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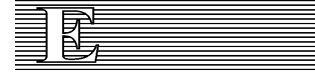
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Proposed Programme Budget for the Biennium 2014-2015

Section 18 - Economic and Social Development in Africa

Section 18A

Regional commission

Overview

The programme of work described in this section is based on programme 15, Economic and social development in Africa, of the strategic framework for the period 2014-2015 approved by the General Assembly following modifications by the Committee for Programme and Coordination. Since the adoption of the strategic framework by the CPC in June 2012, a number of important developments at the global and regional levels have necessitated a revision of the ECA programme plan and its related programme budget. Key among these are the outcomes of the United Nations Conference on Sustainable Development (Rio+20); and the consultations on a post-2015 development agenda. At the regional level, a new leadership at the African Union Commission, coupled with the prospects of a renascent Africa have created a new reality for ECA and made it necessary for the institution to reposition and recalibrate itself to ensure that it responds to the evolving needs of its member States in a rapidly changing global environment. This submission, therefore, reflects the changes and restructuring of the ECA programme of work in response to changing global and regional demands. The mandate for these changes was recently provided by the AU Assembly of Heads of State and Government at its 20th ordinary summit (Assembly/AU/Dec.450 (XX)) in January 2013, which endorsed the refocusing of ECA to support the transformation agenda of Africa. The programme is under the responsibility of the Economic Commission for Africa (ECA).

The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation, in line with the priorities of the New Partnership for Africa's Development (NEPAD), as well as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements since 1992.

The mandate for the programme derives from Economic and Social Council resolution 671A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX) of ECA. Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, the 2005 World Summit Outcome; the 2012 UN Conference on Sustainable Development (Rio+20); and the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). The programme also responds to the comments and views expressed by the Committee for Programme and Coordination on the ECA Strategic Framework, 2014-2015.

Africa has made remarkable progress in advancing economic and social development in recent years. For eight years prior to the financial and economic crisis, real GDP grew consistently at an average rate of 5 percent per annum, making the continent one of the fastest growing regions of the world. The continent's swift and relatively strong recovery from the global financial and economic crises, coupled with the progress on the social and political fronts are driving a new spirit of optimism about Africa's prospects and potentials. In the process, the continent's image is being redefined. Indeed, what was termed the "hopeless continent" ten years ago has now unquestionably become the continent of hope. Hope that strong growth rates will translate into jobs, incomes and irreversible human development gains; that Africa's enormous wealth will be used to foster equitable and inclusive growth and generate opportunities for all; that economic transformation and social progress will drive further improvements in democratic governance and accountability as the middle class grows and demands more of their leaders and service providers.

Real gains have been made and Africa has an unprecedented opportunity for sustained economic growth, shared prosperity and poverty reduction. However, a number of important challenges remain and must be urgently addressed if Africa is to achieve much-needed structural transformation and diversification and translate high growth into meaningful poverty reduction. These include achieving higher, sustained and equitable growth; investment in human development, including improving access to education, health, infrastructure; employment creation; boosting agriculture and food security; speeding up the pace of regional integration; promoting trade, including intra-African trade; enhancing state and institutional capacities for improved economic management. Making a final push to achieve the MDGs will be an essential component of the strategy to address these challenges. Ensuring gender equality and building national statistical capacity should also remain top priority. Resource mobilization is a critical cross-cutting challenge that must be addressed if Africa is to make progress in these areas.

The overriding policy challenge facing the continent, therefore, is to sustain the current positive trends to drive inclusive, broad-based growth and development to achieve structural transformation. Sustaining these trends will depend critically on a favourable international environment that supports Africa's special needs – particularly in climate change, international trade and enhancing the continent's voice in key global decision-making forums and processes.

In line with its mandate and in response to growing demand from member States for its services, ECA has taken steps to reposition itself and refocus its programmes to make them more responsive to the transformative agenda of the continent. Following extensive consultations with a wide range of stakeholders, which included senior policy makers of the member States, a comprehensive internal review of the programme of work and priorities was undertaken, which resulted in a new strategic direction for the Commission's work, involving changes to its programmes, organizational structure, management and administrative processes. In this regard, it is proposed that the overall ECA programme of work should be organized around *nine* interdependent and complementary subprogrammes, which reflect the substantive priorities of member States, as reflected in the NEPAD programme: (1) Macroeconomic policy; (2) Regional integration and trade; (3) Natural resources management for development; (4) Statistics; (5) Capacity development; (6) Gender and women in development; (7) Subregional activities for development; (8) Development planning and administration; and (9) Social development policy.

The modalities for implementation will include a combination of policy research to generate knowledge; advocacy and consensus-building; and advisory services and technical cooperation. ECA will deliver these services through economic and social analyses and preparation of reports to monitor and track the progress of Africa on global and regional commitments; formulation of policy recommendations, guidelines and standards to support policy dialogue; organization of policy dialogue to facilitate consensus-building and adoption of common regional positions on key issues; and providing technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes.

As part of the implementation strategy, the research and analytical work of ECA will now be sharpened and aim at producing analyses that are more policy and issue-oriented, so as to offer a good basis for policy dialogue among member States. These analyses will be supported by reliable statistics on African countries – a revamped area of work which will consist of selecting and gathering primary data for indicators relating to all aspects of ECA's work to be made available to end users. This will result in the introduction of *country profiles and risk analysis* on the political, economic, social and environmental conditions of African countries, a new recurrent publication to be prepared by the subregional offices (SROs).

Policy dialogue and exchange of country experiences will be strengthened in all the subprogrammes. A major objective will be to foster policy dialogue among member States through the Conference of Ministers and other conferences and seminars in order to distill policy best practices for wider replication in the region. Furthermore, new activities corresponding to issues emerging from recent global and regional conferences will be undertaken in such areas as natural resources development and management, promoting sustainable energy, promoting green economy policies, industrialization and urbanization.

With a view to responding to the enhanced role of the regional commissions resulting from the new mandate on the QCPR, capacity development and technical assistance will be streamlined and focused on the specific needs and priorities of Africa's least developed, landlocked and island developing countries, as well as countries emerging from conflict or from natural disasters. A coherent strategy to identify the needs of these countries and to determine activities responding thereto will be adopted to increase the chances of such countries to graduate to middle-income status. Technical assistance will be demand-driven, results-oriented and evaluated. It will be provided for both individual countries and groups of countries. An improved strategy and mechanism will be put in place for prioritizing technical assistance will be put in place for the 2014-2015 biennium.

New emphasis will be placed on cross-sectoral issues and intersectoral linkages. In line with the role assigned to the regional commissions at the Rio+20 summit, a systematic effort will be made in the 2014-2015 biennium to deepen the integration of the three dimensions of sustainable development into the ECA work programme. In addition to this core approach, the biennial event on sustainable development, the Africa Regional Implementation Meeting (Africa-RIM) will now be upgraded to a high-level political forum on sustainable development at the regional level, that would address issues calling for joint consideration of economic, social and environmental aspects, and provide an opportunity for region-wide policy dialogue among policy makers and other actors from the three constituencies.

To address gender disparities in development, the programme plan for 2014-2015 emphasises the mainstreaming of gender into national development policies and strategies. To this end, the full implementation of the Beijing declaration and Platform for Action will remain a major area of focus. ECA will actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in political, economic and social spheres. A gender perspective has also been integrated into the expected accomplishments of all eight subprogrammes.

In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the UN system in order to maximize the impact of its work. To this end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in UN development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank and other regional organizations, as well as with African civil society and private sector organizations. In addition, ECA will strengthen its collaboration with the NEPAD Planning and Coordinating Agency (NPCA) as a technical body of the African Union to strengthen its capacity to implement its programmes within the context of the UN Ten-Year Capacity Building Programme for the African Union. Interagency coordination and collaboration among UN agencies working in Africa will continue to be strengthened through the regional consultation mechanism of United Nations agencies convened by ECA in support of the AU and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, ECA will work closely with the UN Resident Coordinator system to exploit the inherent strengths of the funds and programmes at that level.

Other key features of the restructuring include the realignment of activities both within and across subprogrammes to ensure coherence and complementarities in the programme. The new programme structure is designed to promote convergence by clustering together closely related thematic issues or priorities for better synergies and effective programme delivery. Similarly, the intergovernmental machinery will be revised to ensure that the subsidiary bodies are congruent with the new programme priorities and structure.

Furthermore, across all the subprogrammes, there will be fewer and more productive meetings with a sharper focus and a reduction in outputs and activities of marginal utility. Workshops will also be streamlined and delivered through IDEP, thus allowing the substantive Divisions at ECA headquarters to concentrate on conducting policy research that will inform capacity development activities. Similarly, the number of publications will be substantially reduced in the new biennium, as a number of recurrent publications and reports will be dropped and others converted to non-recurrent publications. The reduction is also a result of the decision to increase the dissemination of information to the public through electronic means for all ECA publications, including through social media.

The programmatic changes will be accompanied by changes in business processes and procedures to enhance programme delivery. A number of new initiatives within ECA are being developed to set new business standards in areas such as recruitment; training; travel; consultancy; procedures for planning and streamlining publications, setting quality standards and improving

dissemination; prioritization of technical cooperation; and a comprehensive set of measures for increasing IT support to ECA activities with a view to improving their cost-effectiveness and visibility. These changes are expected to result in a more purposeful organization with better quality products and services that are better delivered for greater results and impact.

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme Title: Executive direction and management
Organizational Unit: Economic Commission for Africa

Executive Direction and Management

Executive Direction and Management comprises the Office of the Executive Secretary, the Strategic Planning and Operational Quality Division (SPOQD), and the Public Information and Knowledge Management Division (PIKMD). SPOQD and PIKMD contain components of programme support (see Programme Support – Division of Administration for further details).

The Office of the Executive Secretary provides overall strategic direction and leadership for the efficient management and effective implementation of the ECA programme of work while ensuring the optimal use of resources. The Executive Secretary and the Deputy Executive Secretary work in mutual support to provide strategic direction, policy guidance and leadership to the formulation of regional strategies and programmes aimed at translating Africa's return to the path of growth over the last decade into a comprehensive project of transformative development agenda in line with the priorities of NEPAD, the Millennium Development Goals, and other regional and international development commitments.

The Office maintains and manages effective partnerships and collaboration with major African continental organizations in particular, the African Union Commission (AUC) and the African Development Bank (AfDB), the regional economic communities as well as other key stakeholders in order to promote synergies in policies and activities on major regional development issues and concerns for Africa. It fosters African ownership and consensus-building on emerging and urgent development policy issues facing the continent, and promotes policy advocacy on Africa in the international community. The Office promotes the effective coordination of the role of the United Nations in Africa by maintaining regular consultations with organizations of the United Nations system working in Africa to promote concerted action on United Nations-system activities including the annual session of the Regional Coordination Mechanism in the region. It also strengthens collaboration with the other regional commissions with a view to sharing experiences, and coordinating and harmonizing actions on issues of mutual and collective interest.

Furthermore, the Office will introduce a new initiative – senior research fellowship scheme (SRFS) – the primary objective of which is to establish and promote an interface between the work of the Commission and policy makers and academics working in the same areas. The programme will develop a network of fellows whose work will contribute to ECA's knowledge management activities as material and inputs for policy analysis and decision-making.

The Office of the Executive Secretary also provides policy direction to the organization of the annual session of the Commission and ensures effective implementation of action emanating from resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations. It provides policy guidance to the five ECA subregional offices and IDEP to ensure that they are responsive to the needs of member States and their major intergovernmental institutions, including the regional economic communities. In addition, it ensures that there are effective synergies between them and ECA substantive divisions at headquarters to deliver as one.

The Office also oversees and coordinates the Commission's contribution to the effective functioning of the tripartite Joint Secretariat partnership between the ECA, AfDB and AUC under the aegis of the tripartite Joint Secretariat Support Office (JSSO). Through this Joint Secretariat, the Office works closely with its leading regional institutional partners on the implementation of a number of special initiatives such as the African Development Forum (ADF), the Coalition for Dialogue on Africa (CoDA), the Strategic Partners Forum (SPF), the mutual accountability process, and the high-level policy forums designed to reinforce the work of the Commission and thus provide further impetus to Africa's development agenda. At the same time, the Office assists in servicing the meetings of the Joint Secretariat and its related working groups, and enhancing liaison and processes of institutional cooperation, as well as the monitoring of progress being made in implementation of the Joint Secretariat programmes and special initiatives.

In addition, the Office plays a critical leadership and oversight role in terms of ECA support to the African Peer Review Mechanism and the overall NEPAD process. It leads the resource mobilization efforts of the Commission in the context of the ECA partnership agenda, and ensures that resources mobilized are put to effective use to advance the development of Africa.

The Strategic Planning and Operational Quality Division (SPOQD) supports and advises the Executive Secretary on the overall strategic direction, priorities and policies in the areas of programme planning, budgeting; monitoring and evaluation and operational quality assurance, including reporting on the implementation of all ECA programme within a results-oriented framework to ensure organizational effectiveness. The Office is responsible for facilitating and coordinating the planning of an integrated programme of work and priorities of ECA, including preparation of the strategic framework and programme budget; plan, certify and manage all budgetary resources to ensure their effective and efficient utilization; monitor and evaluate the results and impact of all ECA programmes and projects, including reporting on performance to relevant intergovernmental bodies; provide systematic quality assurance support to ensure the effective and efficient delivery of high quality products and services; developing intersectoral/interdivisional activities among ECA subprogrammes to enhance the impact of ECA's work; coordinate substantive preparations for and servicing meetings of the Commission and its subsidiary bodies, including submission of reports to the Commission's session; ensuring and reporting on the implementation of relevant resolutions and decisions of intergovernmental bodies (the ECA Commission, ECOSOC and GA); including coordinating the preparation of and follow-up reports and activities in support of the implementation of the outcomes of the United Nations global conferences in Africa; responding to routine and adhoc requests from UN headquarters on programme-related matters, including contributing to activities at the global level where a regional perspective is needed; provide support to ECA subprogrammes in the implementation of guidelines and directives established by the General Assembly to ensure increased transparency,

accountability and consistency in the quality of ECA's work; review and certify the quality of major ECA products and services, including monitoring the processes for delivery to ensure that they meet appropriate standards of cost-effectiveness and efficiency.

The Division consists of three sections as follows:

Programme Planning and Budgeting Section (Resources form part of programme support)
Evaluation Section
Operational Quality Section

The Public Information and Knowledge Management Division (PIKMD) through a well developed ICT strategy brings together the related strategies for Public Information, Communication, information technology, library services and Knowledge Management which will address key areas of the building blocks for policy research and knowledge delivery. The division is tasked with the following:

- (a) Creates awareness of information society issues and the role of information in development among stakeholders, developing and maintaining ECA's common information technology and knowledge management platform;
- (b) Implementing ECA communication strategy, developing and deploying an effective publication and media strategy for better understanding of the Commission's role, mandate, initiatives and work;
- (c) Ensuring the effective management and use of ECA documentation by providing high quality translation, typing, proofreading, editing, publishing and distributing services;
- (d) Introducing Enterprise Resource Planner for improved IT services, use of standards and unified IT supported networking;
- (e) Researching, designing and implementing new technologies as well as upgrading, maintaining and managing all information systems at the Commission, and providing information technology training;
- (f) Maintaining all telecommunication systems at ECA, including the United Nations satellite telecommunication network;
- (g) Providing support for the operation and maintenance of the Integrated Management Information System and coordinating and implementing the policies on information technology of the Commission;
- (h) Providing library, learning, knowledge and information services to ECA Divisions, member States, subregional organizations and other institutions as well as to Africa's development partners;

(i) Promoting networking and information-sharing with policymakers, other stakeholders, including partners, United Nations organizations and development organizations working on African development issues.

The division is comprised of four sections as follows:

External Communications and Media Relations Section

Publications and Documentations Section (resources form part of programme support)

IT and Umoja Support Section (resources form part of programme support)

Library and Knowledge Services Section

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

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work and resources thereto are effectively coordinated, managed, evaluated and quality assured	(a) (i) Timely delivery of outputs <i>Performance measures:</i> 2010-2011: 96 per cent of output delivery within established deadlines Estimate: 2012-2013: 98 per cent of output delivery within established deadlines Target: 2014-2015: 100 per cent of output delivery within established deadlines (ii) Efficient and effective utilisation of resources <i>Performance measures:</i> 2010-2011: 100 per cent of budget delivery Estimate: 2012-2013: 100 per cent of budget delivery Target: 2014-2015: 100 per cent of budget delivery (iii) Effective external reviews of the strategic relevance of key ECA products and services, including flagship publications <i>Performance measures</i> 2010-2011: Estimate: 2012-2013: N/A Target: 2014-2015: 100% quality review of major ECA publications
(b) Increased timeliness of submission of documentation	(b) Increased percentage of pre-session documents submitted in accordance with the required deadline <i>Performance measures</i> 2010-2011: 90 per cent Estimate: 2012-2013: 93 per cent Target: 2014-2015: 95 per cent

(c) Identification of emerging issues that require attention by member States

(c) Percentage of emerging issues identified by ECA for which recommendations made by intergovernmental bodies

Performance measures
2010-2011: 90 per cent
Estimate: 2012-2013: 90 per cent
Target: 2014-2015: 90 per cent

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

(d) Number of joint programmes implemented by the Regional Consultation Mechanism clusters in support of NEPAD programmes at the regional level

Performance measures
2010-2011: 14 joint programmes implemented
Estimate: 2012-2013: 20 joint programmes implemented
Target: 2014-2015: 25 joint programmes implemented

(e) Enhanced communication, advocacy and promotion of ECA's knowledge products through strategic communication, information, marketing and advocacy.

(e) (i.) Increased coverage of ECA activities on radio, tv and online media, including social media platforms

Performance measures
2010-2011: 600 media articles
Estimate: 2012-2013: 800 media articles
Target: 2014-2015: 1000 media articles and a constituency of 1000 followers on twitter and facebook

(ii) Increased usage of ECA public information products

Performance measures
2010-2011: 17,293,722 web pages (visits and downloads)
Estimate 2012-2013: 20,550,000 (visits and downloads)
Target 2014-2015: 22,500,000 (visits and downloads); 1000 followers on twitter and facebook

Enhanced ICT business enabler and partner to provide stable, secure, reliable, redundant and cost effective access to ECA's ICT and knowledge resources, for all staff members and key stakeholders

(i) Successful development and implementation of the ICT strategy.

Performance measures
2010-2011: Development and adoption of the ICT strategy and implementation of projects in line with the ICT strategy.
Estimate 2012-2013: Complete implementation of projects and successful revision of ICT strategy document.
Target 2014-2015: Implementation of projects in line with the revised strategy.

(f) Improved quality and consistence of the Commission's documents and publications whilst reducing carbon emission.

(f) (i) Harmonized design of the Commission's publications

Performance measures

2010-2011: successful redesigning and approval of templates for each publication

Estimate: 2012-2013: Production of publications/documents using the redesigned and approved templates

Target: 2014-2015: Redesign flagships in line with the new directions from management.

(ii) Number of trees saved Reduced carbon emission

Performance measures

2010-2011: 25,000 reams of recycled paper (= 1,246 trees)

Estimate: 2012-2013: 22,532 reams of recycled paper (= 1,123 trees)

Target: 2014-2015: 20,064 reams of recycled paper (= 1,000 trees)

(g) Build new, and strengthen existing, partnership and broaden the extrabudgetary resource base of ECA

(g) Strong partnership and increased availability of predictable and long-term extrabudgetary resources

Performance measures

2010-2011: \$24,000,000 in extrabudgetary resources

Estimate: 2012-2013: \$43,592,980 in extrabudgetary resources

Target: 2014-2015: 54,000,000 in extrabudgetary resources

External factors

The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the stakeholders will fulfil their responsibilities and obligations.

Outputs

During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) ECA Conference of African Ministers of Finance, Planning and Economic Development: Substantive servicing of meetings: forty-seven and forty-eight sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts (8);

- (ii) Parliamentary documentation: annual report on ECA (2); ECA programme performance report for the biennium 2014-2015 (1); ECA proposed programme budget for the biennium 2016-2017 (1); ECA proposed strategic framework for the biennium 2016-2017 (1); issues paper (2).
- (b) Other substantive activities (regular budget/extrabudgetary):
- (i) Recurrent publications: ECA Business Plan 2016-2018 (1); ECA Technical Cooperation Report (2013 report in 2014 and the 2014 report in 2015);
 - (ii) Non recurrent publications: topical emerging economic and social issues (one in 2014 and one in 2015); Annual report on “Assuring Quality at ECA” (2);
 - (iii) Exhibits, guided tours, lectures: exhibits including through large screen interfaces, communications, advocacy and marketing in support of major events, briefings and presentations of ECA’s flagship and major publications to key stakeholders and the media (1);
 - (iv) Booklets, pamphlets, fact sheets, wall charts, information kits; ECA partners profile; strategic policy papers on key emerging issues; production of regular public information materials for internal and external users (1); preparation and publication of speeches, syndicated opinion-editorials (OPEDs), commentaries, articles delivered by the Executive Secretary (1); and handbook on quality assurance of analytical products and services (1);
 - (v) Press releases, press conferences: organization of press conferences and webcast online media events of the Executive Secretary and other senior officials of ECA and visiting UN officials (1); press releases in English and French on ECA meetings and activities and on information received from the Department of Public Information, other United Nations Offices and specialized agencies (1);
 - (vi) Special events: 9th African Development Forum (ADF IX) (1); partners forums, United Nations Pledging Conference (1); United Nations Day and other observances (1);
 - (vii) Technical materials: databank of research findings as knowledge resource and inputs for policy analysis and decision-making; provision of corporate services for the development, updating and maintenance of the ECA internal and external websites in English and French; production of CDs, USB flash disk and other media storage of all major reports and events (1);
 - (viii) Audio-visual resources: electronic, audio and video issuances, including production of recorded interviews, podcasts, dispatches, documentaries and feature packages for use in radio and television programmes and social media outlets, webcast in English, Arabic or French related to ECA flagships and major thematic outputs and conferences (1); and

- (ix) Contribution to joint outputs: issues-based capacity-building/development programme of African communicators, in collaboration with the African Union Commission, including media practitioners, in reporting on NEPAD, ECA and African Union Commission policy positions on Africa's transformative development agenda (1).

(c) Technical cooperation (extrabudgetary):

Fellowships and grants: fellows/visiting scholars/interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture (1);

(d) Conference services, administration, oversight (regular budget/extrabudgetary):

- (i) Internal oversight services: evaluation of managerial, operational and policy issues (1);
- (ii) Quality reviews: organization of quality assessments of selected ECA products and services (6);
- (iii) Evaluations: Evaluation of the Joint Financial Arrangement (JFA) support 2013-2015 (1); organization of thematic, projects and programme-wide evaluations and self-evaluations (6); and
- (iv) Management reviews: servicing of periodic programme performance and management review meetings, including preparation of programme performance reports at the subprogramme level; joint financial arrangement project review forums; (twice each in 2014 and 2015); quality hearings and annual report on quality at ECA (6).

MACROECONOMIC POLICY DIVISION
SUBPROGRAMME 1

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 1: Macroeconomic policy
Organizational Unit: Economic Commission for Africa

The responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The main strategic focus of the subprogramme will be to accelerate the transformation of African countries from low income to middle income status. An important element in this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities and accelerate the process of poverty reduction and overall economic development within a framework of good governance and stability. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 15 of the strategic framework for the period 2014-2015.

Objective of the Organization: To promote policies, strategies and programmes for sustainable growth and economic development.

Expected accomplishments

Indicators of achievement

(a) Improved capacity of member States to design sound economic policies and national development strategies and plans

(a) Increased number of countries using ECA's economic forecasting models in macroeconomic management and national development plans

Performance measures:

Baseline 2010-2011: 0 countries

Estimate 2012-2013: 0 countries

Target 2014-2015: 10 countries

(b) Increased capacity of member States to promote private sector development and mobilize domestic and external resources for development

(b) (i) Increased number of member States that have developed mechanisms for increased mobilization of domestic and/or external resources as a result of ECA's research and advocacy work.

Performance measures:

Baseline 2010-2011: 0

Estimate 2012-2013: 0

Target 2014-2015: 10

(b) (ii) Increased number of member States using ECA's research and advocacy work to promote private sector development

Performance measures:

Baseline 2010-2011: 0

Estimate 2012-2013: 0

Target 2014-2015: 10

(c) Enhanced capacities of member States to adopt good governance practices and standards as well as efficient, transparent and accountable public sector practices

(c) (i) Increased number of African countries using ECA's work in improving good governance practices, policies or standards

Performance measures:

Baseline: 2010-2012: 12

Estimates: 2012-2013: 18

Target: 2014-15: 24

(c) (ii) Increased number of member States adopting instruments or mechanisms to strengthen transparency and accountability in their operations and public services delivery

Performance measures:

Baseline: 2010-2012: 15

Estimates: 2012-2013: 18

Target: 2014-15: 22

External factors

The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (i) member States and national policy makers are supportive of the Commission's efforts and are fully on board for the incorporation of macroeconomic policies in their national development plans; (ii) the global macroeconomic and political environment will not deteriorate; and (iii) national governments are willing to steadily pursue institutional and policy reforms as well as establish the enabling environment for other stakeholders to contribute effectively to the development and governance processes.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Parliamentary documentation: Reports to the Conference of African Ministers of Finance, Planning and Economic Development on: recent economic and social developments in Africa (1 in 2014 and 1 in 2015).
 - (ii) Ad hoc expert groups: external peer review of the Economic Report on Africa (1 in 2014 and 1 in 2015); Strategies for mobilizing resources and investment (1 in 2014); MRDE Technical Consultative Meeting (2014); External peer review of the MDGs report (1 in 2014 and 1 in 2015); Review of the African Governance Report: Promoting economic governance in Africa (2015), Enhancing private sector development (2014).

- (b) Other substantive activities (regular budget/extra-budgetary):
 - (i) Recurrent publications: Economic Report on Africa (1 in 2014 and 1 in 2015); Assessing progress towards the MDGs in Africa (1 in 2014 and 1 in 2015).
 - (ii) Non-recurrent publications: Policies for economic transformation (1 in 2014); Strategies for mobilization of resources and investment (1 in 2015); corruption in public procurement in Africa (2015), corruption and local governance in Africa (2014); Mutual Review of Development Effectiveness (one in 2014 and one in 2015); African Governance Report: Promoting Economic Governance in Africa (2015); and Enhancing private sector development in African countries (2014).
 - (iii) Technical materials: Policy briefs on emerging issues and challenges of relevance to Africa's growth and development (3 in 2014 and 3 in 2015); Occasional Papers on emerging issues (1 in 2014 and 1 in 2015).
 - (iv) Contribution to joint outputs and substantive servicing of inter-agency meetings: Contribution to World Economic Situation and Prospects (WESP/LINK) (1 in 2014 and 1 in 2015); mutual review of development effectiveness (1 in 2014 and 1 in 2015); input to African Economic Outlook (1 in 2014 and 1 in 2015); Report of the Secretary-General on least developed countries (1 in 2014).
 - (v) Special Events: Region-wide and international launch of ERA (5 in 2014 and 5 in 2015); Congress of African Economists (1 in 2015).
- (c) Technical cooperation (regular budget/extrabudgetary):
 - (i) Fellowships and grants: Visiting scholars, fellows and interns to enhance capacity in development issues and policy analysis (4);
 - (ii) Field projects: strengthening SME network and business linkages in selected sub-regions (2014, 2015); Strengthening policymaking capacity for achieving the MDGs in Africa and contribute to the formulation of the post-2015 development agenda (2014).

Regional Integration & Trade Division

SUBPROGRAMME 2

Section: 18, Economic and Social Development in Africa
Account grouping number: 6385
Subprogramme 2: Regional integration and trade
Organizational Unit: Economic Commission for Africa

The responsibility for implementing this subprogramme lies with the Regional Integration and Trade Division. The subprogramme will focus on: (a) undertaking research in trade, with a view of producing policy guidelines and options for Africa for international, regional and bilateral trade for Africa in the context of multilateral, North-South, and South-South relations including the Doha Development Agenda and Economic Partnership Agreements; in addition, the subprogramme will develop toolkits and research-based guidelines targeted at promoting intra-African trade in line with member States Action Plan for Boosting Intra-African Trade and the Continental Free Trade Area; (b) conducting analytical work in support of member States to implement the Accelerated Industrialisation Development for Africa (AIDA) and the Programme for Infrastructure Development in Africa (PIDA) especially in the areas of trade and transport facilitation, clean and renewable energy, energy efficiency and financing energy infrastructure; (c) undertake research and analytical work to support member states in the formulation and designing of investment policies relevant for sustainable growth; and (d) undertaking research and analytical work on food security and land policies to support member states in their efforts to embark on the structural transformation of agriculture and the rural economies within a perspective of regional cooperation and integration. The activities will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 15 of the strategic framework for the biennium 2014-2015.

Objective of the Organization: To promote effective regional cooperation and integration among member States.

Expected accomplishments

Indicators of achievement

(a) Enhanced capacity of member States and RECs to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration.

(b)(i) Increased number of countries and RECs developing or implementing policies or programmes in the context of free-trade areas or customs unions between and across the regional economic communities

Performance Measures:

Baseline 2010-2011: 10countries; 1RECs
Estimate 2012-2013: 18countries; 2RECs
Target 2014-2015: 26countries; 3RECs

(ii) Increased number of common positions adopted or implemented by the member States, with ECA's assistance in the area of international trade or trade negotiations.

Performance Measures:

Baseline 2010-2011: NA
Estimate 2012-2013: 10
Target 2014-2015: 15

(b) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies and programmes in the areas of food security, agriculture and land management

(b) (i) Increased number of member States and RECs designing or implementing policies or programmes aimed at achieving food security

Performance measures:

Baseline 2010-2011: 4countries; 1RECs

Estimate 2012-2013: 5countries; 2RECs

Target 2014-2015: 6countries; 5RECs

(ii) Increased number of member States and RECs designing or implementing policies or programmes addressing land management issues as a result of the work of the subprogramme.

Performance measures:

Baseline 2010-2011: 10countries; 0RECs

Estimate 2012-2013: 12countries; 1RECs

Target 2014-2015: 15countries; 2RECs

(c) Enhanced capacity of member States and RECs to develop policies and programmes in the areas of industrialization, infrastructure, energy and investment

(c) (i) Increased number of countries and RECs developing policies or programmes in the areas of industrialization or infrastructure or energy or investment, as a result of ECA's research and advocacy work.

Performance measures:

Baseline 2010-2011: 6countries; 0RECs

Estimate 2012-2013: 8countries; 1RECs

Target 2014-2015: 11countries; 2RECs

External factors

The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (i) there is willingness and readiness of the regional economic communities and member States to implement recommendations arising out of the subprogramme's analytical studies and publications; (ii) member States and national and regional policy makers continue to support the Commission's efforts on mainstreaming regional integration, trade, infrastructure and food security and land policies in their national and regional policies; and (iii) member States and development partners will remain committed to the core principles and priorities of the outcomes of major summits and conferences on food security and sustainable development.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Ninth session of the Committee on Cooperation and Integration (1 in 2015);
 - (ii) Parliamentary documentation: report to the Committee Regional Cooperation and Integration entitled: Report on developments in Africa's regional integration, infrastructure and trade (1 in 2014); Report on the Status of Food Security in Africa (2014); Report on the development and promotion of strategic agricultural commodity value chains for food security and sustainable development in Africa (2014); Report on progress made in land policy formulation and implementation in Africa (2014); Report on Investment Agreements Landscape in Africa (2014);
 - (iii) Ad hoc expert groups: ad hoc expert group meetings on: Review of Assessing regional integration in Africa VII (1 in 2015); Localization of renewable energy and energy efficient technologies in Africa (1 in 2015); Review of Production Systems of Strategic Food and Agricultural Commodities in Africa (2015); Investment Policies and the Bilateral Investment Treaties Landscape in Africa: Implications for Regional Integration (2015).
- (b) Other substantive activities (regular budget/extra-budgetary):
 - (i) Non-recurrent publications: Assessing regional integration in Africa VII (1 in 2015); Review of industrial policies and strategies (1 in 2014); Investigating tariff and non-tariff barrier structures at the regional level (1 in 2015); Study on the strategies to localize renewable and energy efficiency technologies in Africa (1 in 2014); Production Systems of strategic food and agricultural commodities in Africa (2015); Report on Promoting effective land administration and governance systems (2014); Review of Investment Policies and Bilateral Investment Treaties Landscape in Africa: Implications for Regional Integration (2014);
 - (ii) Contribution to joint outputs and substantive servicing of inter-agency meetings: Contribution to the 10-year Review of the Almaty Programme of Action (1 in 2014); Report to AU Summit on the implementation of the AU Declaration on land in Africa (2014);
 - (iii) Technical materials: booklets, fact sheets, wall charts, information kits: maintenance of the Observatory on Regional Integration in Africa (1 in 2014, 1 in 2015); development of policy guidelines, policy briefs and toolkits on regional integration, infrastructure and trade (1 in 2014, 1 in 2015); Training materials on land management-related topics (3 in 2014; 3 in 2015);

- (iv) Special event: Conference on Land policy in Africa (2015).
- (c) Technical cooperation (regular budget/extra-budgetary):
 - (i) Fellowships and grants: Visiting scholars, fellows and interns to support the work of the subprogramme in the areas of trade, food security, agriculture, land, industrialization, infrastructure, energy and investment (3 in 2014 and 3 in 2015).
 - (ii) Field projects: Building the capacity of member states and regional economic communities to increase Africa's share of international trade (through the African Trade Policy Centre) and to effectively engage in multilateral trade negotiations for improved market access (1 in 2014 and 1 in 2015). Strengthening capacity of member States, and regional and subregional organizations for land policy formulation and implementation in Africa through the joint AU-ECA-AfDB Land Policy Initiative (LPI) (1 in 2014 and 1 in 2015). African Transport Policy and Programme (1 in 2014 and 1 in 2015).

Innovations, Technologies and Management of Africa's Natural Resources

SUBPROGRAMME 3

Section: 18, Economic and Social Development in Africa
Account grouping number: 6385
Subprogramme 3: Innovations, Technologies and Management of Africa's Natural Resources
Organizational Unit: Economic Commission for Africa

Subprogramme 3 is under the overall responsibility of the Special initiative Division and will focus on (a) research, policy development and analytical work to support member States to promote the use of social, economic and environmental innovations and technological systems as engines of economic growth; (b) research and analytical work on mineral resources and development in the context of the African Mining Vision; (c) producing policy papers that will support the efforts of African countries in moving towards a green economy as well as assess the impact of using green technologies on development; and (d) support member States in addressing challenges of climate change in key sectors, and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes. The activities will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 15 of the strategic framework for the biennium 2014-2015.

Objective of the Subprogramme: To promote the adoption and implementation of special initiatives that will support the economic, social and environmental development aspirations of Africa.

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to nurture and harness new technologies and innovations for development	(a)(i) Increased number of national, sub-regional and regional initiatives harnessing new technologies and innovations for development with ECA's assistance. <i>Performance measures:</i> Estimate 2012-2013: 40 Target 2014-2015: 45 (a) (ii) Increased number of institutions and networks of innovators and inventors supported by member States and RECs as a result of ECA's research and advocacy work. <i>Performance measures:</i> Baseline 2010-2011: Estimate 2012-2013: Target 2014-2015:
(b) Enhanced capacity of member States to formulate and implement policy reforms to achieve a green transformation of key sectors of the economy, through a set of targeted standalone options or comprehensive activities that will allow the integration of natural	(b) (i) Increased number of countries that have formulated or implemented policy reforms to achieve a green transformation from critical sectors as a result of ECA's research and advocacy work. (b) (ii) Increased number of countries adopting policies or regulatory frameworks for the management of mineral resources in line with the Africa Mining vision.

resources, green economy and the mineral sector to intersect, and thus enable member states to realize fuller benefits from the mineral sector.

(c) Improved capacity of member States and inter-governmental bodies to plan for climate change into development policies, strategies and programmes

(c) Increased number of member States assisted by the Subprogramme that have factored climate change into development frameworks and policies

Performance measures:
Baseline 2010-2011: 0
Estimate 2012-2013: 10
Target 2014-2015: 15

External Factors

The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (i) Governments development policies continue to include information and communications technology, science and technology as a priority; (ii) Governments will prioritize budget allocation for identified activities in ICT, geoinformation and science, technology, and innovation for development; and (iii) Partners will continue to support and utilise research from the African Mineral Development Center and the African Climate Policy Center.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of meetings: Africa Regional Meeting/Forum for the High-level Political Forum on Sustainable Development (2015); Ninth session of the Committee on Sustainable Development (October 2015).
 - (ii) Parliamentary documentation: Report to the Africa Regional Meeting/Forum for the High-level Political Forum on Sustainable Development (2014); Report to the Committee on Sustainable Development (2014).
 - (iii) Ad hoc expert groups: Review of the Sustainable Development Report on Africa (SDRA) (2014); Review of the report on innovation and knowledge trends in national development policy implementation (2014). Review of the report on green economy policies in Africa (1 in 2015); Review of the report on developing a Framework for mineral beneficiation in Africa (1 in 2014); Review of report on technology development, transfer and deployment for sustainable development in Africa (2015); Review of the report on best practices in science, technology and innovation (2014); Means of implementation for sustainable development in Africa (2014).

- (b) Other substantive activities (regular budget/extra-budgetary):
- (i) Non-recurrent publications: Sustainable Development Report on Africa (SDRA) (2014); Climate Change and Development in Africa Conference Report (1 in 2014; 1 in 2015); Innovation and knowledge trends in national development policy implementation (2014). Green economy policies in Africa (1 in 2015); Development of a Framework for mineral beneficiation in Africa (1 in 2014); Report on technology development, transfer and deployment for sustainable development in Africa (2015); Best practices in science, technology and innovation (2014); Means of implementation for sustainable development in Africa (2015);
 - (ii) Technical materials: Policy brief on means of implementation for sustainable development in Africa;
 - (iii) Contribution to joint outputs and substantive servicing of inter-agency meetings: Contribution to the implementation of the African Mining Vision (1 in 2014); Regional report on Sustainable development goals; Subregional reports on sustainable development goals (5);
 - (iv) Special Events: Conference on Climate Change and Development in Africa (CCDA).
- (c) Technical cooperation (regular budget/extra-budgetary):
- (i) Fellowships and grants: Visiting scholars, fellows and interns to enhance capacity in development issues and policy analysis (4); and Fellowships on ECA's work on Climate Change and Development in Africa (15).
 - (ii) Field projects: Africa Minerals Development Centre (AMDC) (1 in 2014, 1 in 2015); Strengthening the capacity of member States and regional and subregional entities to develop and implement policies and programmes on climate change and development through the African Climate Policy Centre (2014, 2015); Promoting science, innovation and technology in Africa.

AFRICAN CENTER FOR STATISTICS

SUBPROGRAMME 4

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 4: Statistics
Organizational Unit: Economic Commission for Africa

The activities under this subprogramme are the responsibility of the African Centre for Statistics. The goal of the subprogramme is to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the implementation of the Millennium Development Goals and support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies such as the 1993 System of National Accounts. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 15 of the strategic framework for the period 2014-2015.

Objective of the Organization: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of national and international agreed goals.

Expected accomplishments

Indicators of achievement

(a) Enhanced capacity of member states to produce and disseminate quality statistics in support of their development efforts.

(a) (i) Increased number of countries designing and implementing the current version of National Strategy for the Development of Statistics (NSDS)

Performance measures:

Baseline 2010-2011: 6

Estimate 2012-2013: 14

Target 2014-2015: 21

(a) (ii) Increased number of countries with over 30 MDG indicators having at least three data points since 1990

Performance measures:

Baseline 2010-2011: 47

Estimate 2012-2013: 50

Target 2014-2015: 54

(b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts.

(b) Increased number of countries for which comparable set of National Accounts data is included in the African Statistical database

Performance measures

Baseline 2010-2011: 33

Estimate 2012-13: 38

Target 2014-2015: 44

External Factors

The subprogramme is expected to fully achieve its objectives and expected accomplishments on the assumption that: (i) member States continue to scale up resources for conducting regular statistical operations, such as censuses, surveys, administrative data; (ii) RECs, regional and international partners join efforts to support the statistical harmonization and capacity building; and (iii) members of the African Statistical Coordination Committee, namely, the African Development Bank (ADB), the African Union Commission (AUC), and the African Capacity Building Foundation (ACBF) continue to play their respective roles in improving statistical coordination in the region within the RRSF and the African Charter on Statistics

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of meetings:
 - 01) Fourth session of the Statistical Commission for Africa (2014) [1];
 - 02) Third Conference of African Ministers responsible for civil registration (2014) [1];
 - (ii) Parliamentary documentation:
 - 01) *4th Session of STATCOM-Africa*: Implementation of the 2008 SNA in Africa (2014) [1]; Report on Statistical Development in Africa (2014) [1]; Assessment Report of 2010 Round of Population and Housing Censuses (2010 RPHCs) in Africa (2014) [1]; Informal Sector Methodologies (2014) [1];
 - 02) *3rd Conference on CRVS*: Report on Africa Programme on Civil Registration and Vital Statistics (APAI-CRVS) (2014) [1];
 - (iii) Ad-hoc expert group meetings: ICT applications in Civil Registration and Vital Statistics (2014) [1]; Strengthening the Organization and Management of Statistical Systems in Africa (2014) [1]; Use of mobile devices for data collection (2014) [1]; National Account and Basic Economic Statistics (2014) [1]; Sustainable Development Indicators (2015) [1]; External Data Validation of statistical data (2014) [1] , (2015) [1]; Mainstreaming of Gender in National Statistics Systems, (2015) [1]; Volunteer Geographic Information (VGI) (2014) [1];
 - (iv) Assistance to intergovernmental bodies: Functional support to: coordination meetings of the African Statistical Coordination Committee (ASCC) (2014) [1], (2015) [1]; the African Union Committee of Directors General of Statistics (2014) [1], (2015) [1]; the UN Committee for the Coordination of Statistical Activities (2014) [1], (2015) [1]; UN coordination meetings on MDGs, Gender Statistics, national accounts, censuses, CRVS, geographical names (2014) [1], (2015) [1]; statistical programmes of regional economic communities (2014) [1], (2015) [1].

(b) Other substantive activities (regular budget/extra budgetary):

- (i) Non-recurrent publications: the African Statistical Yearbook (2014) [1], (2015) [1]; Manual of Use of ICT in CRVS (2014) [1], Implementation guide for strengthening the Organization and Management of Statistical Systems in Africa (2014) [1], Guidelines for use of mobile devices for data collection (2014) [1]; Guide of African Statistical Methodologies on Informal Sector (2014) [1], Manual on compilation of sustainable development indicators (2015) [1], Manual on assessment and development of gender statistics programme in countries (2014) [1]; Citizen Participation in National Mapping (2014) [1].
- (ii) Technical material: Development of on-line gender statistics training toolkit (2014) [1], Maintenance of African statistical databases and data warehouses (2014) [1], (2015) [1]; Development of geospatial database and services (2014) [1], (2015) [1]; Development of ICT tools for the compilation of economic statistics and national accounts (2014) [1]; (2015) [1]; Toolkits for data quality control (2014) [1].
- (iii) Booklets, pamphlets, fact sheets, wall-charts, information kits: Posters, press communiqués, DVDs and displays material to support member States in statistical advocacy (2014) [1], (2015) [1]; African Statistical Newsletter (ASN) (2014) [1], (2015) [1]; and African Statistical Pocketbook (ASP) (2014) [1], (2015) [1].
- (iv) Exhibits, guided tours and lectures: Exhibition on statistical resources and methodology for NSOs, CRVS officials, partners and policymakers during major statistical events [2].

(c) Technical cooperation (regular budget/extra budgetary):

- (i) Fellowship and grants: Visiting scholars, fellows and interns to support the work of ECA in statistical development and data management [10].
- (ii) Field projects:
 - 01) Field project on improving the availability of data for Africa's development [1]
 - 02) Field project in supporting the implementation of the Africa Action Plan of the Global Strategy to Improve Agricultural and rural Statistics.[1]
 - 03) Field Project on Strengthening the capacities of member states for the implementation of 2008 SNA [1]
 - 04) Field Project on strengthening capacities of countries in monitoring development indicators with special emphasis on improving of CRVS systems through interregional cooperation and knowledge-sharing [1]
 - 05) Implementation of the continent-wide African Geodetic Reference Frame (AFREF) [1]

Capacity Development

SUBPROGRAMME 5

Section: 18, Economic and Social Development in Africa
Account grouping number: 6385
Subprogramme5: Capacity development
Organizational Unit: Economic Commission for Africa

The responsibility for implementing subprogramme 6 lies with the Capacity Development Division. During the biennium, the activities of ECA under this programme will be geared towards strengthening the capacity of African Union Commission (AUC), NEPAD Planning and Coordinating Agency (NPCA) and the secretariat of the African Peer Review Mechanism (APRM) within the context of the UN Ten-Year Capacity Building Programme for the African Union.

Objective of the Organization: To strengthen support to the African Union and its New Partnership for Africa's Development programme.

Expected accomplishments	Indicators of Achievement
(a) Strengthened capacity of the African Union Commission to accelerate implementation of the priorities, including NEPAD	(a) Increased number of projects or programmes completed with assistance from ECA in the context of the implementation of the priorities of NEPAD <i>Performance measures</i> Baseline 2010-2011: 5 Estimate 2012-2013: 10 Target 2014-2015: 15
(b) Enhanced regional and national capacity to design, implement and monitor policies and programmes in the areas of macroeconomic analysis, industrialization, development planning and natural resource management.	(b) Increased number of member States that apply macroeconomic and sectoral policies with particular emphasis on industrialization and natural resource management as a result of ECA's technical advisory work. <i>Performance measures</i> Baseline 2010-2011: 5 Estimate 2012-2013: 10 Target 2014-2015: 15

External factors

The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (i) There is willingness and readiness of the regional economic communities and member States to implement recommendations arising out of the subprogramme's support to AUC, NPCA and APRM Secretariat; (ii) Member states and national and regional policy makers continue to support the AUC's efforts on mainstreaming regional integration, trade, infrastructure and natural

resources development policies in their national and regional policies; and (iii) National governments are willing and continue to subject themselves to the African Peer Review Mechanism (APRM).

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Ad hoc expert groups: Review of the report on diversity Management in the APRM Process (2015); Review of the report on mainstreaming the governance of the extractive sectors in the APRM process (2015); review of the report on the first topical issue on the AU integration agenda (2014); Review of the report on the second topical issue on the AU integration agenda (2015).
 - (ii) Assistance to representative, rapporteurs: Functional support to meetings involving intergovernmental organizations and regional bodies (8in 2014; 8in 2015).
- (b) Other substantive activities (regular budget/extra-budgetary):
 - (i) Non-recurrent publications: Report on diversity Management in the APRM Process (2014); Report on mainstreaming the governance of the extractive sectors in the APRM process (2014); Report on the first topical issue on the AU integration agenda (2014); Report on the second topical issue on the AU integration agenda (2014).
- (c) Technical cooperation (regular budget/extra-budgetary):
 - (i) Advisory Services: Advisory services, upon request, to AUC, member States, RECs and IGOs on economic policy and development planning in the context of NEPAD and the UN ten-year capacity building programme for the AU with special focus on macroeconomic analysis, industrialization and trade, development planning, natural resource management, social development, infrastructure and energy, science and technology and rural economy and agriculture (20).
 - (ii) Field projects: Institutional support to member States, RECs, the AU and its organs.

GENDER AND WOMEN IN DEVELOPMENT

SUBPROGRAMME 6

SECTION: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Sub-Programme 6: Gender and women in development
Organizational Unit: Economic Commission for Africa

The activities under this sub programme, which have been formulated by drawing upon sub-programme 6 of programme 15 of the biennial programme plan for the period 2014-2015, are under the responsibility of the African Centre for Gender.

Objective of the organization: To promote the strengthening of gender equality and women's empowerment in the context of the Beijing Declaration and Platform for Action

II. EXPECTED ACCOMPLISHMENT

(a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women.

(b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes.

III. INDICATORS OF ACHIEVEMENT

(a) Increased number of member States and regional economic communities that reported progress in the implementation of gender equality and women's empowerment obligations through the Beijing Declaration and Platform for Action.

Performance measures:

Baseline 2012-2013: 10

Target 2014-2015: 15

(b) Increased number of member States and regional economic communities that made use of and are applying the knowledge generated through the African Gender and Development Index, gender statistics, gender-aware macroeconomic modelling, the African Women's Rights Observatory and the e-Network Information Portal for National Gender Equality Mechanisms in Africa to mainstream gender concerns.

Performance measures:

Baseline 2012-2013: 18

Target 2014-2015: 20

External factors

The sub-programme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States and national policy makers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating both human and financial resources; (b) Member States through their national institutions provide well documented data to support ECA/ACGS's efforts; (c) Adequate capacity to implement and monitor ECA/ACGS's efforts at the national and sub-regional level; and (d) Development partners honour the commitments made and continue their support.

Outputs:

- (a) Servicing of the Intergovernmental and Expert Bodies
 - (i) Substantive servicing of meetings: First Session of the Committee on Gender and Social Development (CGSD) in 2015.
 - (ii) Parliamentary documentation: Report to the CGSD on the work of the sub-programme and the planned activities; Report to the CGSD on implementation of the Beijing +20 recommendations using the tools developed by the sub-programme; Report on the Development of National Satellite Accounts of Household Production.
 - (iii) Ad hoc expert group meetings: External Review and Validation of the African Women's Report (2014); External Validation of the Gender Statistics Toolkit (2015); Review and validation of the Compendium on Good Practices in Gender Mainstreaming (2014).
- (b) Other substantive activities
 - (i) Non-recurrent publications: Toolkit on Gender Statistics (2014) Compendium on Good Practices in Gender Mainstreaming (2014); African Women's Report 2014 (AWR) (2014).
 - (ii) Technical materials: African Women's Rights Observatory (AWRO); E-network of African gender machineries for information sharing and advocacy.
- (c) Technical cooperation
 - (i) Fellowships and grants (6): visiting scholars, fellows and interns to work: scholars (4) to strengthen the knowledge base on gender and development issues in Africa; fellows (2) to work on gender aware macroeconomic modelling and policy issues as well as on gender statistics; and interns as needed to support the work of the Sub-Programme.

- (ii) Field projects: Monitoring regional and global instruments using AGDI and other tools developed by the sub-programme and implemented by member States; Monitoring regional and global instruments that member States have committed and are signatory to, using tools developed by the sub-programme; Research, policy advocacy and capacity building on the gender dimensions of climate change in Africa; African Women's Rights Observatory (AWRO); Research and analytical work on gender equality and women's empowerment for policy and programming, using tools developed by the sub-programme; and Mainstreaming a gender perspective in ECA's work to ensure the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa.

Subregional activities for development in North Africa

SUBPROGRAMME 7.1

Section: 18, Economic and Social Development in Africa
Account 6385
Grouping Number:
Subprogramme 7 Component 1: Subregional activities for development in North Africa
Organizational Unit: Economic Commission for Africa

This component of the subprogramme will be implemented by the ECA Office in North Africa, which covers the following seven countries: Algeria, Egypt, Libyan Arab Jamahiriya, Mauritania, Morocco, Sudan and Tunisia.

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the North Africa subregion

Expected accomplishments

Indicators of achievement

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support to national and subregional development priorities

(a) Increased number of country profiles prepared or updated using quality and timely statistics data provided by member States.

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 4

Target: 2014-2015: 8

(b) Strengthened capacity of Arab Maghreb Union and other subregional actors to accelerate the design or the implementation of sub-regional initiatives

(b) Increased number of regional initiatives designed or implemented by the Arab Maghreb Union or other subregional actors with assistance from ECA

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 1

Target: 2014-2015: 3

External Factors

This component is expected to achieve its objective and expected accomplishments on the assumption that: (i) member States and RECs continue their commitments and support to SRO-NA; (ii) member states experience political stability; (iii) member States and RECs accelerate the pace of the implementation of the regional integration agenda through allocation of more resources and promotion of the functioning of the decision organs related to the concerned RECs; and (iv) development partners allocate more extra budgetary resources, to match the increasing demand for capacity-building and technical support from member States (who are experiencing in political and social transformation) and RECs.

Outputs

During the biennium 2014-2015, the following outputs will be delivered.

- (a) Servicing of Intergovernmental expert bodies
 - (i) Substantive servicing of meetings: Intergovernmental Committee of Experts (ICE) - One 2014 and one in 2015 (2).
 - (ii) Parliamentary documentation: Progress report on regional and international agendas and other special initiatives in the sub-region (one in 2014 and one in 2015) (2); Annual report on the work of ECA in North Africa, including the status of implementation of the multi-year programme (1 in 2014 and 1 in 2015) (2); Report on the implementation of subregional initiatives in North Africa.
 - (iii) Ad-hoc Expert Group Meetings: Regional value chains for diversification and value addition in North Africa. (2014); Strategy for sustainable green economy in North Africa. (2014); International transport and trade facilitation in North Africa. (2014).
- (b) Other substantive services
 - (i) Recurrent publications: Country profiles (4 in 2014; 4 in 2015);
 - (ii) Non recurrent publication: Report on Regional value chains for diversification and value addition in North Africa (2014); Strategy for sustainable green economy in North Africa (2014); International transport and trade facilitation in North Africa. (2014);
 - (iii) Special event: North African Development Forum (2015);
 - (iv) Technical materials: Web based information site;
 - (v) Substantive servicing of inter-agency meetings: Two Consultative meetings in support to RCM activities (One in 2014 and one in 2015).
- (c) Technical cooperation
 - (i) Advisory services: ten advisory missions at the request of member States, the Maghreb Arab Union (UMA) and other subregional intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States. Although advisory missions are demand driven, special attention will be given to the requests in line with ECA's priority area of intervention and the expected accomplishment set for the biennium;
 - (ii) Field project: Support to UMA to develop its gender strategy; Support to the implementation of Maghreb Action Plan to fight desertification.

Subregional activities for development in West Africa

SUBPROGRAMME 7.2

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 7 Component 2: Subregional activities for development in West Africa
Organizational Unit: Economic Commission for Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support to economic and social transformation in the West Africa subregion

Expected Accomplishments

Indicators of Achievements

a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities.

(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States.

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 4

Target: 2014-2015: 8

(b) Strengthened capacity of ECOWAS and UEMOA to accelerate implementation of sub-regional initiatives

(b) Increased number of regionally agreed initiatives implemented by the ECOWAS and UEMOA with assistance from ECA

Performance Measures:

Baseline: 2010-2011: 10

Estimate: 2012-2013: 12

Target: 2014-2015: 10

External factors:

The achievement of the objective and expected accomplishments hinge on the following assumptions: (i) member States and national policy makers are supportive of the efforts of the sub-program and extend full co-operation to strengthen the agenda of regional integration and implementation of policies and strategies by allocating adequate human and financial resources; (ii) the partnership and collaboration with AU, AfDB, ECOWAS, UEMOA, NEPAD, other IGOs, the private sector, the academia and the United Nations system continue to be strengthened by all stakeholders and institutions concerned; (iii) external development partners continue to strengthen and enhance support to funding of operational programs and activities; and (iv) development assistance partners harmonize their policies and programs in support of national and sub-regional economic and social development efforts in the sub-region.

Outputs

- (a) Servicing of Intergovernmental and Expert Bodies (Regular Budget)
 - (i) Substantive servicing of meetings: the annual session of the Intergovernmental Committee of Experts of the Sub regional Office for West Africa (8).
 - (ii) Parliamentary documentation: Progress report on the Implementation of Regional and International Agendas, including NEPAD, the United Nations Millennium Program Goals and other Special Initiatives in the sub-region (2014 and 2015); Annual report on the work of ECA in West Africa (2014 and 2015); Report on the implementation of subregional initiatives in West Africa.
 - (iii) Ad hoc experts group meetings: Tracking Progress on Macroeconomic Policy and Institutional Convergence in West Africa (2015); Assessing Infrastructural Integration in West Africa to Enhance the Sub-regional Free Trade Area (2015).
 - (iv) Assistance to representative, rapporteurs; Annual meeting of the Sub-regional Co-ordination mechanism (SRCM) for the United Nations system-wide support to AU and its NEPAD programme, and 2015); Functional Support to the work of the United Nations Country Teams (UNCTs) and other UN Inter-agency Activities (2014 and 2015).
- (b) Other substantive activities (regular budget/extrabudgetary)
 - (i) Recurrent Publications: Country profiles (4 in 2014; 4 in 2015)
 - (ii) Non-Recurrent publications: Tracking Progress on Macroeconomic Policy and Institutional Convergence in West Africa (2014); Assessing Infrastructural Integration in West Africa to Enhance the Sub-regional Free Trade Area (2014);
 - (iii) Technical material: Maintenance of Western Africa Statistical Database (2015); Virtual Knowledge Networks and Management of Thematic Workspaces for Communities of Practices (2015); Observatory on regional integration in West Africa (2014)
- (c) Technical co-operation (regular budget/extrabudgetary):
 - (i) Advisory Services: advisory services upon request, to member States, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union (UEMOA) other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of regional integration and sustainable development in West Africa (10).
 - (ii) Field project: Institutional strengthening of the ECOWAS, UEMOA, Mano River, and other IGOs; and (2015).

Subregional activities for development in Central Africa

SUBPROGRAMME 7.3

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 7 Component 3: Subregional activities for development in Central Africa
Organizational Unit: Economic Commission for Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support to economic and social transformation in the Central Africa subregion

Expected Accomplishments

Indicators of Achievement

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities

(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States.

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 4

Target: 2014-2015: 8

(b) Strengthened capacity of CEMAC and ECCAS to accelerate implementation of sub-regional initiatives

(b) Increased number of regionally agreed initiatives implemented by the CEMAC and ECCAS with assistance from ECA

Performance Measures:

Baseline: 2010-2011: 3

Estimate: 2012-2013: 3

Target: 2014-2015: 4

External factors

The sub-programme is expected to achieve its objective and expected accomplishments on the assumption that: (i) There is political stability especially in the post-conflict countries; (ii) The IGOs and NGOs are supportive of NEPAD and willing to strengthen cooperation among themselves with the assistance of the ECA office in the sub-region; (iii) Sufficient financial resources are made available to the Office in support of the demand generated by its analytical work and advisory services in the framework of the Multiyear Programme; and (iv) RECs, member states and other beneficiaries fulfil their commitments timely and effectively in joint activities with ECA subregional Office for Central Africa.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (ICE) of the Subregional Office for Central Africa (one in 2014 and one in 2015);

- (ii) Parliamentary documentation: Annual report on the work of ECA in Central Africa (one in 2014 and one in 2015); Progress report on regional and international agendas and other special initiatives in the sub-region (one in 2014 and one in 2015); Report on the implementation of subregional initiatives in Central Africa;
 - (iii) Ad hoc expert groups: Harnessing the potential of the extractive industries for structural transformation in Central Africa (2014); Improving Central Africa's business climate (2015); Progress and prospects for macroeconomic convergence in the Central African sub-region (2015);
 - (iv) Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs: annual meeting of the subregional coordination mechanism (SRCM) for the United Nations system-wide support to AU and its NEPAD programme; functional support to the work of United Nations country teams as well as to the work of the thematic clusters of the United Nations Regional Coordination Mechanism for Africa (RCM-Africa) (2014);
- (b) Other substantive activities (regular budget/extrabudgetary):
- (i) Recurrent publications: Country profiles (4 in 2014; 4 in 2015);
 - (ii) Non-recurrent publications: report on harnessing the potential of the extractive industries for structural transformation in Central Africa (2014); report on improving Central Africa's business climate (2015); report on progress and prospects for macroeconomic convergence in the Central African sub-region (2015);
 - (iii) Special events: Forum on mainstreaming green economy into development policies in Central Africa (2014);
 - (iv) Technical materials: maintenance of the Observatory on regional integration in Central Africa; maintenance of the Central Africa statistical database; virtual knowledge networks and management of thematic workspaces for Communities of Practice (3);
- (c) Technical cooperation (regular budget/extra-budgetary):
- (i) Advisory services: advisory services upon request, to member States, the Economic Community of Central African States (ECCAS), the Economic and Monetary Community of Central Africa (CEMAC), other subregional and intergovernmental organizations and NGOs (6);
 - (ii) Field projects: Assessing and improving road safety in Central Africa (2015);

Subregional activities for development in East Africa

SUBPROGRAMME 7.4

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 7 Component 4 Subregional activities for development in East Africa
Organizational Unit: Economic Commission for Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support to economic and social transformation in the Eastern Africa subregion

Expected Accomplishments

Indicators of Achievement

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities.

(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States.

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 4

Target: 2014-2015: 8

(b) Strengthened capacity of East African Community and the Intergovernmental Authority on Development to accelerate implementation of sub-regional initiatives

(b) Increased number of regionally agreed initiatives implemented by the East African Community and the Intergovernmental Authority on Development with assistance from ECA

Performance Measures:

Baseline: 2010-2011: 3

Estimate: 2012-2013: 4

Target: 2014-2015: 5

External factors

The subprogram is expected to achieve its objectives and expected accomplishments on the assumption that: (i) member States effectively implement the common policy measures and institutional mechanisms agreed upon; (ii) the partners continue their support to and are willing to strengthen their cooperation with SRO-EA; and (iii) sufficient financial resources are made available to the Commission for its operational activities at the national and subregional levels.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of the Intergovernmental Committee of Experts (ICE) of the Sub-regional Office for Eastern Africa (one in 2014 and one in 2015);

servicing of the Sub-regional Coordination Mechanism (one in 2014 and one in 2015).

- (ii) Parliamentary documentation: Annual Report on the work of the ECA in Eastern Africa including the status of implementation of the 2013-2017 SRCM Business Plan (one in 2014 and one in 2015); Progress report on regional and international agendas and other special initiatives in the sub-region (one in 2014 and one in 2015); Report on the implementation of subregional initiatives in East Africa (one in 2014 and one in 2015).
 - (iii) Ad Hoc Expert Group Meetings: Leveraging New Trading and Investment partnerships for Diversification in Eastern Africa: The Role of Emerging Markets (2014); Fostering Regional Integration for Improved Social Cohesion (2014).
- (b) Other substantive activities
- (i) Recurrent publications: Country profiles (4 in 2014; 4 in 2015).
 - (ii) Non recurrent publications: Leveraging New Trading and Investment Partnerships for Diversification in Eastern Africa: The Role of Emerging Markets (2014); Fostering Regional Integration for Improved Social Cohesion (2014).
 - (iii) Substantive servicing of inter agency meetings: Functional support for the work of the United Nations Country Team (UNCT) and the Sub-Regional Coordination Mechanism (SRCM).
 - (iv) Technical material: Four electronic briefs on major activities of the Sub-regional Office for Eastern Africa, Observatory on Regional Integration, virtual knowledge networks and management of thematic workspaces for Communities of Practice.
- (c) Technical cooperation
- (i) Advisory services: Nine (9) advisory services, upon request, to member States, REC's, IGO's, and civil society organizations on institutional and sectoral issues to support inclusive growth, economic and social transformation in Eastern Africa.
 - (ii) One Field project on "Sustainability of Renewable Energy Technologies in Eastern Africa"

Subregional activities for development in Southern Africa

SUBPROGRAMME 7.5

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 7 Component 5 Subregional activities for development in Southern Africa
Organizational Unit: Economic Commission for Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support to economic and social transformation in the Southern Africa subregion

Expected Accomplishments

Indicators of Achievement

(a) Enhanced capacity of Member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities

(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States.

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 4

Target: 2014-2015: 8

(b) Strengthened capacity of member States, COMESA and SADC to accelerate implementation of sub-regional initiatives

(b) Increased number of regionally agreed initiatives implemented by member States, COMESA and SADC with assistance from ECA

Performance Measures:

Baseline: 2010-2011: 0

Estimate: 2012-2013: 3

Target: 2014-2015: 7

External factors

The rate of success in the implementation of the programme is contingent upon: (i) capacity of partner institutions and end users; (ii) level of engagement of end users; and (iii) readily available resources for ECA-SA to enhance technical assistance and outreach to member States and the RECs.

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of meetings: Annual session of the Intergovernmental Committee of Experts (ICE) of ECA's Sub regional Office for Southern Africa (1) 2014) and (1) 2015;
 - (ii) Parliamentary documentation: Annual report on the work of ECA in Southern Africa (1) 2014) and (1) 2015; Progress report on regional and international agendas and other special initiatives in the sub-region (one in 2014 and one in

2015); Report on the implementation of subregional initiatives in Southern Africa (one in 2014 and one in 2015);

- (iii) Ad hoc expert groups: Regional integration; topical issue on natural resource management in Southern Africa (1) 2014; Macroeconomic and sectoral policies and programmes: topical issue on food security and agricultural development in Southern Africa (1) 2015;
 - (iv) Assistance to intergovernmental bodies and/or United Nations representatives and/or rapporteurs: Annual meeting of the sub regional coordination mechanism (SRCM) for the United Nations system-wide support to AU and its NEPAD programme, (1) 2014 and (1) 2015; functional support to the work of United Nations country teams as well as to the work of the thematic clusters of the United Nations Regional Coordination Mechanism for Africa (RCM-Africa) i.e. biannual (2).
- (b) Other substantive activities (regular budget/extra budgetary):
- (i) Recurrent publications: Country profiles (4 in 2014; 4 in 2015);
 - (ii) Non-recurrent publications: Regional integration: topical issue on natural resource management in Southern Africa (1) 2014; Macroeconomic and sectoral policies and programmes: topical issue on food security and agricultural development in Southern Africa (1) 2015;
 - (iii) Technical materials: Strengthening information and knowledge sharing in Southern Africa: Observatory on regional integration in Southern Africa (1); virtual knowledge networks and management of thematic workspaces for Communities of Practice (1); web-based information site on SRO-SA activities (1); maintenance of Southern Africa statistical database (1).
- (c) Technical cooperation (regular budget/extra budgetary):
- (i) Advisory services: advisory services, upon request, to member States, SADC, COMESA, intergovernmental organizations and civil society organizations towards the implementation of activities on the multiyear programme with SADC and COMESA and on priority development issues to strengthen regional integration in Southern Africa in the context of the UN ten-year capacity building programme for the AU, the African Peer Review Mechanism (APRM) and the MDGs; and ensure formulation and implementation of harmonised macroeconomic and sectoral policies and programmes in the subregion (6);
 - (ii) Field projects: Regional integration in Southern Africa: strengthening of the Zambia-Malawi-Mozambique Growth Triangle initiative (1) 2015.

Development planning and administration

SUBPROGRAMME 8

Section: 18, Economic and Social Development in Africa
Account Grouping Number: 6385
Subprogramme 8: Development planning and administration
Organizational Unit: Economic Commission for Africa

The activities under this subprogramme are under the responsibility of the African Institute for Economic Development and Planning. While training and research remain at the centre of the mandate of the subprogramme. Since 2009, the Institute has been working on an unprecedented reform process in various fields. The content of its training and research has being broadened in order to enable the subprogramme to also turn its focus on facilitating the emergence of policy ideas and consensus positions in Africa. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 15 of the strategic framework for the period 2014-2015.

Objective of the Organization: To improve public sector management with respect to economic policy planning and analysis, and development planning of the African governments and other associated development actors.

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of ECA member States, for better economic policy analysis and management	(a) (i) Increased number of countries adopting new approaches in policy formulation and analysis and appropriate measures, in line with the sub-programme guidelines/ recommendations. <i>Performance measures:</i> Baseline 2010-2011: 5 Estimate 2012-2013: 10 Target 2014-2015: 18 (ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis as a result of IDEP's work. <i>Performance measures:</i> Baseline 2010-2011: 11 Estimate 2012-2013: 22 Target 2014-2015: 30
(b) Strengthened capacity of member States for better development planning, policies and approaches, including local area development	(b) (i) Increased number of countries and sub-national regions adopting policies and measures or implementing activities in the area of development planning in line with the sub-programme recommendations.

Performance measures:
Baseline 2010-2011: 5
Estimate 2012-2013: 9
Target 2014-2015: 15

External factors

The Sub-Programme aims to achieve its targets provided that: (i) African governments and their senior and mid-career development officials continue to patronize its activities and solicit its services; (ii) African governments maintain the payment of their assessed contribution to the IDEP regular budget; (iii) the grant from the United Nations regular budget is maintained at the biennium 2012-2013 allocation level; and (iv) international development partners continue to contribute financial and other support to the work of the Institute.

Outputs

During the biennium 2014-2015 the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive servicing of meetings: bi-annual sessions of the Governing Council of the African Institute for Economic Development and Planning (two in 2014 and two in 2015); annual meeting of the IDEP Technical Advisory Committee (one in 2014 and one in 2015);
 - (ii) Parliamentary documentation: report on the status of different aspects of development planning in Africa to the African Institute for Economic Development and Planning Governing Council (two in 2014 and two in 2015);
- (b) Other substantive activities (regular budget):
 - (i) Non-recurrent publications: training manuals and monographs on selected topics (2);
 - (ii) Exhibits, guided tours, lectures: annual programme of public lectures on economic policy and management (2);
 - (iii) Electronic, audio and video issuances: CD-ROM and documentaries on the main substantive topics of the subprogramme (1);
 - (iv) Technical material: development of networks with like-minded institutions; maintenance of information and documentation services on economic development and planning;

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, intergovernmental, subregional and regional organizations and institutions and other stakeholders geared towards meeting technical assistance needs of national and regional development projects and programmes in the particular areas of: the design of economic recovery programmes; policy analysis; long-term perspectives studies; pre-feasibility studies and project analysis; negotiation strategies and approaches (10);

(ii) Training courses, seminars and workshops:

- Master of Science degree programmes for mid-career professionals and policy makers in economic policy and management (2); short-term courses for African civil servants and public/private sector officials in selected areas (20); short-term courses on regional integration; trade policy and trade negotiations; and economic growth and development with particular emphasis on Africa's special needs (8);
- Workshop on economic policies for employment in Africa (1 in 2014); workshop on development strategies and planning in Africa (1 in 2015); workshop on strategies for mobilizing resources and investment (1 in 2014); and Workshop on policies to accelerate graduation of LDCs (1 in 2015);
- Training courses on Regional integration and multilateral trade negotiations, including WTO, CFTA, EPAs and AGOA (1 in 2014); Regional workshop on innovative financing of energy infrastructure development (1 in 2014); Regional workshop to mainstream the AMV into national and subregional mineral policies (1 in 2015); Regional workshop for mainstreaming the Trans-African Highway (TAH) and its intergovernmental agreement into national policy and development plans (1 in 2014); and Regional workshop on mainstreaming and harmonizing bioenergy programmes within RECs and AU member States (1 in 2014);
- Training course for enhancing the analytical and negotiation skills of African stakeholders for socially responsive, profitable and sustainable large scale land based investments in land; Training on securing customary land rights; Training Courses on Integrated Value Chain Analysis; Joint Training Courses/Workshops on water for RBOs in collaboration with GEF IW-LEARN (2) (2014 & 2015); Symposium on Public-Private Policy Dialogue on achieving Climate-Smart agricultural value chains: integration and institutional coordination challenges and opportunities.

- Group training on integrating gender into socio-economic policies and programmes towards inclusive, equitable and sustainable development in Africa.
 - Group training on the use of the Social Development Index, and the Knowledge platform (2014, 2015) (2) ; Symposium on follow up of the High Level Dialogue on International Migration and Development. (2015) (1).
 - Technical workshop on partnerships for statistical development (2014) [1], Regional workshop on Sustainable Development Indicators (2014) [1], Seminar on Organization and Management of National Statistical Systems in Africa (2014) [1], Regional workshop on National Account and Basic Statistics (2014) [1], Preparatory technical workshop for the Africa Symposium on African Statistical Development (ASSD) (2014) [1], (2015) [1], Workshop on African Foreign Trade Statistics (2015) [1], Workshop on data needs for emerging areas in the post 2015 development agenda (2015) [1], Regional workshop on census data dissemination and analysis (2015) [1]; Workshop on metadata on development Indicators (2015) [1].
 - Group trainings on integrating youth priorities and concerns in the national development plans and policies (2015); fostering Policy Dialogue on Regional Integration and Development Policies (2015); forestry legislations/regulations for sustainable development (2015); the Use of Resources Dynamics to Enhance Policy Coherence in Natural Resources Management and Governance (2014);
- (iii) Fellowships and grants: fellowships on economic policy and management and long-term development planning (4).

Social development policy

SUBPROGRAMME 9

Section: 18, Economic and Social Development in Africa
Account grouping number: 6385
Subprogramme 9: Social development policy
Organizational Unit: Economic Commission for Africa

Objective of the Organization: To promote inclusive and equitable sustainable human and social development, in line with internationally and regionally agreed commitments and frameworks.

Expected Accomplishment

Indicators of achievement

(a)) Enhanced capacity of member States to mainstream human development concerns into policies and strategies, with particular emphasis on employment, social protection, population and youth issues, in line with Internationally Agreed Development Goals

(a) Increased number of member States mainstreaming employment or social protection, or population or youth issues into national policies or strategies in line with Internationally Agreed Development Goals and as a result of ECA's research and advocacy work

Performance measures:

Baseline: 2010-2012: 2

Estimates: 2012-2013: 10

Target: 2014-15: 12

(c) Increased capacity of member States to improve polices, legislation and strategies enhancing inclusive urban planning, management and development

(c) Increased number of countries incorporating, partially or fully, sustainable urbanization principles, advocated by ECA, into policies or legislation or strategies in targeted countries

Performance measures:

Baseline: 2010-2012: 0

Estimates: 2012-2013: 7

Target: 2014-15: ??

External factors

The sub-programme will achieve its objectives and expected accomplishments on the assumption that: (i) member States will allocate human and social resources to implement regional and international policy frameworks on social development, especially commitment to the 20-year review of the ICPD+20 and implementation of AU policy frameworks on social development, international migration, ageing, the family, and persons with disability, and commitment to the AU-NEPAD program; (ii) measures will be undertaken by member States to avail the sub-programme with data and reports in a timely manner; (iii) partners will be willing to collaborate and harmonize efforts to support ECA, member States and RECs; and (iv) member States and national policy makers are supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating of both human and financial resources;

Outputs

During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
 - (i) Substantive Servicing of meetings: Firstsession of the Committee on Gender and Social Development (CGSD) (2015);
 - (ii) Parliamentary documentation: Report to the committee on Gender and Social Development (CGSD) on employment, social protection, population, youth and urbanization activities (2015); Presentation of the report on the application of the Social Development Index in selected countries (2015); Report on urbanization (2015);
 - (iii) Ad hoc expert groups: External review of the African Social Development Report (2015); Review of the report on alternative policy options for youth (2015); Review of the report on the state of urbanization in Africa (2014); Review of the report on topical issue on population in Africa (2014).
- (b) Other substantive activities (regular budget/extra-budgetary):
 - (i) Non-recurrent publications: The African Social Development Report (2015); Alternative policy options for Youth in Africa (2015); Report on the state of urbanization in Africa (2014); Topical issue on population in Africa (2014);
 - (ii) Technical materials: Knowledge platform practical application on best practices and dialogue on social and human development in Africa (2014).
- (c) Technical cooperation (regular budget/extra-budgetary):
 - (i) Fellowships and grants: Visiting scholars, fellows and interns to enhance capacity in development issues related to employment, social protection, population, youth and urbanization. (4) (2014,2015);
 - (ii) Field projects: Development and the Demographic Dividend (2014, 2015);