants considered, in addition to the Office's progress report, the report on economic and social conditions. The participants welcomed the sound positive macroeconomic performance of all the countries of the subregion. In the social sphere, special attention was paid to the worrying state of the job market in West Africa. The participants remain greatly concerned at the structural weaknesses in the subregion, and in particular the excessive dependence on raw materials for export and climatic conditions. Added to that are the socio-political crises stemming from shortcomings in good governance in many countries in the subregion, leading to a disturbing security situation.

233. The thematic report highlighted the green economy as one way of sustainably developing the subregion while participating in the global effort to combat climate change. In the same vein, the African Union's vision of the green economy outlined to the Rio+20 international Conference in June 2012 was described, in addition to a fruitful exchange of successful experience in the application of strategies based on the green economy. The discussion helped to strengthen the knowledge base on green growth but also made it possible to provide simple and practical indications for integrating the approach into public strategies and policies. However, they noted major challenges because the best argument for subscribing to such an approach, namely the existence of realistic strategies for the subregion which can create jobs, increase incomes, raise the value of agricultural products, open up economic prospects for vulnerable categories and generate revenues which enable governments to invest effectively in development.

234. The experts also considered the report on the implementation of the regional and international agendas, which this year emphasized education in West Africa in the light of MDG 2 and in the context of creating relevant capabilities for the structural transformation of our economies. They were informed of the efforts under way to implement the NEPAD programmes in the fields of Agriculture and infrastructure in West Africa. They encouraged the States to harmonize their training curricula so as to better facilitate the mobility of labour, which constitutes an important dimension of the free movement of persons in the subregion.

235. The participants emphasized first and foremost the need for the States to continue their efforts to achieve structural transformation of their economies, in particular by assigning high priority to the agricultural sector. They requested the States and the Regional Communities and the Intergovernmental Organizations to boost the integration of the subregion by fully respecting their commitments in this field and stepping up the harmonization of their macroeconomic and sectoral policies.

CHAPTER IV

Enhancing Programme and Resource Management for Better Results

236. In 2012, ECA made steady progress in its efforts to bring about a new culture of doing business and achieving results for greater organizational effectiveness and accountability in line with the principles of results-based management (RBM). This section of the report contains information on the measures taken to build a more transparent, accountable and results-based organization, with particular focus on strengthening operational and strategic planning, improving administrative processes and enhancing partnerships for improved resource mobilization and management.

A. Strengthening strategic planning and enhancing results-based management

237. During the past year, ECA took concrete steps to enhance strategic planning both within the organization and across the region. Internally, a collective and inclusive approach to programme development was instituted. Following a number of strategic planning rounds and bilateral working meetings held with Divisions and subregional offices during the year, the Office of Strategic Planning and Programme Management (OPM) prepared a programme budget proposal for the biennium 2014-2015 which set out the proposed priorities of work and programme activities of ECA for the next biennium. The document was subsequently revised together with the approved strategic framework and biennial programme plan for 2014-2015 to align them with the new ECA strategic orientation and programme structure. The formulation of expected results, targets and indicators was also improved in the course of several meetings in order to make them more relevant to the programmes of work.

238. With a view to institutionalizing a culture of results, ECA organized two training workshops on RBM during the course of the year. The first one, in April 2012, targeted staff members of the ECA Sub-

regional Office for North Africa. The second, held in Chisamba, Zambia, was organized for staff members of the Subregional Office for Southern Africa, the COMESA secretariat and selected COMESA external offices in the subregion. It was organized in response to a request from the COMESA secretariat and included modules on: basic results-based management principles; results-based management and knowledge management; planning for results; monitoring; selecting indicators; evaluation; and monitoring and evaluation systems and management information systems.

239. In addition to pursuing continued improvements in programme planning during the year, ECA made efforts to strengthen the evaluation of programmes and projects. It is preparing to undertake strategic comprehensive evaluations covering the full scope of the Commission's programme of work, focusing on the linkage between programme objectives, expected accomplishments, the work plan and its impact.

240. In 2012, OPM established the ECA knowledge management and e-learning platform, an online resource on major ECA knowledge products, including flagship publications and policy. The platform also includes country profiles and specific statistical data on a number of development indicators, including: 31 indicators from the ECA African Centre for Statistics covering socio-economic data for 53 African countries from 2000 to 2011; country profiles and extensive economic reports on 53 of the 54 African countries (excluding Somalia); and communities of practice and online forums focusing on topical issues on Africa's development agenda.

241. Several meetings of the Chiefs of Programme Planning of the five United Nations regional commissions were held during the year to discuss issues of common concern and forge a common position, particularly with a view to strengthening the regional dimension in the development work of the United Nations system.

B. Improving support services for effective programme delivery

242. Several milestones were reached in 2011 as part of ongoing efforts to continuously improve programme support services in areas such as human and financial resources management, general services, information technology services, and publications and conference services.

243. ECA has long been a proponent of the automation of its processes, in order to enhance staff productivity, provide decision makers with data and information in a timely manner, reduce operational costs and move towards a paperless and environment-friendly organization. In this regard, the Division of Administration continued to improve its administrative and business processes in readiness for the deployment and implementation of enterprise-wide systems such as Umoja (an enterprise resource planning system), which is expected to be fully implemented at ECA by July 2014. ECA also continued the automation of business processes related to the management of accounts receivable and after-service health insurance, as well as inventory and protocol services. Moreover, the deployment of new systems such as the Documents, Conference and Publications Management System is expected to greatly improve the documentation workflow. Similarly, enhancements introduced in network administration, management and security, such as a single sign-on to access all network services, will maintain highly secure access to authorized resources while improving the user's network experience. Significant improvements in connectivity were achieved within the ECA complex in Addis Ababa through the deployment of wireless Internet access. ICT infrastructure in three Subregional Offices (in Central Africa, Southern Africa and West Africa) and at the African Institute for Economic Development and Planning was also upgraded.

244. ECA also scaled up various activities in support of the United Nations system-wide initiatives on change management, including the adoption of the International Public Sector Accounting Standards for improved internal control, transparency, consistency and comparability of financial statements, which is seen as a key reform element within the United Nations. ECA is scheduled to adopt these standards from January 2014. Similarly, a new archives and records management system was implemented during the year, and was commended as a best practice by the Joint Inspection Unit and United Nations Headquar-

ters which could be adopted by other United Nations offices.

245. A number of initiatives were introduced during the year to move the organization towards climate neutrality. Key among these were the introduction of 100 per cent recycled paper from post-consumer waste, reducing dependence on the use of paper from virgin wood; procurement of a technologically efficient four-colour printing press, which also reduced production lead time and production costs and eliminated the need for outsourcing; and measures to reduce paper consumption by 30 per cent in 2012.

246. The United Nations Health Care Centre made commendable progress during the year in providing a wider range of medical services. It received the 2012 UN Cares award for promoting HIV testing through the introduction of routine voluntary testing for all staff and dependents visiting the centre.

247. Innovative changes in institutional and financial arrangements, as well as the strengthening of project management for the New Office Facility construction project, resulted in accelerated progress during the period under review. Although the target completion date of December 2012 was not met, the contractor was able to import and deliver on site more than 90 per cent of the materials required for finishing the buildings. The value reengineering process for the project also enabled considerable savings without compromising the quality or project deliverables. The momentum gained from these critical changes is expected to ensure that the project is completed during the first half of 2013. The project will provide office accommodation for an estimated 600 staff members from five United Nations organizations. In keeping with the United Nations commitment to mitigate the effects of climate change, the building is designed to be environmentally friendly, as the heating, ventilation and cooling systems will be powered mostly using solar energy, and the open space concept that has been adopted will lead to more energy efficiency.

248. The organization gave long overdue attention to mitigation against enterprise risk, and continued to work to increase organizational resilience and response. In this regard, ECA's Business Continuity Plan was completed and approved following extensive consultations with all stakeholders. In addition, successful telecommuting simulation drills for critical staff and mass casualty/emergency medical drills were carried out in December 2012. In the subregional offices activities were undertaken to ensure preparedness for emergencies and crises through maintenance

and testing of all information and communications equipment, enhance coordination of safety and security measures and conduct first aid training for staff.

249. ECA continued to equip staff with needed skills by strengthening its training and capacity development programmes, delivering the latest knowledge and skills and exploring more innovative and cost-effective training approaches and expanding the training programmes offered by leveraging technology. In this regard, ECA utilized the United Nations comprehensive e-learning programme, SkillPort, to provide online resources and courses.

250. A new performance management tool on Inspira, the United Nations human resources gateway, was deployed, and a compliance enforcement campaign initiated to remind staff of their individual accountability. A Joint Negotiations Committee was established bringing the Staff Union and ECA management together, and various staff-management committees, namely the Joint Monitoring Group, the Performance Rebuttal Panel and the Harassment and Grievance Panel, were reinvigorated.

251. These improvements in service delivery and client orientation will continue in 2013 as part of the ECA refocusing and repositioning through business process re-engineering to streamline workflows and modernize operations. Further improvements will result in reduced transaction costs, timeliness and better service delivery.

C. Enhancing partnerships and technical cooperation

252. Mobilizing sufficient, predictable and sustainable extrabudgetary resources to support the Commission's operational activities through technical assistance and capacity-building initiatives is vital for delivering results and maximizing the impact of ECA's work on Africa's socio-economic development. In 2012, ECA made significant progress in forging equitable partnerships based on mutual accountability and shared interests. Accountability, both upward and downward, was enhanced through dialogue, increased transparency, timely reporting and regular project performance monitoring and review meetings with partners. ECA also continued to witness notable improvements in its relationship with existing partners and in developing partnerships with a wide range of new partners, thus improving the resource mix at the disposal of ECA. A notable achievement in this regard during the past year was the funding support received from the Government of Australia for the

establishment of the African Minerals Development Centre.

253. The biannual ECA Partners' Forum remains an important platform for interaction and dialogue between ECA and its partners. During the period under review, two of such forums were organized (in March and September 2012) to review results achieved, challenges faced and lessons learnt during programme implementation. ECA interventions in several thematic areas such as governance, climate change, trade, regional integration and other socio-economic development needs of the continent were also discussed. The forums also deliberated on the Commission's resource mobilization and management strategy, the need for a more flexible "budget support" approach, and concrete proposals on collaborative arrangements and partnerships in several key areas of ECA's work programme. Similarly, the Technical Working Group of ECA Partners continued to be an important medium for more regular interactions, exchanges of ideas and information sharing on the various thematic areas of the ECA work programme. During the period under review, six technical working group meetings were held, and issues pertaining to the 2012 Programme Implementation Plan, evaluation and reporting were discussed.

254. In accordance with the second Joint Financing Arrangement (JFAII) with Denmark, Norway, Sweden and the United Kingdom, ECA commissioned an independent evaluation in September 2012 to assess the impacts of JFA-funded interventions in strengthening the capacities of member States, regional economic communities and the African Union Commission. The evaluation also assessed the effectiveness and efficiency of the JFA working mechanism, and covered six countries (Botswana, Ethiopia, Gabon, Morocco, Rwanda and Senegal) and four regional economic communities (the Arab Maghreb Union, the Economic Community of Central African States, the Economic Community of West African States and the Southern African Development Community).

255. The findings of the evaluation confirmed that the interventions under the four sampled subprogrammes of the ECA Business Plan were contextually appropriate and strategically sound. The evaluation found that the knowledge products of ECA were making an impact at different levels. While some had a direct influence on policymaking, others were more process-oriented and citizen-driven in their results.

256. It was also found that the JFA mechanism has proved to be a useful initiative in the successful imple-

mentation of ECA's Business Plan for 2010-2012 as it reduced the cost of funds administration and thereby improved efficiency in the use of resources contributed by JFA partners. Funding and implementing partners agreed that the challenges associated with the

current JFA provided useful lessons that would need to be taken on board in articulating the next round of support to ECA in the context of the 2013-2015 Business Plan, which is being prepared in the context of the ongoing reform of ECA.