



ECA Performance Report 2014



The year 2014 was one during which ECA worked to consolidate its position on the journey upon which it had embarked in 2013, with the aim of strengthening its policy influence; trust and credibility; accountability and learning; and enhancing its operational effectiveness.

Overall, in 2014, ECA achieved significant results in support of Africa's commitment to sustainable, inclusive and transformative development. The Commission adopted a more forthright approach to its interactions with key stakeholders in Africa on development policy priorities. Its interactions and the broad spectrum of its work projected the Commission's key message of

"Putting Africa first!"



ECA strategic business priority is to transform itself into a Think Tank of reference on matters pertaining to Africa's development with the aim of:

1

Strengthening its policy influence in support of Africa's transformation agenda.

2

Earning greater trust and credibility through the production of high-quality, evidence-based and "good fit" policy research and knowledge delivery services.

3

Enhancing its accountability mechanisms and deepening learning culture across all streams of its work.

4

Strengthening its operational effectiveness to ensure better support for the timely delivery of its knowledge-production and capacity-building services.

POLICY INFLUENCE

ECA promotes transformative policies

"ECA has initiated a deep process of reflection on domestic resource mobilization whose conclusions and findings will be widely used by the Government of Senegal."

H. E. Mr. Macky Sall, President of Senegal and Chairperson of the NEPAD HSGOC

Overall ECA was mentioned in 1,038 articles by global online publications with a combined potential viewership of over 2.7 billion during the period from 1 January 2014 – 30 April 2015, out of which U.S. and U.K online publications recording 393 and 73 mentions respectively.

Source: Meltwater Group (2015). ECA Media Report.*

In 2014, ECA continued to inform and shape policy choices and decisions of member States and continent-wide institutions for Africa's Transformation.

"I ... wish to congratulate the Executive Secretary of ECA and his staff for the quality and volume of the work carried out by his institution recently, and for the special attention paid by the institution to the opportunities created by the blue and green economies. ECA has set the ball rolling on innovative financing for transformation [of African economies]."

H.E. Mr. José Maria Pereira Neves of Cabo Verde in a statement made at the 9th African Development Forum held in Marrakech, Morocco (October 2014).

"The work of ECA in advancing dialogue on the re-thinking of industrial policy in Eastern Africa is remarkable."

(2014 ECA Partners Opinion Survey).

"I commend ECA for the efforts it continues to make to promote the human and economic development of our continent."

Royal message from His Royal Highness King Mohammed VI delivered by Mr. Abdellilah Benkirane, Head of Government at the 9th African Development Forum (Oct. 2014).

97%
increase in media coverage

84%

Percentage of ECA Partners who believe ECA research papers apply a cutting-edge understanding of African development policy issues. (2014 ECA Partners Opinion Survey)

80%

Percentage of ECA Partners who believe that ECA generates reliable and relevant policy ideas supported by consistently high quality statistics.

ECA's **147 publications**, policy advisory memoranda and research papers were widely distributed, debated in policy dialogue and cited in the media.



The ECA **website** received **22.5 million page visits** during 2014, compared to 20.5 million over the previous two years combined.



96%

of participants of the 2015 edition of the ECA Conference of Ministers want to return to ECA to partake in future editions of the Conference.

74%

Percentage of respondents who perceive ECA policy outreach as pertinent, well-targeted and of "good fit" (2014 ECA Partners Opinion Survey)



ECA **Facebook** and **Twitter** accounts gained **29,129* followers**.



ECA **videos** were viewed Online more than **57,000 times**.



"[ECA] has indeed been a dependable partner during this historic and unprecedented African endeavor that is meant to enable Africa to speak with one voice and effectively influence global negotiations on Post-2015 development agenda"

Dr. Anthony Mothae Maruping
Commissioner for Economic Affairs,
African Union Commission
Appreciation letter sent to the Executive Secretary



"Cameroon will make good use of the recommendations of the Economic Report on Africa 2014. Appreciate the depth of the analysis of the document, which would help African states to bolster their development, while underscoring the resolve of the Government of Cameroon to prioritize industrial transformation as a backbone of the country's emergence."

Mr. Yaouba Abdoulaye
Minister Delegate, Ministry of Economy, Planning and Regional Development
Statement made at the launch of 2014 ERA in Yaoundé



"On behalf of the Rwandan delegation, I would like to thank you for the opportunity offered to us to discuss with you and Senior Officials of ECA during Rwanda-ECA policy dialogue. The meetings were very well organized and enriching. Discussions focused on Rwanda's economic transformation in the context regional integration opportunities taking into account not only the East African Community but also the Economic Community of Central African States."

Dr. Uzziel Ndagijimana, Minister of State in charge of Economic Planning at the Ministry of Finance and Economic Planning of Rwanda in a note of appreciation sent in February 2015



ECA engagement with leading pan-African institutions, notably the African Union Commission, resulted in the adoption by African leaders of key transformative frameworks for the continent's economic and social development, in particular the African Union's Agenda 2063 and the "Common African Position (CAP) on the post 2015 development agenda.

*The report covers the period from 1 January 2014 to 30 April 2015.

*Data accessed in July 2015.

TRUST & CREDIBILITY

ECA is a trusted partner

Over **77%** of the ECA Partners' Survey respondents perceived ECA as a reliable partner and a source of expertise and knowledge on African development policy matters.

In line with its new business model, ECA increasingly works in genuine collaboration, synergy and complementary with partners at global, continental and country levels in order to conduct policy research and statistics that are strategically relevant and of "good fit".



74%

of respondents feel that ECA policy outreach is pertinent, well targeted, and of "good fit".

85%

of survey respondents indicate that ECA's knowledge products are effective in promoting discussion on Africa's transformation agenda.

64%

of survey respondents perceive ECA as a transformative and dynamic partner organization, providing policy leadership and high-quality and cutting-edge expertise and knowledge, in view of building capacities and accelerating Africa's development.

70%

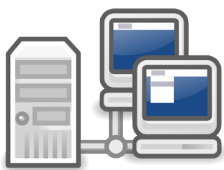
of respondents feel that ECA is effectively developing partnerships around substantive initiatives in research and knowledge delivery.

70%

Percentage of respondents who indicate that ECA knowledge delivery is highly sensitive to context, relevant, and tailored.

85%

of respondents who perceive ECA knowledge outputs as being of high-quality and effective in promoting discussion on Africa's transformative agenda.



The Commission's new data-management protocol and its data-bank, to be launched soon, along with its new strategies on communications, knowledge management, and information technology, are helping to build its capacity to produce higher quality research to meet the needs of African States.

"More than **70%** of ECA partners perceive ECA as a reliable and constructive partner that nurtures trustful and vibrant relationships where dialogue is possible."

2014 ECA Partners Opinion Survey

"ECA has been proactive in engaging CSOs in regional consultations on the Post-2015 Development Agenda. This is commendable and a marked improvement compared to previous years."

2014 ECA Partners Opinion Survey

"ECA possesses high-level competencies. Work carried out and issues addressed are always topical and of high-quality."

2014 ECA Partners Opinion Survey

ECA is the only one institution bringing together private sector and policymakers to address regional economic issues that prevent greater economic integration.

2014 ECA Partners Opinion Survey

Data sources: ECA Performance Management Dashboard (2014) and ECA Partners' Opinion Survey (2014)

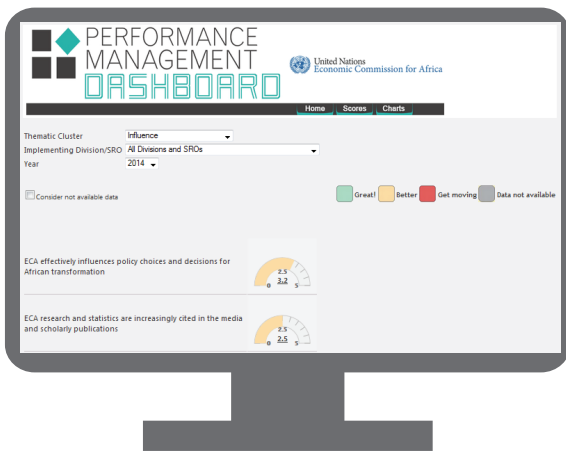
ACCOUNTABILITY & LEARNING

67% of Partners
Survey respondents perceive ECA as a transparent and accountable partner and find that ECA business plan addresses the transformative agenda of the continent.

ECA promotes continuous learning

76% of survey respondents report an increase in ECA advisory services provided to member States, the African Union Commission, NEPAD Planning and Coordinating Agency and the APRM compared to previous year.

ECA continued to enhance its accountability mechanisms and deepen learning culture across all streams of its work.



Executive Performance Management Dashboard

ECA aligns corporate incentives through an effective and credible accountability, quality and results management system.

- » All programmes/ projects with a budget of more than US \$1 million to be systematically evaluated.
- » Three (3%) of all programmes / projects budget to be earmarked for project evaluation.
- » All major ECA knowledge products to be quality reviewed.
- » **100%** - Percentage of critical and important audit recommendations implemented by the set deadline.

In 2014, ECA broke new ground and constructed its own cutting-edge performance management dashboard, designed to measure progress toward the corporate objectives of policy influence, trust and credibility, accountability and learning, and operational effectiveness. This unique dashboard – along with new annual partner and staff surveys – has become an important tool for measuring corporate performance.

The PMD is a management tool to:

identify and correct negative trends on time

generate detailed reports showing trends

make more informed decisions based on collected business intelligence

save time compared to running multiple reports to assess management performance

gain total visibility of all core business performances instantly

timely measure efficiencies/ inefficiencies and effectiveness



Digital networking facilitated through 36,500 Poken interactions

ECA strengthened organizational learning in the areas of organization and servicing of its flagship events by administering interactive surveys through the use of Poken Technology for the first time at the 9th African Development Forum on the theme of "Innovative Financing for Africa's Transformation" held in Rabat from 12 -16 October 2014. The interactive survey helped elicit feedback from conference attendees which is widely disseminated internally and is used to improve future events.



1,212 digital files collected (equivalent of number of paper documents saved)

508 Registered users



Continuous learning

ECA promotes continuous learning for all. In 2014, approximately **463 staff members*** participated in various face-to-face training programmes designed to impart knowledge and skills in the understanding, appreciation and demonstration of UN values and competencies; the acquisition and/or renewal of substantive knowledge and skills in areas of cross-cutting relevance e.g. research and analytical skills, communication, procurement, etc.

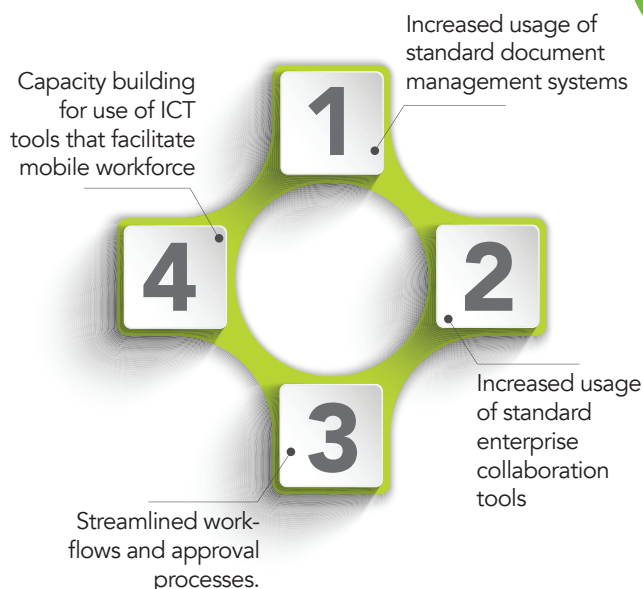
* The figure represents the total number of staff who took part in training courses and does not exclude staff who took more than one course.

OPERATIONAL EFFECTIVENESS

ECA does things better and better



ECA's performance sensibly depends on operational effectiveness. In 2014, ECA continued to enhance its operational effectiveness through implementation of reforms that support timely knowledge generation and delivery.



In 2015, ECA plans to track the following indicators to further improve its operational effectiveness in the area of IT.



UMOJA is a complete re-working of the way the UN Secretariat manages its administration, in both business processes and Information Technology solutions.

The implementation of leading edge Enterprise Resource Planning (ERP) software will provide a harmonized and streamlined approach to the Commission's management of finance, human resources, procurement and assets.

In 2014, ECA continued to prepare itself for the full deployment of UMOJA. Staff members of the Commission have long started to familiarize themselves with the new system, and gain necessary skills relevant for their new UMOJA roles. The deployment should be effective on 1st November 2015.

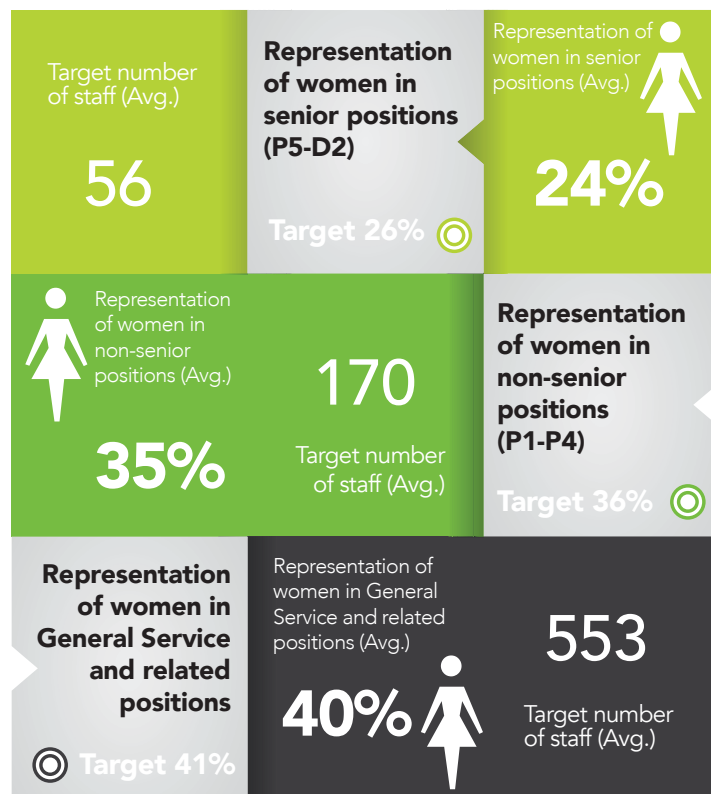
ECA achieved ISO* certification for its environment-friendly printing standards and practices.

100%
Percentage of 2014 outputs/ results delivered or achieved.

100%
of ECA documents and web content are published in both English and French.

Representation of women at ECA

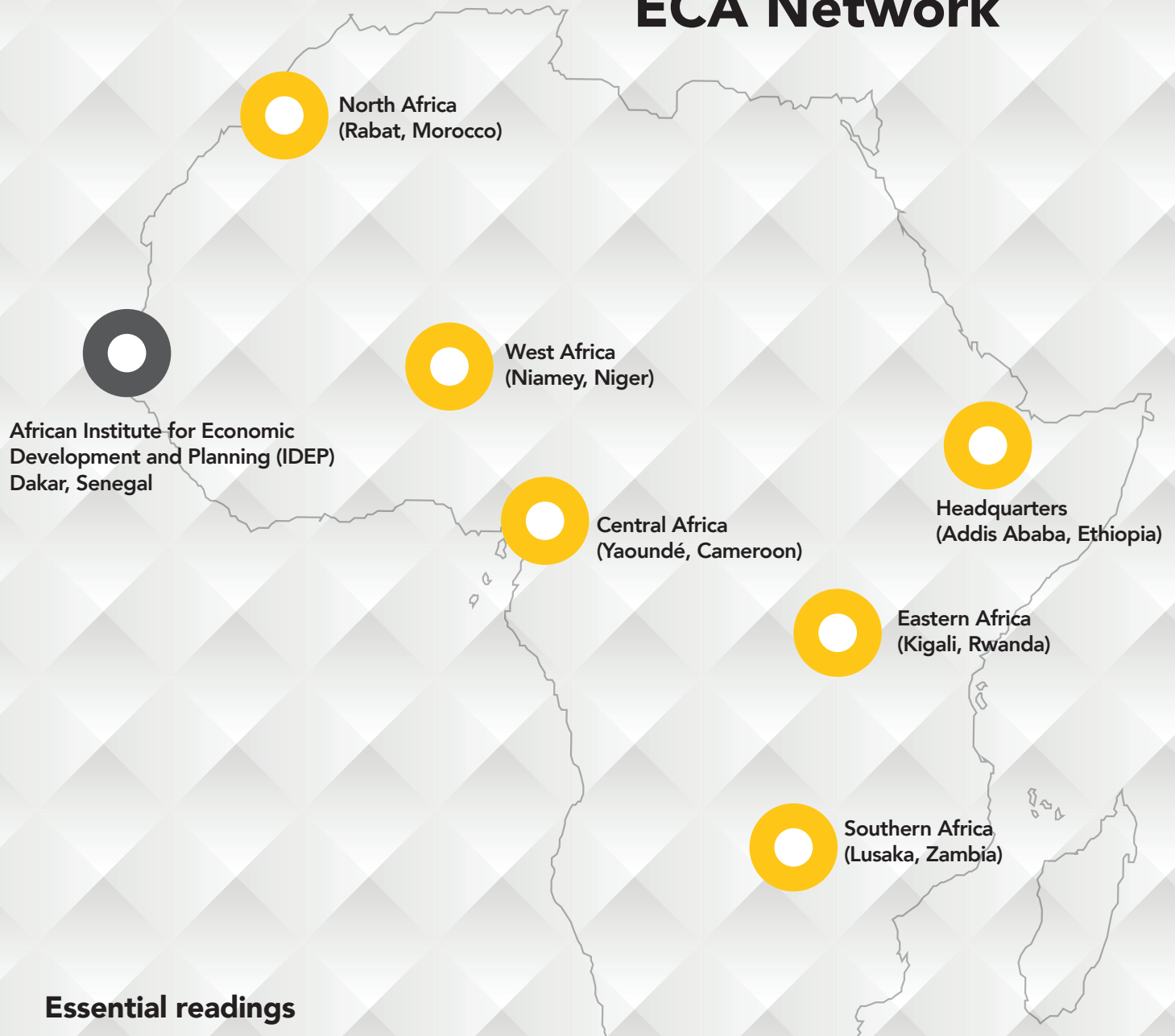
Internally, ECA has improved the gender balance in its own staffing and is promoting gender mainstreaming more broadly through all its programme work.



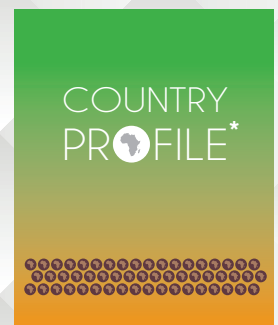
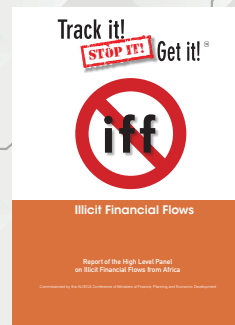
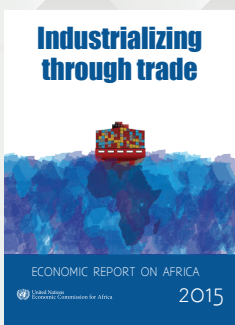
Data source: Human Resources Management (HRM) Scorecard (Accessed on 8 June 2015).

* ECA was among the first UN Departments to be awarded ISO 14001:2004 certification. This is an environmental management system that provides a structure on which to establish good environmental practices in line with UN "Going Green" initiatives.

ECA Network



Essential readings



<https://www.facebook.com/EconomicCommissionforAfrica>
<https://www.facebook.com/LopesInsights>



https://twitter.com/ECA_Lopes
https://twitter.com/eca_official



<https://www.youtube.com/user/unecaVideo>



<http://es-blog.uneca.org/ES-Blog/>

* Country profiles will be rolled out to all African countries.

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