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Committee of Experts**  
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**Meeting of the Committee of Experts**  
Addis Ababa, 31 March - 2 April 2016

**Proposed strategic framework for the period  
2018-2019 [final version]**

**Part two: biennial programme plan  
Programme 15  
Economic and social development in Africa**

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## Overall orientation

15.1 The overall purpose of the biennial programme plan is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation. This is in line with the priorities and vision articulated in the African Union's Agenda 2063, the New Partnership for Africa's Development (NEPAD) programme, and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the outcomes of other major United Nations conferences and international agreements concluded since 1992.

15.2 At the twenty-fourth ordinary session of the Assembly of the African Union, held in January 2015, African Heads of State and Government adopted Agenda 2063. The Agenda, which defines Africa's development trajectory for the next 50 years, is a forward-looking continental framework founded on the African Union's vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.

15.3 Agenda 2063 represents the region's guiding framework for the implementation of the 2030 Agenda for Sustainable Development (resolution 70/1 of 25 September 2015). In addition, the Addis Ababa Action Agenda (annex to resolution 69/313 of 27 July 2015), is an integral part of and contributes to the means of implementation articulated in the 2030 Agenda for Sustainable Development. The three initiatives are therefore mutually reinforcing.

15.4 The prime mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development in 2012.

15.5 The resolutions adopted at the forty-eight session of the Commission, held in Addis Ababa in March 2015, equally form the basis for the present biennial programme plan. These include the Commission's resolutions 928 (XLVIII) on implementing Agenda 2063: planning, mobilizing and financing for development; 929 (XLVIII) on the Third International Conference on Financing for Development; 930 (XLVIII) on the African Regional Forum on Sustainable Development; 931 (XLVIII) on data revolution and statistical development; 934 (XLVIII) on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and 935 (XLVIII) on the least developed countries in Africa.

15.6 Many African economies have been growing steadily over the first 15 years of the new millennium, with remarkable progress in advancing their economic and social development, including towards meeting some of the Millennium Development Goal targets by 2015. The average gross domestic product (GDP) growth accelerated from 3.7 per cent in 2013 to 3.9 per cent in 2014, which is relatively good in global terms, albeit still far below the double-digit growth needed for structural transformation.

15.7 Africa's growth was largely underpinned by private consumption and gross capital formation, supported by improved governance and macroeconomic management; continued urbanization; a still rising middle class that is driving aggregate demand; increasing trade and investment ties with emerging economies; and recent positive developments in the area of regional integration and trade partnerships in the region.

15.8 Although the medium-term economic outlook for the continent remains favourable, there are risks that could adversely affect its growth prospects, such as the fall in the price of oil and other commodities, the slow economic recovery in developed countries, tighter global monetary policies, weather-related shocks, and political instability in some African countries.

15.9 The current pattern and quality of growth in the region has left large segments of the population trapped in poverty and vulnerability, in particular in rural areas and in the outskirts of growing cities. The deep, persistent and enduring inequalities across the continent also have economic, social and political consequences. In the long run, these consequences risk undermining economic growth, productivity and the development of markets. They weaken confidence in governments and institutions and create conditions for open conflict and social unrest, as the recent experience of some African countries has shown. Ultimately, the objective is to ensure that public policies reach out to those remaining behind, in order to reap the much anticipated benefits of the region's demographic dividend and to advance gender equality and the economic empowerment of women.

15.10 In order for Africa to grow and transform, structural transformation and diversification of its economies through industrialization is imperative. The current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. There is growing agreement on the urgent need to ensure that growth is sustainable and inclusive, and that the sources of growth are diversified to reduce vulnerability of African economies to internal and external shocks, such as global consumption disruptions, financial, economic and debt crises and the impacts of climate change. In this regard, appropriate policies that promote inclusive growth, productivity enhancement and structural transformation through industrialization, value addition, export diversification, and regional integration remain paramount. African economies will also require improvement in public sector management, domestic resource mobilization, efforts to combat illicit financial flows, and the reform of their tax policies.

15.11 Implementation of the 2030 Agenda for Sustainable Development and of Agenda 2063 will require awareness-raising and capacity-building efforts to enable planning agencies to integrate the initiatives in national planning frameworks and to identify innovative financing and means of implementation, including domestic resource mobilization and the leveraging of external financing. Lastly, a data revolution is needed, to galvanize the follow-up and review process, and this will require resources and strengthened capacities for data gathering, storage and analysis underpinned by robust statistical systems.

15.12 Based on the forgoing analysis and with due consideration for the development context shaping the region and the Commission's key mandates, ECA is positioning its programmatic orientation so as to continue the work that it carried out in the biennium 2014-2015 with enhancements that effectively support the implementation and follow-up

of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and Agenda 2063.

15.13 These programmatic enhancements will require a focus on the following six interrelated areas in support of first 10-year implementation plan for Agenda 2063 (2013-2023): first, strengthening capacities of member States, regional economic communities and the African Union Commission to ensure coherence, consistency and coordination across the African development goals; second, integrating Agenda 2063 and the African development goals in national planning and fiscal frameworks; third, strengthening capacities for follow-up and review of Agenda 2063 and the African development goals; fourth, strengthening the statistical systems of member States; fifth, identifying and promoting the financing of Agenda 2063 through domestic and external resource mobilization, including by addressing the problem of illicit financial flows; sixth, leveraging science, technology and innovation; and seventh, leveraging South-South and regional partnerships.

15.14 The Commission's overall strategy for achieving the objectives of the programme will continue to centre around nine interdependent and complementary subprogrammes, as follows: macroeconomic policy; regional integration and trade; innovations, technologies and management of Africa's natural resources; statistics; capacity development; gender and women in development; subregional activities for development; development planning and administration; and social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the present biennial programme plan.

15.15 The Commission's strategic direction is to achieve a higher level of policy influence in support of Africa's transformation agenda; to earn greater credibility and trust through the production of high-quality, evidence-based and good-fit policy research and knowledge delivery services; to enhance its accountability mechanisms and deepen the learning culture across all streams of work at the Commission; and to strengthen the Commission's operational effectiveness to support the timely delivery of its knowledge production and capacity development services.

15.16 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of 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 in line with its quality assurance policy.

15.17 Strategic partnerships will continue to be central to the implementation of the programme. In line with its partnership strategy, ECA is leveraging its comparative strengths to engage a wide range of partners from both within and outside the United Nations 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 United Nations development activities, and also for enhancing collaboration with the entities of the United Nations

Development Group. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional and subregional coordination mechanisms of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels, and through the United Nations-African Union partnership on Africa's integration and development agenda for 2017-2027. At the national level, ECA will work closely with the United Nations resident coordinator system to harness the inherent strengths of the agencies, funds and programmes.

15.18 ECA will continue to build on its existing partnerships with the African Union, the African Development Bank and other regional and subregional organizations, and also with universities, think tanks, other research institutions, and civil society and private sector organizations. In addition, ECA will continue to work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development.

15.19 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, including an executive performance management dashboard and an evaluation policy. Both have been designed to review progress and achievements in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the strategic orientation of the Commission.

## Subprogramme 1 Macroeconomic policy

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**Objective of the Organization:** To accelerate economic transformation and inclusive development in Africa

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<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States in forecasting and macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	(a) (i) Increased number of member States that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic policies and plans for inclusive growth and structural transformation (ii) Increased number of member States that ECA assists in integrating and implementing the internationally agreed development agenda in their development planning and policy frameworks
(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for structural transformation, inclusive growth and sustainable development	(b) Increased number of member States that rate the Commission's support for the development of policies on domestic and external resource mobilization and private sector development as "useful" or "very useful"
(c) Enhanced capacity of member States to adopt improved economic governance, public sector management and service delivery	(c) Increased number of member States that rate the Commission's support for the development of policies for improved economic governance and public sector management as "useful" or "very useful"

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## Strategy

15.20 The responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The subprogramme will generate knowledge to enhance the capacity of member States in the areas of development planning, forecasting and macroeconomic analysis, economic governance and finance, and private sector development. It will build synergies with pan-African institutions and other partners to support accelerated economic transformation that is inclusive and gender-sensitive, as part of the implementation of Agenda 2063, the 2030 Agenda for Sustainable Development, and other relevant development initiatives, such as the Programme of Action for the Least Developed Countries for the Decade 2011-2020.

15.21 The subprogramme will provide technical assistance and support to member States. The strategy will focus on strengthening capacity to integrate the biennial programme plan into national planning frameworks; to strengthen policy analysis and evidence-based policymaking; to strengthen the follow-up and review of regional and global development frameworks; to facilitate the design of an effective institutional architecture; and to strengthen forecasting of key development indicators such as macroeconomic policy variables to support the member States' development planning efforts.

15.22 The subprogramme will also focus on mobilizing domestic and external resources and enhancing the role of the private sector to foster economic growth, the creation of wealth and the reduction of inequality. Emphasis will be placed on promoting investments and strengthening the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. Public-private partnership arrangements will also be examined, with a view to assisting member States in formulating appropriate policies and incentives to attract private sector investments. In addition, evidence-based policy research will be produced to support the efforts of member States to further the development of small and medium-sized enterprises.

15.23 To support the efforts of member States to revive planning, the Division will undertake normative and analytical work on development planning. Research will be geared towards supporting African countries in the design and implementation of national planning frameworks and in their follow-up.

15.24 The strategy will ensure that Africa's progress towards good economic governance is sustained to support its developmental agenda, including promoting policies and programmes for enhancing efficient and participatory public sector management. It will focus on research and capacity-building to promote good economic governance in Africa; on improving public financial management, budgetary and public investment policies and regulatory policies at the national and local levels; and on implementing results-based management practices in the public policy cycle.

## Subprogramme 2 Regional integration and trade

**Objective of the Organization:** To achieve effective regional cooperation and integration among member States, so as to tackle the challenges of structural transformation in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to accelerate industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture	(a) (i) Increased number of member States and regional economic communities using the Commission's proposed policies to design, implement and monitor programmes on infrastructure, regional value chains, food security and agriculture, taking into account related gender dimensions  (ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and to create an environment conducive to attracting investments	(b) (i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and to attract foreign direct investment and African cross-border investment  (ii) Increased number of member States participating in regional free trade areas, including those of regional economic communities, and customs and monetary unions that have harmonized their trade policies towards achievement of the continental free trade area
(c) Improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender-equitable land rights, and effective and efficient use and management of land for sustainable development	(c) Increased number of member States and regional economic communities implementing and monitoring land policies and programmes aligned to guidelines on land policy and other policy recommendations

### Strategy

15.25 Substantive responsibility for implementing this subprogramme lies with the Regional Integration and Trade Division. To address the challenges of job creation, elimination of poverty, food security, supply-side constraints, economic diversification, infrastructure provision, low intra-African and external trade capacity and investments, effective land policies, and gender mainstreaming in Africa's transformation agenda, the subprogramme will focus on evidenced-based analytical research, the provision of advisory services and the building of consensus among member States, with a view to influencing policy on structural transformation and sustainable development in Africa. This work will be conducted within the framework of Agenda 2063 and the 2030 Agenda for Sustainable Development and will respond to emerging issues of relevance to Africa. The subprogramme will continue to focus on food security and agriculture; infrastructure and industrialization; trade; investments; and land policies.

15.26 To help accelerate the process of industrialization, the subprogramme will develop and disseminate policy tools, instruments and guidelines and help build the capacity of member States to integrate the Action Plan for Accelerated Industrial Development in Africa and the Programme of Infrastructure Development in Africa. The subprogramme will also work to integrate recommendations arising from research by ECA on industrialization into their development policies and planning frameworks. In the area of food security and agriculture, emphasis will be placed on promoting agricultural transformation through the development of knowledge products on smart and sustainable agriculture and regional agricultural value chains anchored on the development of agribusiness and agro-industry. The subprogramme will give special emphasis to small and medium-scale enterprises, including female-managed businesses, and small-scale farm holdings.

15.27 The subprogramme will enhance the capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and the creation of an environment conducive to attracting investments. It will continue to provide support in analysis, capacity-building and other catalytic areas to member States in the context of the trade agendas of the regional economic communities, the process preparatory to and following the formation of the continental free trade area, and World Trade Organization-related and other multilateral trade issues. The subprogramme will also provide technical support to member States in Africa to ensure trade policy coherence and the alignment of trade policy with Agenda 2063 and the 2030 Agenda for Sustainable Development. Where investments are concerned, the subprogramme will support member States' efforts through policy analysis, capacity development and case studies in the areas of investment facilitation and promotion, financing and investment opportunities for productive integration, advancing regional trade and investment in the context of the continental free trade area, and improving the investment policy environment in Africa as a whole.

15.28 Where land policy is concerned, the subprogramme will support member States in the implementation of the Declaration on Land Issues and Challenges in Africa, by advocating the inclusion of land in Africa's development agenda and through the strategies and programmes of continental organizations, regional economic communities, member States and other actors.

15.29 The subprogramme will coordinate and galvanize the efforts of partners towards effective synergies, partnerships and resources, and facilitate dialogue on land-related issues with a view to raising awareness of the importance for the sustainable development of Africa of successful efforts to tackle such issues. It will build evidence, promote knowledge dissemination and networking and build the capacity of actors to promote evidence-based land policy formulation and implementation with particular attention to gender-equitable land rights, and effective and efficient use and management of land for sustainable development. It will also promote the implementation of a robust monitoring and evaluation framework endorsed by African ministers responsible for agriculture, rural development, water and the environment.

15.30 The subprogramme will ensure that gender dimensions are reflected in the areas of its work, and that capacity-building activities closely take account of the Commission's overall capacity-building strategies and structures.



### Subprogramme 3 Innovations, technologies and management of Africa's natural resources

**Objective of the Organization:** To achieve the adoption and implementation of new initiatives on advancing sustainable and equitable development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development	<p>(a) (i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development</p> <p>(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for harnessing new technologies and innovation based on ECA research and advocacy work</p> <p>(iii) Increased number of national, regional and continental initiatives implementing the outcomes of the World Summit on the Information Society and its follow-up</p> <p>(iv) Increased number of the policy recommendations on science, technology and innovation adopted by major United Nations conferences implemented as a result of ECA technical and advisory support</p>
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	(b) Increased number of member States that have formulated or implemented gender-responsive policy reforms, in line with ECA recommendations, to foster a green economy in the context of sustainable development
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	(c) Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision
(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	<p>(d) (i) Increased number of member States that have formulated, reviewed or implemented a gender-sensitive policy framework or reform related to climate change and development as a result of ECA support</p> <p>(ii) Increased number of climate change research results or initiatives aimed at the implementation of multilateral environmental agreements on climate change, capacity-building of beneficiaries and promotion of an enabling environment for mainstreaming climate change in planning and practices as a result of ECA support</p>

## Strategy

15.31 Substantive responsibility of this subprogramme lies with the Special Initiatives Division. Given the cross-cutting nature of various sections of the subprogramme, the Division will collaborate with other ECA subprogrammes in its implementation. The strategic direction of the subprogramme will be guided primarily by Agenda 2063, the 2030 Agenda for Sustainable Development, the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, and the follow-up to the World Summit on the Information Society. The subprogramme will focus in particular on those agreements related to harnessing technology and innovation, making use of the mining sector for sustainable development, and building climate-resilient and low-carbon development pathways. Attention will be given to empowering women in the process of incorporating gender perspectives in the work of the subprogramme, to poverty reduction and to the global partnership for development.

15.32 The subprogramme will focus on research, policy development and analytical work to support member States in the following areas: promoting the use of social, economic and environmental innovations and technological systems; developing mineral resources in the context of the Africa Mining Vision; advocating policy-relevant research and analysis to inform the formulation and implementation of policies to foster a green economy in the context of sustainable development and realize optimal benefits from Africa's natural resource endowments; and supporting member States in addressing climate change challenges in key sectors and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes. The results will be disseminated and policy recommendations will be submitted to governments, regional bodies and other stakeholders.

15.33 The subprogramme will also promote policy dialogue and the exchange of experiences and best practices among stakeholders at the regional, national and local levels through conferences, meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

15.34 The subprogramme will continue to promote partnerships with other African and non-African research organizations, specialized institutions and development partners to help deliver on its activity areas. These strategic partnerships will supplement the internal capacity, help mobilize expertise and extend the reach of the programme across the African continent.

15.35 In addition, the subprogramme will ensure the broad visibility of its work and major achievements through the continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, and participation in key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

## Subprogramme 4 Statistics

**Objective of the Organization:** To improve the production, dissemination and use of quality data and statistics in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	<p>(a) (i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan</p> <p>(ii) Increased number of member States that are producing and reporting statistics in at least three emerging statistical areas for use in monitoring the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development with suitable disaggregation, including by geography and gender</p> <p>(iii) Increased number of member States that are producing vital statistics based on a civil registration system</p> <p>(iv) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts</p> <p>(v) Increased number of member States that have used mobile devices to collect data on major statistical activities</p>
(b) Improved availability of harmonized statistics in ECA databases	<p>(b) (i) Increased number of member States with at least one data point for 50 per cent of the regional set of indicators for Agenda 2063 and the 2030 Agenda for Sustainable Development contained in the ECA databases</p> <p>(ii) Increased percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECA databases</p>
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	<p>(c) (i) Increased number of member States developing policies and strategies for integrating statistical and geospatial information</p> <p>(ii) Increased number of member States using geospatial information technologies in statistical data collection, processing, analysis and dissemination</p> <p>(iii) Increased number of member States developing and making available to users fundamental geospatial datasets including national gazetteers and national administrative boundary data</p>

## Strategy

15.36 The work of the African Centre for Statistics will focus largely on developing the capacity of countries to produce quality and timely statistics and data for monitoring progress of implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. Given the interdisciplinary nature of statistics, the Centre will work in close collaboration with all other ECA divisions and offices, including the African Centre for Gender, and in particular with the data centres in the subregional offices. Partnership with the African Union Commission, the African Development Bank, the United Nations and other partners is crucial for the success of the programme.

15.37 The subprogramme will strive to increase the capacity of member States to collect and use quality, comparable and harmonized statistics at various levels of disaggregation including gender to: support enhanced and evidence-based policy decision-making, planning and programme implementation; monitor progress towards the implementation of national, regional and international development goals; and support the harmonization of methods for statistical activities in such areas as censuses, civil registration and vital statistics, surveys and economic and other classifications, in line with international concepts and standards.

15.38 The subprogramme will provide adequate support to the efforts of member States to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient and effective use of administrative data, which are necessary for producing gender statistics, evidence-based service delivery procedures and monitoring of progress towards internationally agreed development goals. Support will also be provided in the emerging statistical areas through methodological work. One of the key strategies is to support member States in meeting the growing demand for the provision of data and statistics in a timely and meaningful way.

15.39 The subprogramme will continue to play a leading role in supporting efforts by member States to design and implement their strategies on statistics as part of their national sustainable development plans to meet the requirement of data and statistics for Agenda 2063 and the 2030 Agenda for Sustainable Development. It will also continue its role in the implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa, which emphasizes the importance of comparable statistics for regional integration. Improved quality and comparable statistical data will be collected continuously to populate the ECA statistical database. To this end, the subprogramme will work with national statistical offices and the data centres of subregional offices to implement modern data-collection practices using modern communications technology tools and methodologies to facilitate data capture.

15.40 In line with the global trends to bring geography and statistics to facilitate spatial analytics and the locational management of information, the subprogramme will support member States in their endeavours to improve coordination between their national strategy for the development of statistics and national spatial data infrastructures and to incorporate geographic information systems and related technologies into all relevant stages of statistical processes, and will scale up its involvement with the global geospatial information management initiatives and work with national mapping organizations to articulate Africa's position.

15.41 The strategy will also include: methodological work, including the production of handbooks and guidelines; implementation of field projects; training; advocacy campaigns to address institutional issues and the design of national strategies on statistics; dissemination of information and best practices; provision of technical assistance; and resource mobilization. Particular emphasis will be placed on developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with issues of harmonization of prices statistics; national accounts statistics; trade and public finances; population and housing censuses; maintenance of databases; advocacy; gender mainstreaming; mainstreaming of geospatial information technologies in national statistical offices; and institution-building.

## Subprogramme 5 Capacity development

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**Objective of the Organization:** To achieve sustainable and inclusive economic growth and to accelerate structural transformation in the context of the priorities of the African Union, including Agenda 2063, priorities of the NEPAD programme, and the 2030 Agenda for Sustainable Development

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of the African Union to formulate, implement, monitor and evaluate the priorities and programmes of its organs and institutions, and also to ensure that gender is mainstreamed	(a) (i) Increased number of capacity development projects executed with the support of ECA in the context of the formulation, implementation, monitoring and reporting of the priorities and programmes of African Union organs and institutions, taking into account gender dimensions  (ii) Increased number of African Union organs and pan-African institutions expressing satisfaction with the ECA capacity development services
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	(b) Increased number of member States and pan-African institutions provided with ECA capacity development services to formulate, implement, monitor and report policies and programmes in support of the African development priorities and agenda

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### Strategy

15.42 The responsibility for implementing the subprogramme lies with the Capacity Development Division. The Division will focus on translating ECA research and analytical work into operational activities for capacity development to maximize the impact of ECA interventions, and also to ensure that gender is mainstreamed.

15.43 In this regard, the subprogramme will provide capacity development services to the African Union and its organs designed to promote their capacities in the following areas: system-wide synergies; strategic initiatives; policy dialogue; policy advisory services in the areas of macroeconomic policies, development

planning, industrialization, and natural resources management; skills development; and knowledge facilitation and management.

15.44 In addition, the subprogramme will strengthen the capacity of the African Union and its organs, including the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities in deepening and advancing the African Union agenda of continental integration. Taking into account gender issues, the strategy will strengthen the capacities of member States and their organizations in formulating and implementing appropriate policies and programmes on the Sustainable Development Goals and other international and continental goals.

15.45 In implementing the strategy, focus will be placed on the African development goals framework, which brings together the goals of the 10 year-implementation plan of Agenda 2063 and those of the 2030 Agenda for Sustainable Development.

15.46 The subprogramme will also provide direct technical support to the NEPAD priority areas, the African Peer Review Mechanism process and its secretariat and participating member States in order to foster African ownership and leadership of the African development agenda. In this context, it will scale up its assistance to member States in the implementation of the African Peer Review Mechanism, in particular in building and maintaining credible capacities to support the governance architecture of the African Union. Interagency coordination and collaboration among United Nations agencies working in Africa will be ensured through the regional coordination meetings of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels.

15.47 The subprogramme will also provide technical assistance and other capacity development support in response to specific requests from member States, regional economic communities and other intergovernmental organizations, to enhance technical, human and institutional capacities at the national, subregional and regional levels.

## Subprogramme 6 Gender and women in development

**Objective of the Organization:** To achieve gender equality and women's empowerment in Africa

<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment and to address emerging issues that affect women and girls	(a) Increased number of member States and regional economic communities that report on the implementation of international and regional commitments on gender equality and the empowerment of women and girls
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	(b) Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes

### Strategy

15.48 The strategy for the subprogramme will be to continue strengthening its support to member States, the African Union Commission and regional economic communities to adopt and implement gender-responsive policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. Given the cross-cutting nature of gender, emphasis will be placed on the adoption and strengthening of sound policies and enforceable legislation, aspirations and initiatives with gender perspectives and special indicators for women. Special focus will be placed on Goal 5 of the Sustainable Development Goals and Aspiration 6 of Agenda 2063. Technical support will be provided to member States, in particular to national gender machineries, to ensure that national implementation plans for these global and regional commitments are prepared in harmony with the outcomes of the 20-year review of the implementation of the Beijing Declaration and Platform for Action. This process will also be informed by the outcomes of the first session of the ECA Committee on Gender and Social Development, held in December 2015.

15.49 The subprogramme will further strengthen evidence-based research in the areas of women's economic empowerment, women's rights, and social protection in line with the ECA continent-wide initiative on gender equality and women's empowerment. To this end, it will make use of existing tools such as the African gender development index and the Africa gender equality and women's empowerment scorecard. In collaboration with the African Centre for Statistics, the subprogramme will also develop new tools to support and strengthen the collection and analysis of sex-disaggregated, gender-responsive data, statistics and monitoring of commitments on gender equality and the empowerment of women and girls.

15.50 In addition, the subprogramme will enhance collaboration within ECA to scale up the mainstreaming of gender perspectives in all the Commission's outputs, including through capacity development interventions and the gender parity marker. Existing intra-divisional collaboration with subprogramme 9 will be strengthened in line with the Sustainable Development Goals on social inclusion. It will continue to work with the African Climate Policy Centre, the African Minerals Development Centre, the African Trade Policy Centre and

the Land Policy Initiative to address the gender dimensions of climate change in the extractive sector, in trade and in land policy. Collaboration with the Capacity Development Division and the African Institute for Economic Development and Planning will be strengthened to deliver country-tailored advisory services and capacity-building to member States and regional economic communities. The subprogramme will work closely with the ECA subregional offices to ensure that gender dimensions are well reflected in the ECA country profiles.

15.51 To support the implementation of its activities, the subprogramme will continue to enhance its partnership with the African Union Commission, the African Development Bank, the regional economic communities and the United Nations system through the regional consultative mechanisms. It will also strengthen joint activities with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). It will define a clear partnership strategy to foster and strengthen relationships with civil society, universities and research institutions. In addition, partnerships will be initiated with non-traditional partners such as private sector organizations to harness their potential to support women's economic empowerment. Relationships with existing development partners will be strengthened and relationships forged with new and emerging partners.

## **Subprogramme 7**

### **Subregional activities for development**

#### **Component 1**

##### **Subregional activities in North Africa**

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**Objective of the Organization:** To achieve structural transformation for inclusive and sustainable development in North Africa

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<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction to country profiles  (ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration for gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives  (ii) Number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration for gender perspectives

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## Strategy

15.52 The overall strategy falls under global and regional agendas involving member States, which will enter into commitments in pursuit of the agreed goals, objectives and action plans. The subprogramme will support the following North African countries: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia, in their endeavours to design and implement policies, programmes and projects aimed at achieving the Sustainable Development Goals. Member States' commitments to financing for development, as agreed in the framework of the Addis Ababa Action Agenda, will also be supported by the programme of work.

15.53 The strategy will focus on providing relevant technical support to member States and regional economic communities to improve their capacities to sustain economic, social and political transformation, with a particular focus on regional integration, gender and industrialization.

15.54 The subprogramme will continue its capacity development activities for national statistical systems, to support the production of accurate and regular data. Policy recommendations arising in this process will be supported by evidence from up-to-date statistics.

15.55 Assistance will be provided to the Arab Maghreb Union to implement its road map for a more integrated Maghreb, taking into account the new developments at the continental level for the implementation of the continental free trade area. The involvement of North African countries in the implementation process of the Arab Customs Union will also be supported by the subprogramme's activities. This process will include designing and implementing the policies of the integrated zone and implementing self-financing mechanisms to support policy design and implementation by the Arab Maghreb Union.

15.56 A special focus will be placed on building and maintaining knowledge and information networks for harnessing and disseminating best practices and lessons learned both elsewhere and within the region to the member States and their organizations. Collaboration with the Capacity Development Division will continue in providing technical assistance to regional economic communities and member States on the harmonization of legal frameworks for regional development issues. The subregional office will work closely with the African Institute for Economic Development and Planning to provide relevant training workshops for member States.

15.57 The subregional office will continue to work in close partnership with United Nations agencies at both the national and regional levels and other development partners in the subregion to enhance the presence and effectiveness of ECA. The subregional coordination mechanism is an appropriate platform for the continued promotion of cooperation with national institutions and actors with a view to ensuring coherent support for the process of regional integration. The subregional office will also work closely with other stakeholders such as the private sector, universities and civil society organizations, and will strengthen linkages with the different think tanks of the subregion to develop relations and build networks across the continent, as in the past through innovative dialogue within the framework of the North African Development Forum.

15.58 Quality assurance and evaluation systems will be integrated into the entirety of the programme's work to monitor quality and impact and its strategy will be adjusted accordingly.

## Component 2

### Subregional activities in West Africa

**Objective of the Organization:** To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the West Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration for gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that express satisfaction with the country profiles  (ii) Increased number of ECA policies, and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration for gender perspectives	(b) (i) Increased number of subregional initiatives designed or implemented by member States, the Economic Community of West African States, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives  (ii) Increased number of policy dialogues and platforms in support of structural transformation in West Africa, with due consideration for gender perspectives

### Strategy

15.59 The responsibility for implementing the subprogramme lies with the ECA Subregional Office for West Africa, which covers the following 15 countries: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The subprogramme will work in close coordination with other ECA divisions and offices, the Economic and Statistical Observatory of Sub-Saharan Africa and the African Regional Technical Assistance Centre in West Africa. The strategy will focus on the provision of relevant support to member States, regional economic communities and intergovernmental organizations in their efforts to achieve the goals and targets in Agenda 2063 and the 2030 Agenda for Sustainable Development, and also those set out in the West African regional integration agenda, the development programme of the Economic Community of West African States (ECOWAS), the regional economic programme of the West African Economic and Monetary Union (WAEMU), and the outcomes of the twenty-first meeting of the Conference of the Parties to the Framework Convention on Climate Change, such as the Paris Agreement.

15.60 The subprogramme's strategy will promote continued efforts aimed at strengthening the capacity of member States and regional economic communities in statistics and development planning. In this regard, the focus will be on the reinforcement of country and subregional data production and dissemination processes and their alignment with international standards and classification; assistance with the deployment of database applications, such as StatBase and Pheonix, and the development of a central database for the regional economic communities and WAEMU; incorporation of economic structural transformation dimensions in national and subregional strategies; and capacity-building in development planning and the use of project monitoring and evaluation tools.

15.61 The subprogramme will also undertake data collection missions, policy dialogue, and capacity-building initiatives in support of the development and maintenance of the subregional database, the production of country profiles, and other publications and outputs by the subregional office.

15.62 The subprogramme will work with the African Centre for Statistics and other substantive divisions in providing adequate support to member States and regional economic communities in their efforts to improve national statistical systems for evidence-based policy development. Under this subprogramme, the subregional office will develop and maintain a subregional repository of statistical information to feed the common databank at ECA headquarters and support all analytical and research needs of the Commission.

15.63 The establishment of the continental free trade area by 2017 and the implementation of the ECOWAS external common tariff, the forthcoming economic partnership agreements between ECOWAS and the European Union and the introduction of an ECOWAS single currency will require specific analytical work to ensure that the West African countries are fully prepared and to support their associated actions. Demographic processes, urbanization, social development, gender equality and the empowerment of women, industrialization and agricultural value chain-related issues, together with political and security risks, will continue to pose a challenge for West Africa's development during this biennium. These issues and challenges will continue to receive due attention from the subprogramme through its subregional initiatives component.

15.64 The subprogramme will address other emerging issues, such as climate change, international migration, and civil registration and vital statistics through the innovative regional development of strategic partnerships and collaboration with member States, knowledge and research institutions and other pertinent development stakeholders, including the private sector and civil society organizations. The strategy will focus on conducting country civil registration and vital statistics assessment, along with action plans to improve civil registration and vital statistics systems in accordance with the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics.

15.65 While strengthening its relationship with ECOWAS, WAEMU and the Mano River Union, the subregional office will continue working closely with other United Nations agencies and programmes in the framework of a reinforced subregional coordination mechanism.

**Component 3**  
**Subregional activities in Central Africa**

**Objective of the Organization:** To achieve structural transformation for inclusive and sustainable development in Central Africa

<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration for gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that express satisfaction with the country profiles  (ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Central Africa subregion, the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities, with due consideration for gender perspectives	(b) (i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community and the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives  (ii) Increased number of policy and dialogues platforms in support of structural transformation in Central Africa, with due consideration for gender perspectives

**Strategy**

15.66 The responsibility for implementing the subprogramme lies with the subregional office for Central Africa, which covers the following seven countries: Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon, and Sao Tome and Principe. The office will implement its programme of work in close cooperation with the Economic and Statistical Observatory of Sub-Saharan Africa and various divisions of ECA. The implementation strategy will focus on providing advisory services to member States and implementing joint activities, with a view to improving their statistical systems and increasing the availability and quality of data and information. To this end, work under the component will be carried out in close collaboration with national statistical agencies to collect a wide range of statistics, including data on monitoring internationally agreed development goals, censuses, surveys, and economic classification and development indicators. The African Centre for Statistics, using modern technologies and its technical skills, will assist member States in collecting, processing and using quality, comparable and harmonized statistics. In addition, the subprogramme will focus on providing support to member States and regional economic communities in mainstreaming regional and international

initiatives, such as the 2030 Agenda for Sustainable Development and the 10-year action plan of Agenda 2063, in their development strategies and in giving them a gender perspective.

15.67 Through the production of country profiles, the component will provide member States with policy advice in support of their development agendas with a focus on structural transformation. The country profiles will include research, analysis, forecasts, indicators and trends relating to a variety of statistics on output, trade, governance, mining, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. Opportunities for structural transformation will be identified and appropriate recommendations will be provided accordingly.

15.68 The special initiatives component of the subprogramme will reflect the priorities defined by the regional economic communities in their efforts to advance post-conflict recovery, regional integration and economic, social and environmental development. The component will specifically assist regional economic communities and member States in mainstreaming regional and international initiatives such as the 2030 Agenda for Sustainable Development and the 10-year action plan of Agenda 2063 in their development strategies. In addition to those with the national statistics offices, partnerships will also be strengthened with other United Nations agencies through participation in the activities of the United Nations country teams and the subregional coordination mechanism and with the African Development Bank, the Bank of Central African States and the Central African States Development Bank, through joint activities such as the implementation of the consensual transport master plan and support for the steering committee for the rationalization of regional economic communities in Central Africa.

#### **Component 4** **Subregional activities in East Africa**

**Objective of the Organization:** To achieve structural transformation for inclusive and sustainable development in Eastern Africa

<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States in the Eastern Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that express satisfaction to country profiles  (ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and Intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the East Africa subregion, the East African Community, the Intergovernmental Authority on Development, and the Economic Community of the Great Lakes Countries to implement subregional development priorities, with due consideration for gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives  (ii) Number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration for gender perspectives

### **Strategy**

15.69 The responsibility for implementing the subprogramme lies with the subregional office for East Africa, which covers the following 14 countries: Burundi, the Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The subregional office also covers the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission, and the International Conference on the Great Lakes Region.

15.70 To achieve its objective and expected accomplishments, the subprogramme will focus on producing country profiles and subregional initiatives. The country profiles will evaluate the state of structural transformation in the subregion and identify issues that would require further analysis and support from the Commission. Subregional initiatives and advisory services, together with tailored capacity-building interventions, will be the vehicle through which the needs for assistance of member States and regional economic communities will be addressed. The diagnosis process would include dedicated high-level policy dialogues at both national and subregional levels.

15.71 The subregional coordination mechanism for East and Southern Africa will offer an ideal platform to foster system-wide coherence in the provision of support to member States and regional organizations in the subregion. Identified flagship programmes, such as those on the blue economy, the tripartite free trade agreement and the mainstreaming of intelligent transport systems in the corridor infrastructure, will support the implementation of Agenda 2063, the 2030 Agenda for Sustainable Development, and the outcomes of the twenty-first session of the Conference of the Parties to the Framework Convention on Climate Change at the national and subregional levels.

15.72 In line with the new business model for ECA and its knowledge management strategy, the work of the subregional office will be carried out in close collaboration with think tanks, universities and other stakeholders, with a view to maximizing the influence and impact of ECA work at the national and subregional level. Priority will be given to interaction with the planned African research collaboration facility.

15.73 Gender dimensions will be mainstreamed in all relevant work and data will be disaggregated by sex.

## Component 5

### Subregional activities in Southern Africa

**Objective of the Organization:** To achieve structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the Southern African subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration for gender perspectives, at the national and subregional levels	(a) (i) Increased number of member States and regional economic communities that express satisfaction with the country profiles  (ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa and the Southern African Development Community to implement subregional development priorities with due consideration for gender perspectives	(b) (i) Number of subregional initiatives designed or implemented by member States, the Common Market for Eastern and Southern Africa, the Southern African Development Community and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives  (ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration for gender perspectives

### Strategy

15.74 The subregional office for Southern Africa is responsible for the implementation of this component of the subprogramme. The office covers the following 11 member States: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. To enhance the capacity of member States and regional economic communities to produce and disseminate quality, timely and gender disaggregated statistics, the subregional office will work closely with the African Centre for Statistics in providing technical support to national statistical offices in implementing modern methodologies and tools to improve their statistical operations and facilitate data capture. In pursuit of the goal of becoming the data centre of excellence in Southern Africa, priority under this component will be given to the continuous collection of timely, quality and gender-disaggregated data for the maintenance of a statistical database for Southern Africa that will continuously feed into the ECA common databank to support policy research work.

15.75 Besides national statistical offices, the subregional office will further strengthen ties and collaboration with regional economic communities in an effort to explore other areas of statistical cooperation reflecting subregional priorities, including the need for

comparable and harmonized statistics in Southern Africa to enhance regional integration. In addition, the subregional office will continue to prepare and update country profiles as a flagship and recurrent publication of ECA aimed at providing economic and social data, institutional and policy information, forecasts and policy and risk analysis to serve a variety of clients, including member States, domestic and international investors, civil society and policy and decision makers in Southern Africa and beyond. To this end, the subregional office will closely interface with other ECA divisions responsible for forecasting and producing indices that are key elements in the production of country profiles, such as the African social development index, the African gender and development index and the African regional integration index.

15.76 As part of the programme component, the subprogramme will convene expert group meetings and policy dialogues and provide technical support and advisory services to member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community and other intergovernmental organizations and key stakeholders, aimed at enhancing their capacity to design and implement key priority initiatives that have been adopted at the subregional level, and will also explore strategic development and emerging issues relevant to the economic transformation of the subregion. This will include supporting programmes and interventions carried out under the subregional initiatives cluster, such as undertaking analytical work geared towards supporting the implementation of the social and economic development priorities of the regional economic communities in the context of the subregional coordination mechanism, providing functional support for the work of the United Nations country teams, member States and other key stakeholders and the achievement of regionally and internationally agreed development goals, including Agenda 2063. The subregional office will take advantage of forums such as the sessions of its intergovernmental committees of experts, policy dialogues and special events as platforms for the raising of awareness and promotion of these regional and global development commitments among member States, regional economic communities and intergovernmental organizations.

15.77 In addition, the subregional office will engage governments, regional economic communities, intergovernmental organizations and other key stakeholders – including civil society and the private sector – in ensuring that national and regional development plans, priorities, agendas and initiatives are aligned with the goals of Agenda 2063 and the 2030 Agenda for Sustainable Development.

15.78 To enhance the effectiveness and impact of ECA interventions and activities in the subregion, the subregional office will strengthen existing partnerships and forge new ones with United Nations agencies, development partners, civil society, the private sector, universities, research organizations and think tanks operating in Southern Africa. An important element of the strategy is its focus on building and maintaining knowledge and information networks for harnessing and disseminating information to member States, regional economic communities and intergovernmental organizations. To this end, the subregional office will continue to build and maintain an active presence on knowledge networks, such as the ECA knowledge for development network, [knowledge4africa.uneca.org](http://knowledge4africa.uneca.org), as a strategy for disseminating knowledge to the wider policy audience. The subregional office will also continue to pursue close links with the thematic communities of practice as an effective way of engaging with



partner institutions and policy experts for continuous learning and sharing of best practices.

## **Subprogramme 8**

### **Development planning and administration**

**Objective of the Organization:** To improve public sector management and development planning in support of member States' structural transformation

<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States for better development planning, including the development of long-term visions, sectoral policy design and planning, urban and regional planning	(a) (i) Increased number of member States adopting and applying appropriate planning approaches, policies and tools for the attainment of their strategic goals and objectives based on guidelines and recommendations emanating from the African Institute for Economic Development and Planning (ii) Increased number of participants that have responded to surveys acknowledging they have significantly benefited from training at the African Institute for Economic Development and Planning in development planning, public administration and results-based management
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(b) (i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the Division (ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender

### **Strategy**

15.79 The African Institute for Economic Development and Planning is responsible for the implementation of this subprogramme. In the context of Africa's structural transformation agenda, anchored by key development frameworks such as Agenda 2063, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda which member States are integrating in their development plans, the Institute retains its relevance and important role in strengthening institutional and human capacities in African countries in pursuit of an accelerated continental transformation. In terms of strategy, the Institute aims to contribute to building the capacity of African countries autonomously to deploy development planning tools to achieve the core goals of the structural transformation of their economies and societies.

15.80 To this end, the Institute will continue investing heavily in the expansion of its capacity development, advisory and policy-dialogue

programmes and activities targeted both at the mid-career and senior officials of African governments, and in particular at the next generation of younger professionals and female officials. It will also pay close attention to the emerging demands of member States and the priorities set by the key development frameworks mentioned above, which are guiding development in Africa in the medium and long term. The Institute's activities for the biennium will include comprehensive training and technical cooperation services for governments and other relevant stakeholders, applied pedagogical research and the development of knowledge networks among stakeholders, in particular those relating to public sector performance in the region. The Institute will continue its quest to become the premier African training centre in the areas of planning and public management through the generation and deployment of new initiatives addressing specific needs of member States.

15.81 In order to bridge the gap between policy research and knowledge delivery, the African Institute for Economic Development and Planning will interface closely with the divisions and subregional offices of ECA and other relevant agencies of the United Nations system. It will continue to expand its global partnerships, including collaboration with African universities and think tanks, with a view to enhancing its capacity to deliver decentralized courses and master's degree programmes across Africa. In addition, online and e-learning opportunities will be provided to officials of member States, in order to enhance the scale, reach, presence and impact of its programmes, and also to promote a culture of continuous learning and updating of skills. Opportunities for tailor-made capacity-building, further training and retraining activities will be explored, and efforts will be made to build the interface between public sector managers, leaders and relevant actors from the private sector and civil society. In all the services that it offers, the African Institute for Economic Development and Planning will ensure that it reaches more female officials through wider dissemination of its annual programme of training events, strongly encouraging member States to nominate female officials to its training courses, and exercising positive discrimination where necessary.

## **Subprogramme 9**

### **Social development policy**

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**Objective of the Organization:** To achieve inclusive and equitable sustainable human and social development for transformation in Africa

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<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Enhanced capacity of member States to mainstream employment, social protection and nutrition security into national policies and strategies	(a) Increased number of member States and regional economic communities implementing new policies, approaches and tools for employment promotion, nutrition security and social protection, with an increased focus on gender, in the attainment of their strategic goals and objectives
(b) Enhanced capacity of member States to develop, implement and monitor population and youth policies, including in the areas of migration, ageing and disability	(b) Increased number of member States and regional economic communities applying ECA policy recommendations and tools to integrate population, ageing, migration, disability, youth development and other population-related issues into their national development policies

	and programmes, with a focus on gender equality
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programme and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality

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## Strategy

15.82 A strategic focus of the subprogramme will be to support and accelerate achievement of the global vision for sustainable development as set out in the 2030 Agenda for Sustainable Development, Agenda 2063 and its first 10-year implementation plan, and the Addis Ababa Action Agenda.

15.83 A core objective of the subprogramme will be to support the design and implementation of appropriate national and subregional policies, programmes and strategies to promote social development for inclusive and equitable growth and transformation. More specifically, the subprogramme will generate knowledge, tools and approaches to enhance the capacity of member States to develop, implement and monitor policies on employment, youth, population, urbanization and social protection, with a particular emphasis on gender. In so doing, the subprogramme will establish and strengthen partnerships, synergies and collaboration within ECA and with relevant United Nations agencies, funds and programmes, international organizations, regional economic communities, think tanks, academic institutions, civil society and the private sector.

15.84 The subprogramme will also focus on issues related to youth development and population dynamics strategically guided by regional and global commitments, including the Programme of Action of the International Conference on Population and Development; the Convention on the Rights of Persons with Disabilities; the Madrid International Plan of Action on Ageing and the World Programme of Action for Youth. Policy research, documentation of best practices and knowledge-sharing will be undertaken to support member States in designing, implementing and reviewing policies and strategies. Emphasis will be placed on the convening role played by ECA, in particular with regard to promoting regional cooperation and building consensus to accelerate the implementation of international and regional commitments on population, youth, migration and development and social integration of vulnerable groups.

15.85 As an important element of the Division's strategy to reduce poverty and promote inclusive growth on the continent, research and analytical work based on empirical data will support the design of appropriate national and subregional policies on employment, with particular reference to youth, nutrition security, and adequate social protection and investments. In addition, the subprogramme will develop monitoring tools to support informed policy decisions on inclusion by member States. These will be complemented by a strategic focus on inequality in all its facets and its link to inclusive and sustainable growth and by further support for member States and economic communities on the continent in their efforts to implement the relative goals, targets and indicators.

15.86 The subprogramme will focus on strengthening the capacity of member States to mainstream urbanization into their national

development planning as an overarching and cross-cutting process with impacts on all the different elements of structural transformation. To this end, it will develop evidence, knowledge and consensus on the role of urbanization as a driving force behind inclusive growth and transformation. This includes the development of policy knowledge, tools and guidelines to analyse the role of sustainable urbanization in national and regional growth and transformation, to mainstream it into national development planning and to ensure its accurate monitoring through robust data and statistics. This work will take into account the new global urban agenda expected to emerge during the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in 2016. The subprogramme will further focus on strengthening urbanization for informed decision-making and improved planning, by working with national statistical bodies. In particular, it will support member States in their endeavours to implement and monitor Goal 11 of the 2030 Agenda for Sustainable Development and its related targets and indicators.

### Legislative mandates

57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/1	2005 World Summit Outcome
61/7	Cooperation between the United Nations and the International Organization of la Francophonie
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
63/310	Cooperation between the United Nations and the African Union
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
65/175	Industrial development cooperation
65/214	Human rights and extreme poverty
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/130	Women and political participation
66/137	United Nations Declaration on Human Rights Education and Training
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/224	People's empowerment and development
66/286	New Partnership for Africa's Development: progress in implementation and international support
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/145	Strengthening collaboration on child protection within the United Nations system
68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/199	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/153	Enhancement of international cooperation in the field of human rights
70/155	The right to development
70/159	Globalization and its impact on the full enjoyment of all human rights
70/184	Information and communications technologies for development
70/187	International trade and development
70/192	Follow-up to the International Conference on Financing for Development
70/198	Agricultural technology for sustainable development
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence

70/215	Development cooperation with middle-income countries
70/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
70/218	Second United Nations Decade for the Eradication of Poverty (2008-2017)
70/219	Women in development
70/222	South-South cooperation
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
<i>Economic and Social Council resolutions</i>	
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/35	Programme of Action for the Least Developed Countries for the Decade 2011-2020
<i>Economic Commission for Africa resolutions</i>	
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
929 (XLVIII)	Third International Conference on Financing for Development
<b>Subprogramme 1</b>	
<b>Macroeconomic policy</b>	
<i>General Assembly resolutions</i>	
48/180	Entrepreneurship and privatization for economic growth and sustainable development
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions
54/128	Action against corruption
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
58/4	United Nations Convention against Corruption
60/34	Public administration and development
64/116	The rule of law at the national and international levels
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/75	Preventing and combating illicit brokering activities
65/94	The United Nations in global governance
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
65/146	Innovative mechanisms of financing for development
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
65/314	Modalities for the fifth High-level Dialogue on Financing

	for Development
66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
66/213	Fourth United Nations Conference on the Least Developed Countries
70/188	International financial system and development
70/190	External debt sustainability and development
<i>Economic and Social Council resolutions</i>	
2004/64	International Conference on Financing for Development
2005/3	Public administration and development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
<i>Economic Commission for Africa resolutions</i>	
848 (XL)	Financing for development
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis
876 (XLIII)	Establishment of African financial institutions
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation
886 (XLIV)	Illicit financial flows
896 (XLV)	Illicit financial flows from Africa
935 (XLVIII)	Least developed countries in Africa
<b>Subprogramme 2</b>	
<b>Regional integration and trade</b>	
<i>General Assembly resolutions</i>	
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/255	Improving global road safety
65/151	International Year of Sustainable Energy for All
65/154	International Year of Water Cooperation, 2013
66/195	Agricultural technology for development
66/206	Promotion of new and renewable sources of energy
70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session
70/191	Commodities
70/204	International Strategy for Disaster Reduction
70/223	Agriculture development, food security and nutrition
<i>Economic and Social Council resolutions</i>	
2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2015/3	Social dimensions of the New Partnership for Africa's Development
<i>Economic Commission for Africa resolutions</i>	
819 (XXXI)	Promotion of energy resources development and utilization

	in Africa
847 (XL)	Aid for trade
867 (XLIII)	Assessment of progress on regional integration in Africa
877 (XLIII)	Towards realizing a food-secure Africa
907 (XLVI)	Industrialization for an emerging Africa
913 (XLVII)	Role of renewable energy in Africa's industrialization and economic
914 (XLVII)	African regional integration index
921 (XLVII)	Agricultural transformation for an industrialized Africa
922 (XLVII)	Industrialization for inclusive and transformative development in Africa
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024

### **Subprogramme 3**

#### **Innovations, technologies and management of Africa's natural resources**

##### *General Assembly resolutions*

62/8	Overview of United Nations activities relating to climate change
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/206	Promotion of new and renewable sources of energy
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/41	Development in the field of information and telecommunications in the context of international security
69/288	Comprehensive review of United Nations system support for small island developing States
70/202	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
70/205	Protection of global climate for present and future generations of humankind
70/206	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
70/213	Science, technology and innovation for development

##### *Economic and Social Council*

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/27	Science, technology and innovation for development

##### *Economic Commission for Africa resolutions*

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa



789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
800 (XXX)	Strategy and action plan for water resources assessment, development and management in Africa
812 (XXXI)	Implementation of the African Information Society Initiative
817 (XXXI)	African Regional Conference on Science and Technology
818 (XXXI)	Promotion of mineral resources development and utilization in Africa
887 (XLIV)	Enhancing science and technology for development in Africa
884 (XLIV)	Climate change and sustainable development in Africa
919 (XLVII)	Green economy and structural transformation in Africa
930 (XLVIII)	African Regional Forum on Sustainable Development
<b>Subprogramme 4</b>	
<b>Statistics</b>	
<i>Economic and Social Council resolutions</i>	
2013/21	Fundamental Principles of Official Statistics
2015/10	2020 World Population and Housing Census Programme
<i>Economic Commission for Africa resolutions</i>	
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
911 (XLVI)	Statistics and statistical development
931 (XLVIII)	Data revolution and statistical development
<b>Subprogramme 5</b>	
<b>Capacity development</b>	
<i>General Assembly resolutions</i>	
66/286	New Partnership for Africa's Development: progress in implementation and international support
<i>Economic and Social Council resolutions</i>	
2013/26	Social dimensions of the New Partnership for Africa's Development
<i>Economic Commission for Africa resolutions</i>	
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
<b>Subprogramme 6</b>	
<b>Gender and women in development</b>	
<i>General Assembly resolutions</i>	
59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls

66/130	Women and political participation
70/130	Violence against women migrant workers
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/132	Improvement of the situation of women and girls in rural areas
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/138	The girl child
70/176	Taking action against gender-related killing of women and girls

*Economic and Social Council resolutions*

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

**Subprogramme 7**

**Subregional activities for development**

*General Assembly resolutions*

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

*Economic and Social Council resolutions*

2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/43	Support to the Republic of South Sudan

*Economic Commission for Africa resolutions*

828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up

Committee at its first meeting)

874 (XLIII) Strengthening the subregional offices of the United Nations Economic Commission for Africa

849 (XL) Statistics and statistical capacity-building in Africa

**Subprogramme 8**

**Development planning and administration**

*Economic and Social Council resolutions*

2011/13 African Institute for Economic Development and Planning

*Economic Commission for Africa resolutions*

799 (XXX) Promoting human development in Africa

851 (XL) African Institute for Economic Development and Planning

875 (XLIII) Repositioning of the African Institute for Economic Development and Planning

908 (XLVI) Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

**Subprogramme 9**

**Social development policy**

*General Assembly resolutions*

64/134 Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding

65/170 International migration and development

65/234 Follow-up to the International Conference on Population and Development beyond 2014

65/267 Organization of the High-level Meeting on Youth

65/312 Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding

66/124 High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities

68/134 Follow-up to the Second World Assembly on Ageing

68/135 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

70/127 Policies and programmes involving youth

70/128 Cooperatives in social development

70/147 Protection of migrants

70/210 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

S-21/2 Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development

S-24/2 Further initiatives for social development

*Economic and Social Council resolutions*

2001/42 Global campaign for poverty eradication

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond
2015/3	Social dimensions of the New Partnership for Africa's Development
<i>Economic Commission for Africa resolutions</i>	
748 (XXVIII)	Population, family and sustainable development
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa