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Proposed programme budget for 2020

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Proposed programme budget for 2020

Part V

Regional cooperation for development

Section 18

Economic and social development in Africa

Programme 15

Economic and social development in Africa

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* [A/74/50](#).

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

*** As outlined in the report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session ([A/73/400](#)), the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.

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



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Foreword

The Sustainable Development Goals provide a blueprint for what Africa and the world need to create a prosperous and inclusive society. For Africa, it is a vision of a continent where the social contract between State and citizen is strengthened by the bonds of accountability, good governance and transparency. It is an Africa whose finances are in order. It is an Africa that innovates to meet the human and physical infrastructure needs of its people. It is an Africa where markets merge and borders fade. It is an Africa that provides gainful employment for its youth and women. The Economic Commission for Africa (ECA) is well positioned to accompany Africa's women, youth, private sector, governments and all its people on this journey.

A new pan-Africanism built not on political resistance but on economic regional and global integration is under way. It is in this context that the African Union's Agenda 2063: The Africa We Want, is being implemented. With the signing of the partnership framework in 2018 between the African Union and the United Nations, ECA has a unique opportunity to contribute to the achievement of this agenda. The role of ECA will be to support Africa's efforts to diversify and transform its economic base and accompany its transition into the fourth industrial revolution by creating a nurturing environment for private sector growth and job creation.

As a knowledge institution, ECA, in association with other partners, must therefore support Africa in its diversity as it charts a development path that responds to the changing world economic order, the changing demographics, urbanization and environment. Forging and implementing an economic narrative for Africa that liberates its growth potential and transforms its assets into springboards to prosperity is the mission of ECA. Leveraging its think-tank, convening and operational functions, ECA will continue to support member States in building strong institutions for macroeconomic stability that is consistent with domestic resource mobilization. In 2020, we will focus on the implementation of the Agreement establishing the African Continental Free Trade Area, including the enhancement of digital trade platforms, improved access to innovative finance for infrastructure projects and building a more conducive private sector environment. We will ensure that goals of macroeconomic stability and growth coexist alongside a regional integration and trade agenda. Conscious of the high levels of poverty and persistent inequality, we will focus on developing policy and innovative financing tools for the social sectors, gender inclusion and new tools for fostering improved governance.

While development is incremental, it must be measured. Building strong data capabilities will therefore be core to this agenda. I place emphasis on providing technical support to member States in driving their development agenda in these areas. I will strengthen the subregional offices to become centres of excellence in areas of specialization that respond to the specific needs of their subregions.

Undoubtedly, implementation is a major challenge on the continent. My vision is for an ECA that seeks to do more in terms of implementation and impact. Overall, the aim is to work in collaboration with the United Nations development system and other partners to transform ideas into action for a prosperous Africa.

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

Overall orientation

Mandates and background

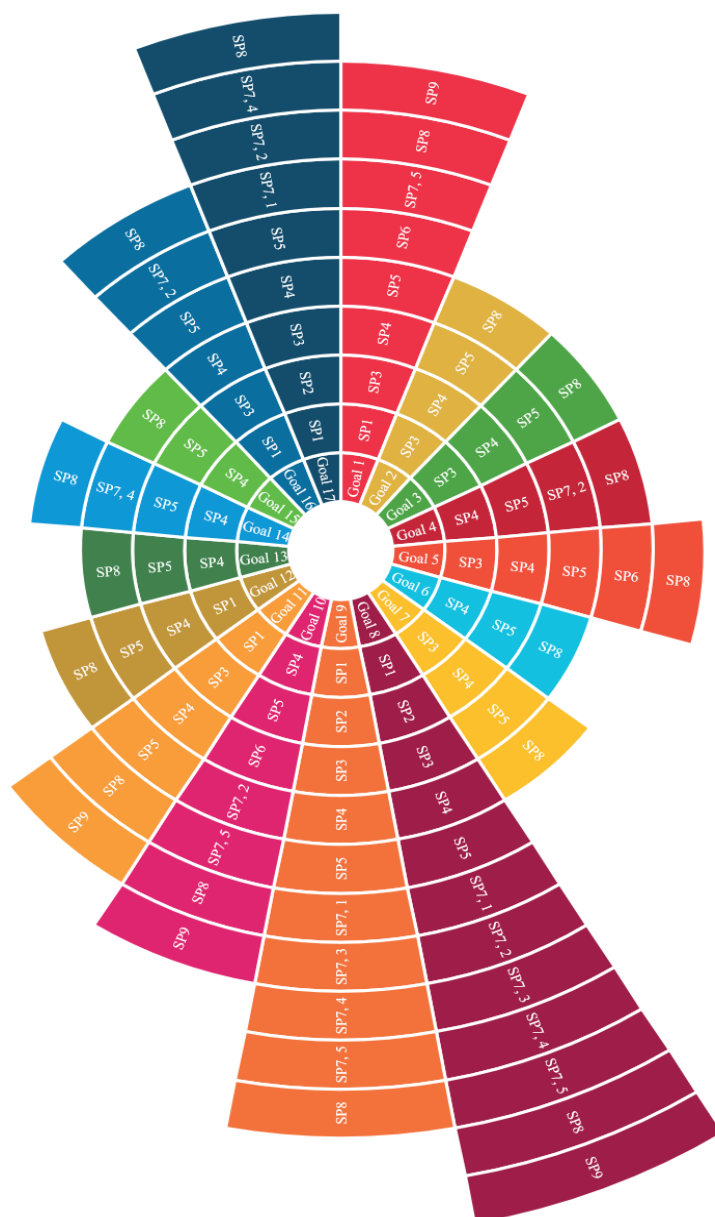
- 18.1 The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for Africa's development. The mandate derives from the priorities established in Economic and Social Council resolution 671 A (XXV).
- 18.2 Through its work to promote Africa's social and economic development, ECA will support African member States in creating more prosperous and inclusive societies where most citizens are free from want and deprivation. If African member States are to attain the desired outcomes contained in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1) and the African Union's Agenda 2063, integrated policy and capacity support focused on accelerating the structural transformation and diversification of their economies are imperative. In this regard, ECA has a key role to play in providing dedicated regional platforms, undertaking cutting-edge policy research and responsive capacity support and policy advice at the country level. ECA support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 18.3 The mandates of the Commission guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 18.I summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 18.1

Economic and social development in Africa: alignment of subprogrammes with Sustainable Development Goals



- 18.4 The objectives of the subprogrammes are also aligned with the priorities and vision articulated in Agenda 2063: The Africa We Want, adopted by the African Union, the New Partnership for Africa's Development (NEPAD) programme and other internationally agreed development agendas, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the New Urban Agenda and the Global Compact for Safe, Orderly and Regular Migration.

Recent developments

- 18.5 The year 2018 has been a watershed year for the global economy and for Africa. The signing of the Agreement establishing the African Continental Free Trade Area in March 2018 was a landmark in accelerating the continental integration agenda by deepening economic diversification.
- 18.6 In January 2018, the United Nations and the African Union signed the Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. The Framework is considered to be an important programmatic vehicle for integrating all existing mandates requiring stronger and more effective coordination and collaboration between the two organizations. The implementation of the Framework follows the principles outlined in the Partnership on Africa's Integration and Development Agenda for 2017–2027 and will guide the collaboration of ECA with the African Union.
- 18.7 In May 2018, the General Assembly adopted resolution [72/279](#), in which it reaffirmed the role and functions of the United Nations development system at the regional level, including the regional economic commissions and the regional teams of the United Nations development system, and underlined the need to continue to make them fit for purpose in supporting the implementation of the 2030 Agenda.
- 18.8 On the macroeconomic and social development front, Africa finds itself in a new macroeconomic environment characterized by slow global recovery from the global financial and economic crisis of 2008–2009. African economic growth recovered in 2018, but the rate of growth is still far below the double-digit pace needed for structural transformation, poverty reduction and increased prosperity as envisioned in Agenda 2063 and the 2030 Agenda for Sustainable Development.
- 18.9 Growth moderated most notably in oil-exporting countries at a time of falling foreign direct investment flow. This macroeconomic environment is being further strained by shifts in the domestic policies of emerging economies, which are rebalancing their sources of growth.
- 18.10 The current patterns and quality of growth in the region are leaving large segments of the population trapped in poverty and vulnerability. The inequalities across the continent have economic, social and political consequences. In the long run, these elements run the risk of undermining economic growth, productivity and the development of markets and could create conditions for conflict and social unrest. Increasingly, there is consensus regarding the urgent need to ensure that growth is accelerated, sustainable and inclusive.
- 18.11 The current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. Structural transformation and diversification of economies will allow African countries to diversify their sources of growth to reduce the vulnerability of their economies to internal and external shocks.
- 18.12 Macroeconomic issues that are undermining more inclusive and sustainable growth can be addressed by strengthening Africa's own resources. The continent's ability to deal with new and emerging challenges is predicated on its ability to stabilize and grow its economies, primarily by mobilizing its own resources. To meet this challenge, robust governance systems can support effective public sector management with a view to mobilizing domestic resources, combating illicit financial flows, reforming tax policies and creating space for vigorous private sector actors. In addition, for African countries to thrive in the constantly changing and dynamic global environment, robust governance systems predicated on the authority and legitimacy of the State and on the predictable actions of agents are of importance. The presence of such governance systems would also make Africa an attractive continent in which people are happy to live, work and invest.
- 18.13 The role of the private sector in financing Africa's development will continue to grow. The private sector can provide innovative and efficient ways of delivering infrastructure and other solutions for the continent. By mobilizing private sector finance, Africa can raise the trillions of dollars needed to fast-track its development by diversifying the economy and improving competitiveness. This will require the development of robust capital markets and the creation of an environment conducive to

private sector development, in particular in the areas of services, land, agriculture, energy and other infrastructure sectors. By leveraging the private sector, Africa can shift the production frontier for both goods and services, create sustainable economies, generate additional jobs and reap the continent's demographic dividend.

- 18.14 Poverty and inequality, however measured, remain high in most parts of the continent. Accelerating the pace of poverty reduction and narrowing the persistent inequalities across the continent will contribute to social and political stability, economic growth, higher levels of productivity and improved living standards. Increasingly, there is recognition of an urgent need to ensure that public policies in Africa are more inclusive and respond to the needs of the vulnerable, including young people and women.
- 18.15 The commitment of African governments to the regional integration agenda and, more broadly, to accelerated economic integration through, among other measures, the creation of the African Continental Free Trade Area and the Action Plan for Boosting Intra-African Trade, is at a scale sufficient to attract the private sector. These initiatives are complemented by other continental flagship programmes and strategies, including the Comprehensive Africa Agricultural Development Programme, the Programme for Infrastructure Development in Africa, the Action Plan for Accelerated Industrial Development of Africa and the Science, Technology and Innovation Strategy for Africa. Together these provide critical frameworks to attract and leverage private sector investment, optimize economic production and close productivity gaps.
- 18.16 Climate change, environment and natural resources management are leverage points for the continent for implementing the Sustainable Development Goals. Attainment of many of the Goals is directly or indirectly linked to the sustainable management of natural resources for healthy ecosystems, healthy economies and healthy societies. Africa is faced with serious challenges posed by climate change to the attainment of the 2030 Agenda for Sustainable Development. This underlines the importance of Africa effectively integrating mitigation and adaptation to climate change into development policy planning processes, reducing vulnerability and strengthening resilience to impacts. Moving forward with the implementation of the intended nationally determined contributions under the Paris Agreement would enable African countries to reduce their future emissions and contribute to global collective efforts to tackle the effects of climate change. While harnessing natural resource endowments, new technologies and infrastructure as a means of creating wealth, reversing resource depletion and diversifying their economies, African countries can also pursue policy reforms to foster a green economy while contributing to balanced integration of the economic, social and environmental dimensions of sustainable development.
- 18.17 Data and statistics are central to the development process. There is consensus on the development aspirations that should be pursued by Africa, as captured in the 2030 Agenda and Agenda 2063. In implementing and monitoring the two integrated agendas, there is a recognized need for an effective data policy regime and architecture to support the process. An African data revolution that constitutes the lifeblood of policymaking, planning and follow-up, and review of the two agendas will require resources and strengthened capacities for data collection, storage, access and analysis grounded in robust statistical systems.

Strategy and external factors for 2020

- 18.18 The strategy of ECA is to support the continent's countries in transforming their economies and effectively integrating into a common economic, social and political space; and promote international cooperation to create a more prosperous and inclusive continent where most citizens are free from want and deprivation. In pursuing its mandate, ECA will concentrate on five strategic directions:
- (a) Advancing its position as a premier knowledge institution that builds on its position and privilege to bring global solutions to the continent's problems and take local solutions to the continent;

- (b) Developing macroeconomic and structural policy options to accelerate economic diversification and job creation;
 - (c) Designing and implementing innovative financing models for infrastructure, human, physical and social assets for a transforming Africa;
 - (d) Contributing solutions to regional and transboundary challenges, with a focus on peace, security and social inclusion as an important development nexus;
 - (e) Advocating Africa's position at the global level and developing regional responses as a contribution to global governance issues.
- 18.19 In its work, the Commission plans to move beyond merely focusing on the public sector, bringing into its working modalities and efforts ideas and actions designed to deepen and grow the private sector, in particular the domestic private sector. Efforts will be aimed at harnessing the private sector as a driver of production and productivity growth, a creator of jobs and a provider of alternative means of development financing. ECA will, therefore, deepen its collaboration with the private sector in support of policies on the appropriate enabling environment for that sector.
- 18.20 The Commission will also work with member States in both the normative and practical aspects of State-building through robust governance systems, which should include focusing more on issues of vulnerability, risks and capability in conflict and post-conflict countries with the aim of building their resilience and thereby preventing further crises.
- 18.21 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Policy priorities of member States are focused on the implementation of the 2030 Agenda, the Sustainable Development Goals and Agenda 2063;
 - (b) member States continue to work together and provide policy guidance to the secretariat through intergovernmental policy organs and platforms;
 - (c) Regional economic communities remain committed to and cooperate with each other in line with their commitments to implement internationally and regionally agreed development frameworks.
- 18.22 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 6, the result is "enhanced capacity of African countries to mainstream gender into their sectoral policies and to narrow gender gaps in social and economic spheres for harnessing the demographic dividend". In the same subprogramme, the evidence includes: "...three member States, namely, Nigeria, Uganda and South Africa, adopt strategies for mainstreaming gender in their sectoral policies". For subprogramme 8, the deliverables include training courses addressing gender equality and women's empowerment, and the result is increased "availability of African experts, including women, trained to improve public sector management and development planning in their respective countries".
- 18.23 With regard to cooperation with other entities, ECA will continue to build on its existing strategic partnership with the two pan-African institutions, namely, the African Union Commission and the African Development Bank, in support of the 2030 Agenda and Agenda 2063. ECA will leverage this partnership in support of the United Nations-African Union Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, as well as the United Nations-African Union Joint Framework for an Enhanced Partnership in Peace and Security, in such areas as the United Nations integrated strategy for the Sahel. These frameworks are recognized by leaders of the United Nations and the African Union as important programmatic vehicles for integrating all existing mandates requiring stronger and more effective coordination and collaboration between the two organizations. The Commission will also deepen its partnership with other regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations in advancing the Sustainable Development Goals and Agenda 2063.

- 18.24 With regard to inter-agency coordination and liaison and in the context of achieving greater collaboration with the regional teams of the United Nations Sustainable Development Group, ECA will leverage, among other bodies, the regional and subregional coordination mechanisms to deliver better support to member States, regional economic communities and intergovernmental organizations. At the national level, ECA will work closely with the United Nations resident coordinator system and the United Nations country teams, in fulfilment of the statement of collaboration between the United Nations Development Group and the regional commissions for the implementation of the 2030 Agenda. In addition, ECA will continue to work closely with other regional commissions to develop joint initiatives with a view to strengthening the regional dimension in both global development and South-South cooperation and will strengthen its work with and through the resident coordinator system and the United Nations country teams, particularly in providing support to countries to achieve their priorities within the framework of Agenda 2063 and the 2030 Agenda for Sustainable Development. ECA will further enhance its collaboration with the regional teams of the United Nations Sustainable Development Group in providing coherent and coordinated support to the resident coordinator system and the United Nations country teams.

Evaluation activities

- 18.25 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:
- (a) Evaluation of the African Trade Policy Centre;
 - (b) Evaluation of the African Minerals Development Centre;
 - (c) Midterm evaluation of the project on “Improving land governance in the IGAD region”;
 - (d) Midterm evaluation of the programme on weather and climate information services for Africa;
 - (e) Self-evaluation of the Conference of Africa Ministers of Finance, Planning and Economic Development;
 - (f) Self-evaluation of the 2018 African Regional Forum on Sustainable Development;
 - (g) Evaluation of capacity-building activities in the areas of (i) competitive regional agricultural value chains in Africa; and (ii) design and implementation of strategies and policies towards sustainable and inclusive cities in Africa.
- 18.26 The findings of the evaluations and self-evaluations referenced in paragraph 18.25 above have been taken into account for the programme plan for 2020 of all subprogrammes. Below are some high-level findings from major evaluations:
- (a) The evaluation of the joint financing arrangement (see para. 18.25 (e) above) noted that the modality of pooling funds allows flexibility to produce and disseminate a variety of quality knowledge products and services for the use of member States and subregional entities. The evaluation positively assessed that locally grown and harnessed data, research and evidence have been well received by major beneficiaries, stakeholders and partners. Major stakeholders found that policy recommendations, technical support and advisory services provided by ECA were valuable and served their needs;
 - (b) The evaluation of the African Trade Policy Centre noted that the Centre’s interventions were considered as valuable in promoting trade across the continent. Its knowledge products in specific thematic areas were found to be highly relevant, resulting in increased demand from member States for technical assistance which posed challenges given the existing capacity of the Centre. The hallmark of the Centre’s interventions has been its adaptability in addressing national and continental trade issues. Its results footprint can be traced to many common African positions, outcome documents, decisions and resolutions. It has been the main driving force in the shaping of a number of highly effective continental development agendas;

- (c) Alongside the achievements, the evaluations have identified weaknesses in ECA programme design, management, monitoring and reporting. It is recommended that programmes move away from developing overly ambitious or unrealistic result frameworks, while ensuring from the outset that a robust monitoring system is in place that generates reliable data essential for capturing and showcasing the results achieved. For the policy centres, it stresses the need for a more effective governance structure and partnership modalities. A number of evaluations found that insufficient attention had been paid to integrating gender dimensions in project and programme designs, and recommended extensive consultation with the African Centre for Gender when conceptualizing projects and programmes;
- (d) A number of evaluations have termed the ECA knowledge products to be relevant and of high quality, but have noted that their dissemination has not been wide enough to ensure optimal utilization in transforming economies and impacting policies across the continent.

18.27 The following evaluations and self-evaluations are planned for 2020:

- (a) Evaluation of the joint financing agreement covering five subprogrammes: gender, statistics, macroeconomic policy, regional integration and trade and social policy;
- (b) Evaluation of deepening of Africa's trade integration through effective implementation of the African Continental Free Trade Area;
- (c) Evaluation of major flagship events (Conference of African Ministers of Finance, Planning and Economic Development and Africa Regional Forum on Sustainable Development).

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Macroeconomic policy and governance

1. Objective

- 18.28 The objective, to which this subprogramme contributes, is to accelerate economic transformation and inclusive development in Africa.

2. Alignment with the Sustainable Development Goals

- 18.29 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (Build resilient infrastructure, promote inclusive sustainable industrialization and foster innovation), Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 12 (Ensure sustainable consumption and production patterns), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted planned result for 2020

Macroeconomic model to inform policymaking and analysis

In 2018, ECA developed a prototype modelling framework as a tool that can help African countries in their policy formulation and implementation processes. The model was customized for countries such as Gambia, Ghana and Djibouti. During the customization process, a number of policymakers and experts were trained on how to use the model for policy analysis, simulation and forecasting.

Challenge and response

The challenge was that additional support was requested, as member States had limited capacity to further customize and adapt the prototype model to their respective countries' characteristics.

In response, starting in 2019 and for 2020, the subprogramme will refine and customize the prototype country model for use by additional member States, and will expand the scope to provide a tool for policy analysis and simulation at country and continental levels. The extended country/continental model will be used to assess the impact of changes in institutional and policy variables on the economy with simulation processes and scenarios to be carried out by the subprogramme. In addition, the subprogramme will scale up its support for the implementation of the project in more countries such as Algeria, Egypt and Mauritania, while providing continuous support to countries where the project has been implemented.

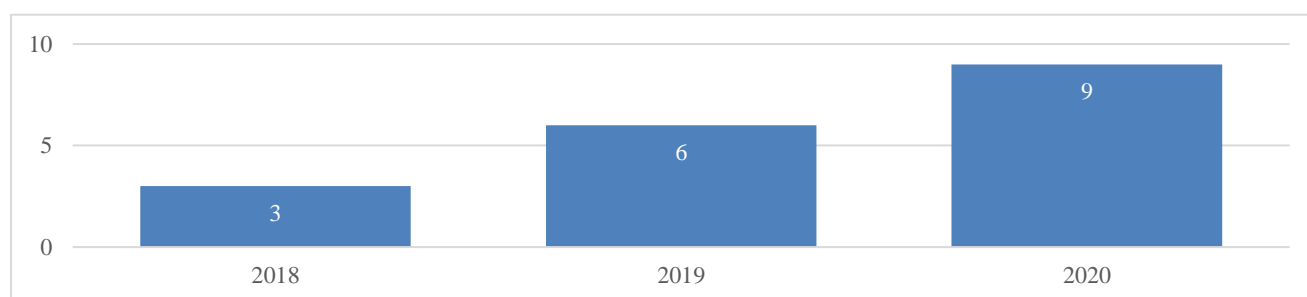
Result and evidence

The planned deliverables are expected to contribute to the result, which is increased capacity of countries to implement policies for economic growth and structural transformation.

Evidence of the result, if achieved, will include 25 trained policymakers and experts drawn from three new countries, leading up to a cumulative nine member States that utilize the model for policy analysis and advice, as shown in the figure below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: cumulative number of member States leveraging the macroeconomic model for policy analysis and advice



- 18.30 The following resolutions comprise the main mandates entrusted to the subprogramme: General Assembly resolutions [54/128](#) on action against corruption, [54/197](#) on a stable international financial system, responsive to the challenges of development, especially in the developing countries, [65/286](#) on implementing the smooth transition strategy for countries graduating from the list of least developed countries and [71/216](#) on external debt sustainability and development; and Economic and Social Council resolution 2008/18 on promoting full employment and decent work for all. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.31 Table 18.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	2
Seminars, workshops and training events (number of days)			–	6
Publications (number of publications)			2	2
Technical materials (number of materials)			7	10

	2018 planned	2018 actual	2019 planned	2020 planned
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.32 The variance in substantive services for meetings is driven mainly by the servicing of the Committee on Economic Governance, which will be established in accordance with the recommendation of the Inter-Governmental Structure. The establishment of the Committee is expected to be endorsed at the 2019 Conference of African Ministers of Finance, Planning and Economic Development.
- 18.33 The variance in seminars, workshops and training events is driven mainly by the subprogramme's new training workshops for African policymakers and experts on macroeconomic modelling, a workshop for selected African countries on public finance in Africa and a seminar on development planning tools, in connection with interventions on the design of the integrated planning and reporting toolkit and the development of macroeconomic models.
- 18.34 The variance in technical materials is driven mainly by the new deliverable, "Africa's quarterly economic outlook".



Subprogramme 2 Regional integration and trade

1. Objective

- 18.35 The objective, to which this subprogramme contributes, is to enhance regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa.

2. Alignment with the Sustainable Development Goals

- 18.36 The objective is aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to increase aid-for-trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.
- 18.37 The objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of the objective will help to: (a) develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all; and (b) contribute to increasing the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.
- 18.38 Furthermore, the objective is aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the global partnership for sustainable development. Progress towards the realization of the objective would contribute to: (a) promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda; (b) significantly increasing the exports of developing countries with a view, in particular, to doubling the least developed countries' share of global exports by 2020; and (c) realizing timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.

3. Highlighted planned result for 2020

Ratification, domestication and implementation of the African Continental Free Trade Area

In 2018, following the signing of the Agreement establishing the African Continental Free Trade Area, ECA continued providing technical support to member States geared particularly to enhancing their understanding of the modalities and their economic and social implications. This was to support ratification by the countries that had signed the Agreement.

Challenge and response

The challenge was that, despite the existence of political will as evidenced by the signing and ratification, some member States requested further advice on how to fully benefit from the Free Trade Area.

In response, for 2020, the subprogramme will intensify its technical support to member States in developing national strategies that identify policies needed to fully harness the development and transformation potentials of the Free Trade Area. For example, the subprogramme plans to provide advisory services on the elimination of import duties, reduction of tariffs and increased investment to enable countries to fully benefit from the Free Trade Area.

Additionally, the subprogramme will: (a) leverage its convening power to provide regional multi-stakeholder platforms and coalitions at the regional and subregional levels that promote understanding of the Free Trade Area; (b) develop tools for monitoring the implementation of the Free Trade Area (namely the African Regional Integration Index, the country business index and the report entitled “Assessing regional integration in Africa”); and (c) provide demand-driven policy advice at the country level in areas related to the implementation of the Free Trade Area.

Furthermore, the subprogramme will collaborate with the resident coordinator system and United Nations country teams, think tanks, academia and other partners to diversify the source of expertise, while exploring innovative funding opportunities. Increased ownership of the subprogramme agenda at the level of the African Development Bank will maximize the returns on implementation. For example, ECA will assist the African Union Commission in dealing with the issues of the second phase of the Free Trade Area negotiations, particularly those relating to investment, intellectual property rights and competition policy.

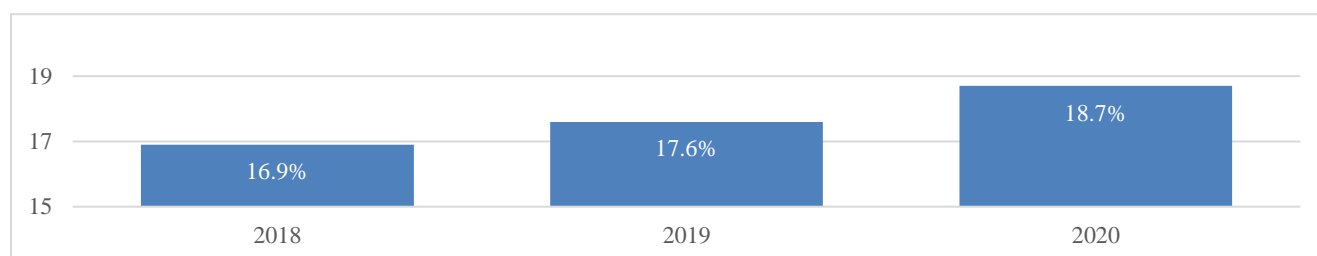
Result and evidence

The planned deliverables are expected to contribute to the result, which is increased intra-African trade through the implementation of the Agreement in a larger number of countries.

Evidence of the result, if achieved, will include increase in the share of intra-African trade in Africa’s total trade from 16.9 per cent in 2018 to 18.7 per cent in 2020, as shown in the figure below; and the implementation of the Agreement in at least 40 countries.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: share of intra-African trade in Africa’s total trade



- 18.39 The following resolutions comprise the main mandates entrusted to the subprogramme: General Assembly resolutions [70/115](#) on the report of the United Nations Commission on International Trade Law on the work of its forty-eighth session, [70/293](#) on the third industrial development decade for Africa (2016–2025), [71/320](#) on the New Partnership for Africa’s Development: progress in implementation and international support and [72/205](#) on commodities; and Economic and Social Council resolutions 2011/12 on the Europe-Africa fixed link through the Strait of Gibraltar and [2017/11](#) on the social dimensions of the New Partnership for Africa’s Development. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.40 Table 18.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above

Table 18.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
Substantive services for meetings (number of three-hour meetings)			3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			6	3
Seminars, workshops and training events (number of days)			5	5
Publications (number of publications)			3	3
Technical materials (number of materials)			1	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.41 The variance in field and technical cooperation projects is driven mainly by the expected discontinuation of a project on accelerating Africa's trade integration agenda through ratification and effective implementation of the African Continental Free Trade Area and the project on support to Ethiopia in trade negotiation and dispute settlement owing to the decrease in extrabudgetary funding for projects resulting from the closure of grant agreements with the European Union and the Rockefeller Foundation in support of implementation of the Free Trade Area.
- 18.42 The variance in technical materials is driven mainly by the expected increase in demand for impact studies owing to implementation of the Free Trade Area following the 22 ratifications required for the Agreement to go into effect, as well as production of electronic guides on investments, topical issue report on the African Union integration agenda and policy briefs, guidelines and toolkits on industrialization in Africa in response to demand from member States.



Subprogramme 3 Private sector development and finance

1. Objective

- 18.43 The objective, to which this subprogramme contributes, is to enhance the role of the private sector in sustained economic growth and transformation in Africa.

2. Alignment with the Sustainable Development Goals

- 18.44 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 5 (Achieve gender equality and empower all women and girls), Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), and Goal 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted planned result for 2020

Strengthened business environment for private sector investments in energy and infrastructure development

In 2018, the subprogramme reviewed the regulatory environment for investment in energy projects in Ethiopia, including the policy, legal and regulatory frameworks, focusing on constraints and incentives to private sector involvement. The subprogramme also assisted member States in the development of a strategy for bioenergy development in Eastern Africa and trained African officials in energy planning, including in the application of geographic information systems. In the context of resource mobilization for the implementation of the Programme for Infrastructure Development in Africa, the subprogramme identified and promoted regional projects at international platforms such as the Forum for China-Africa Cooperation and the Tokyo International Conference for Africa's Development.

Challenge and response

The challenge was to support member States, given that various infrastructure bottlenecks remained in the region, which hampered the industrial development of countries. According to the World Bank, an annual investment of \$93 billion is required for Africa to meet its infrastructure needs: \$40.92 billion (44 per cent) for energy, \$21.39 billion (23 per cent) for water and sanitation, \$18.6 billion (20 per cent) for transport, \$9.3 billion (10 per cent) for information and communications technology and \$2.79 billion (3 per cent) for irrigation.

In response, for 2020, the subprogramme will support governments in the creation of an enabling environment that includes adequate skills in project preparation and management, the availability of adequate financial products and institutions, a business-friendly environment, adequate hard and soft infrastructure, including the legal framework, comprehensive risk management and political leadership.

Furthermore, the subprogramme will provide the following: (a) diagnostic tools for analysis, and as well as innovative instruments to enhance member States' capacity to develop regional agricultural value chains for Africa's strategic commodities; (b) technical assistance to member States to improve policies, legal frameworks and institutions to promote security of land rights, in particular for women and youth; and innovative financing instruments and risk management mechanisms that will leverage public and private sources of investments in agribusiness and infrastructure development with lasting impact on sustainable economies and societies in Africa; (c) innovative investment models for energy and infrastructure in Africa, which include including means of generating and supplying energy to the industrial zones, promoting green energy bonds, addressing fiscal risks of infrastructure public-private partnerships and addressing African electricity interconnection; and (d) training in agriculture and energy to increase the knowledge and technical skills of institutions.

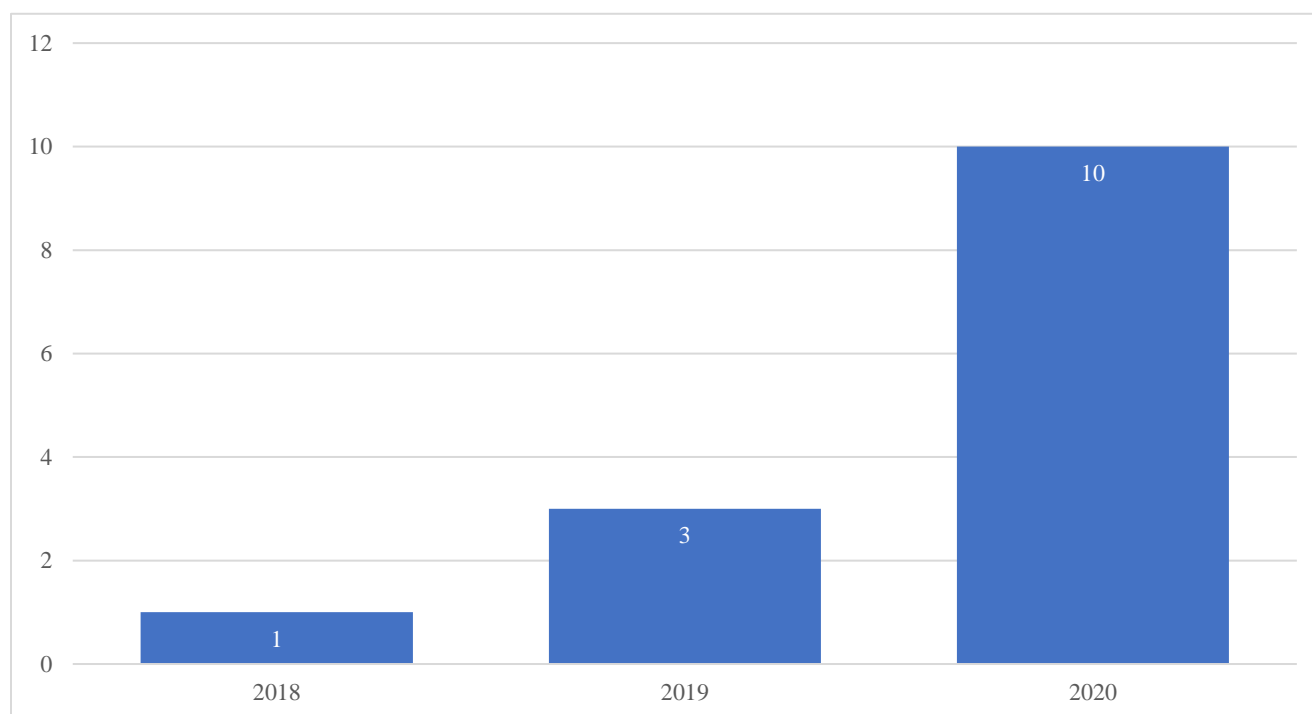
Result and evidence

The planned deliverables are expected to contribute to the result, which is an increased capacity for member States to create an enabling business environment that attracts investments in infrastructure and energy.

Evidence of the result, if achieved, will include a cumulative number of 10 member States that institute energy planning units as demonstration of the institutionalization of the changes, as shown in the figure below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: cumulative number of member States that institute energy planning units in the respective line ministries/government agencies



- 18.45 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [64/193](#) on the follow-up to and implementation of the Monterrey Consensus and the outcome of the 2018 Review Conference; resolution [65/146](#) on innovative

mechanisms of financing for development; resolution 65/314 on modalities for the fifth high-level dialogues on financing for development; resolution 66/195 on agricultural technology for development; resolution 67/215 on promotion of new and renewable sources of energy; resolution 70/192 on the follow-up to the International Conference on Financing for Development; resolution 70/198 on agricultural technology for sustainable development; resolution 72/224 on ensuring access to affordable, reliable, sustainable and modern energy to all; resolution 72/238 on agriculture development, food security and nutrition; and resolution 72/271 on improving global road safety. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.46 Table 18.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			5	4
Seminars, workshops and training events (number of days)			32	37
Publications (number of publications)			6	4
Technical materials (number of materials)			8	8
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.47 The variance in field and technical cooperation projects is driven by the discontinuation of the project on strengthening the capacity of member States and regional organizations to implement the African Union declaration on land, owing to the decrease in extrabudgetary funding for projects resulting from the closure of the grant agreement with the Swiss Agency for Development and Cooperation.
- 18.48 The variance in seminars, workshops and training events is driven mainly by the additional training workshops on agribusiness development, including modelling/mapping investment opportunities to enhance the capacity of African policymakers and the private sector, owing to anticipated requests from member States.
- 18.49 The variance in publications is driven by the discontinuation of the publication of the report on the challenges and opportunities in Africa's maritime transport and the publication of the study on the socioeconomic benefits of a "Single African Sky", owing to the renewed programme emphasis on private sector development and finance.



Subprogramme 4 Data and statistics

1. Objective

- 18.50 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of quality data and statistics in Africa.

2. Alignment with the Sustainable Development Goals

- 18.51 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted planned result for 2020

Improving national data availability for reporting on the Sustainable Development Goals

In 2018, the subprogramme developed a comprehensive programme of support to statistics in Africa in response to recommendations from the 2017 Office of Internal Oversight Services evaluation of the work of the subprogramme on data and statistics. The evaluation was undertaken as part of a review of the effectiveness of the statistical work of all regional economic commissions. Cognizant of the complexity and challenges of the regional statistical system in Africa, the evaluation recommended various strategic areas where the subprogramme should focus to optimize its comparative advantage as a pan-African centre for statistics. The evaluation also recommended that the work of the African Centre for Statistics in support of national statistical systems be focused on national strategies for the development of statistics and these should be updated to reflect the statistical needs of the Sustainable Development Goals and Agenda 2063. The subprogramme's comprehensive programme of support to statistics in Africa was then designed keeping in mind, among other focus areas, the need for updating and revising national statistical development strategies for all African countries that identify national priorities, taking into account the constraints facing national statistical systems.

In August 2018, in response to the request of the Central Statistical Office and the Ministry of National Development Planning of Zambia to support the country in evaluating its first generation of national strategies for the development of statistics and developing a road map for the second generation, the subprogramme organized a technical assistance mission to Zambia. The Ministry of National Development Planning indicated that the capacity of the national statistical system in Zambia was declining, as a result of which 70 per cent of the data and statistics needed for the seventh national development plan were missing.

Challenge and response

The challenge was that the national statistical act of the country dates as far back as 1964 and thus does not reflect current-day statistical practices and protocols, and that current data collection and dissemination strategies suffer from limited collaboration and coordination. Also, the central statistical office has limited capacity in terms of staffing and statistical infrastructure. The recent assessment of availability of data points for the African region and ECA member States, conducted by the Statistics Division of the Department of Economic and Social Affairs of the Secretariat further illustrates the case of Zambia, whereby only 25.8 per cent of country data are made available for monitoring and reporting on the Sustainable Development Goals. Of a total of 241 indicators to monitor the Sustainable Development Goals, only 37.8 per cent of the data are available for African countries.

In response, for 2020, as requested by member States, the subprogramme is planning to provide technical assistance and advisory services to 20 member States^a which have gaps in indicators within their national statistical systems

for monitoring and reporting on the Sustainable Development Goals and the African Union's Agenda 2063. The focus of the technical assistance will be on revamping the national strategies for the development of statistics by supporting the adoption of technological innovations and methodologies in the collection, analysis and dissemination of data as well as integrating geospatial information systems and big data to improve the validity of national statistics. In the case of Zambia, before updating the national strategies it was necessary to revise the national statistical act to reflect current trends and issues in statistical development. The subprogramme has been instrumental in supporting the revision of the statistical act through advocacy and advisory services targeting respective stakeholders. The subprogramme envisages to increase the number of countries with up-to-date strategies for the production of data and statistics necessary for reporting on the Sustainable Development Goals and Agenda 2063, thereby reducing the currently existing data gaps at countries level.

Result and evidence

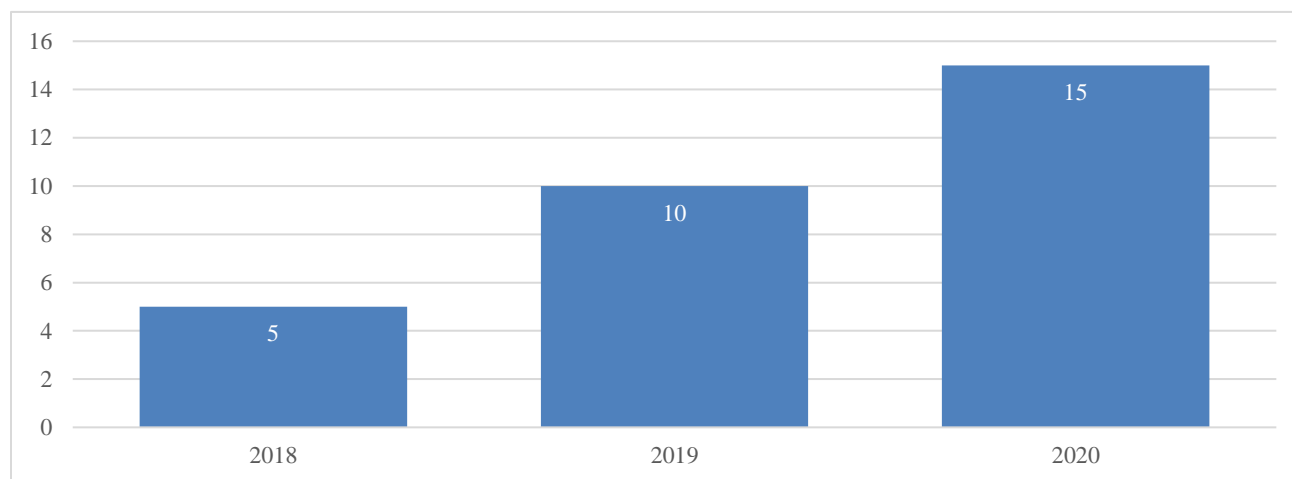
The planned deliverables are expected to contribute to the result, which is strengthened national capacities for the production of data and statistics in existing and new areas required for monitoring and reporting on the Sustainable Development Goals and Agenda 2063.

Evidence of the result, if achieved, will include an increased number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 to meet data requirements.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

^a Development of new national strategies for the development of statistics for Algeria, Angola, Rwanda and Togo; implementation support for Benin; and mid- and end-term evaluation and future planning for Botswana, Burkina Faso, Burundi, Cameroon, Equatorial Guinea, Eswatini, Ethiopia, Madagascar, Morocco, Seychelles, Sierra Leone, South Africa, South Sudan, Tunisia and Zimbabwe.

Performance measures: increased number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 to meet data requirements



- 18.52 The following resolutions comprise the main mandates entrusted to the subprogramme: General Assembly resolution [68/261](#) on fundamental principles of official statistics, resolution [69/266](#) on a global geodetic reference frame for sustainable development, resolution [69/282](#) on world statistics day and resolution [70/1](#) on transforming our world: the 2030 Agenda for Sustainable Development; and Economic and Social Council resolutions [2013/21](#) on the Fundamental Principles of Official Statistics, [2015/10](#) on the 2020 World Population and Housing Census Programme, 131 (VI) on the coordination of cartographic services of specialized agencies and international organizations, 476

(XV) on international cooperation on cartography and 2011/24 on the Committee of Experts on Global Geospatial Information Management. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.53 Table 18.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			–	6
Substantive services for meetings (number of three-hour meetings)			16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			9	16
Seminars, workshops and training events (number of days)			45	65
Technical materials (number of materials)			4	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.54 The variance in parliamentary documentation is driven mainly by the number of statutory documents required for the meeting of the Statistical Commission for Africa, owing to the biennial schedule of the Commission's sessions.
- 18.55 The variance in field and technical cooperation projects is driven mainly by the additional collaborative and field projects that the subprogramme will undertake in statistical development, relating to agriculture, health, energy, employment, data warehousing, economic accounting and geospatial data in support of the Sustainable Development Goals, owing to the expanded mandate of the subprogramme.
- 18.56 The variance in seminars, workshops and training events is driven mainly by the new regional workshops on gender statistics for experts in national statistical offices and line ministries, and workshops on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistics offices, owing to the expanded mandate of the subprogramme as well as the continued need for improvement in data and statistics availability in these areas.



Subprogramme 5

Climate change, environment and natural resources management

1. Objective

- 18.57 The objective, to which this subprogramme contributes, is improved management of natural resource endowments, reducing the negative impacts of climate change by moving towards green transitions and climate-resilient development, and harnessing new technologies.

2. Alignment with the Sustainable Development Goals

- 18.58 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted planned result for 2020

Climate resilience integrated in national sustainable development plans in Africa

In 2018, informed by its analytical work, the subprogramme raised the profile of climate change in its strategic framework consistent with the reality of the heavy dependence of Africa's economies on primary sectors, which are sensitive to climate impacts. Structural transformation and attainment of the Sustainable Development Goals are dependent on substantial investments in these sectors. Africa contributes only 4 per cent of greenhouse gas emissions, yet 65 per cent of its population is vulnerable to climate change impacts.

Globally, of the 195 parties to the Paris Agreement, 185 have ratified the agreement with nationally determined contributions to climate action, with 48 of these being African countries. Under Fiji's presidency of the twenty-third session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, 2018 was designated the "Talanoa Dialogue" year, when parties had frank, open and inclusive reflections on their present performance on climate action, their desired climate action performance and on the best way to achieve it.

In support of this process, in 2018 the subprogramme convened a meeting of member States to review and share experiences and lessons learned in the preparation of nationally determined contributions and readiness for implementation of the Paris Agreement.

Challenge and response

The challenge was to integrate climate resilience into national development plans, strategies, policies and programmes with a view to mitigating the widening impact of climate change on the attainment of the Sustainable Development Goals and sustainable structural transformation, as many African countries were very expeditious in preparing their intended nationally determined contributions to climate action, which became nationally determined contributions upon ratification of the Paris Agreement, to meet the submission deadline of the twenty-first session of the Conference of the Parties. As such, many countries wish to revisit their nationally determined contributions and undertake comprehensive reviews to enable them to address various matters – including sectoral focus, missed opportunities and alignment with the Sustainable Development Goals and national development plans – ahead of the coming into force of the Paris Agreement in 2020 and the first global stocktaking in 2023. Member States called on the subprogramme and other partners to provide assistance in this process.

In response, for 2020, the subprogramme will support up to five member States in strengthening their capacities for enhancing policy coherence and investment opportunities for the Sustainable Development Goals through integrated approaches and institutional coordination, such as integrated climate, land, energy and water systems,

for implementation of nationally determined contributions. The focus will be on the strong nexus between climate, land, energy and water systems and natural resources, as well as the role of low-carbon technology and innovations for resilient economies. To this end, the subprogramme will capitalize on the synergies with ECA subprogrammes 1, 3, 4, 7, 8 and 9. The subprogramme will build on the experience and lessons being learned from a joint programme being implemented by ECA, the Department of Economic and Social Affairs of the Secretariat and the United Nations Development Programme (UNDP) on supporting capacity for policy coherence and institutional coordination on integrated climate, land, energy and water systems approaches in Cameroon, Ethiopia and Senegal. Furthermore, this will be delivered in the framework of the Africa nationally determined contributions hub, a joint framework of the African Development Bank, the African Union Commission, ECA and other development partners that provides coordinated support to member States for the implementation of the Paris Agreement. The subprogramme also intends to convene the Climate Change and Development in Africa Conference in 2020 to build consensus on effective mechanisms for integrating nationally determined contributions, Sustainable Development Goals and Agenda 2063 in national development plans.

Result and evidence

The planned deliverables are expected to contribute to the result, which is the commitment from member States to building resilient economies with coherent and cross-sectoral nationally determined contributions that are integrated into national development plans.

Evidence of the result, if achieved, will include at least six member States that integrate the effects of climate change into their national development plans, as shown in the figure below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Establishment of the Africa NDCs hub for coordinated support for implementation of NDCs	At least 3 countries review and report on the level of integration of NDCs in their national development plans	At least 6 member States integrate the effects of climate change into their national development plans
Report on coherence and readiness of African NDCs		At least 6 countries equipped with tools for review and reporting expertise to integrate NDCs into their national development plans

Abbreviation: NDCs, nationally determined contributions to climate action.

- 18.59 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [62/8](#) on overview of United Nations activities relating to climate change; resolution [64/206](#) on promotion of new and renewable sources of energy; resolution [66/288](#) on the future we want; resolution [70/201](#) on 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; resolution [72/219](#) on protection of global climate for present and future generations of humankind; and resolution [72/228](#) on science, technology and innovation for development. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.60 Table 18.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	4
Substantive services for meetings (number of three-hour meetings)			11	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			14	17
Seminars, workshops and training events (number of days)			7	6
Publications (number of publications)			4	5
Technical materials (number of materials)			19	20
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.61 The variance in parliamentary documentation is driven by the increased number of thematic areas to be covered in line with the selected Sustainable Development Goals.
- 18.62 The variance in substantive services for meetings is driven mainly by the reduced number of meetings of the sectoral committee of sustainable development owing to its biennial schedule.
- 18.63 The variance in field and technical cooperation projects is driven by new projects such as (a) strengthening the capacity of member States on green growth to advance inclusive and resource efficient economic diversification and sustainable development and (b) strengthening blue economy governance and policy implementation, to be funded through extrabudgetary resources.



Subprogramme 6 Gender equality and women's empowerment

1. Objective

- 18.64 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment for inclusive and sustainable development in Africa.

2. Alignment with the Sustainable Development Goals

- 18.65 The objective is aligned with Sustainable Development Goal 1, which is to end poverty in all its forms everywhere. Progress towards the attainment of the objective will help to: (a) reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions; and (b) to ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- 18.66 The objective is also aligned with Sustainable Development Goal 5, which is to achieve gender equality and empower all women and girls. Progress towards the attainment of the objective will help to: (a) eliminate all forms of violence against all women and girls; (b) ensure women's full and effective participation at all levels of decision-making in political, economic and public life; and (c) ensure universal access to sexual and reproductive health and reproductive rights.
- 18.67 Finally, the objective is aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help to: (a) empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status; and (b) ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

3. Highlighted planned result for 2020

Harnessing the demographic dividend in Africa with gender equality

In 2018, having received requests from Nigeria, South Africa and Uganda for capacity support to mainstream gender into sectoral policies, the subprogramme started following a multipronged approach that capitalizes on its three core functions to satisfy the needs of target countries for evidence-based policymaking. Concretely, in line with its think-tank function, the subprogramme produced knowledge products such as country-specific situation analyses that identified the main problems and offered solutions and an operational manual that guides member States in mainstreaming gender into all relevant national and sectoral policies. The subprogramme developed a project entitled "Harnessing the demographic dividend in Africa with gender equality", in partnership with subprogrammes 4, 7 and 9, aimed at harnessing the potential of the demographic dividend and of gender equality to achieve sustainable development.

Challenge and response

The challenge was to support member States, given that member States have limited capacity to mainstream gender into their sectoral policies and to reduce gender gaps in social and economic spheres owing to the inadequate knowledge and context-specific tools to monitor progress, which hampers their ability to harness the dividend.

In response, for 2020, the subprogramme will develop policy tools such as a statistical dashboard and an index to help target countries monitor their progress in gender mainstreaming. In addition, technical support and advisory services will be provided to keep the momentum throughout project implementation. The subprogramme will also convene international and regional dialogue forums and national training workshops to build capacity and to offer target countries a platform to interact with and learn both from their successful African neighbours as well as counterparts in Asia and the Pacific region.

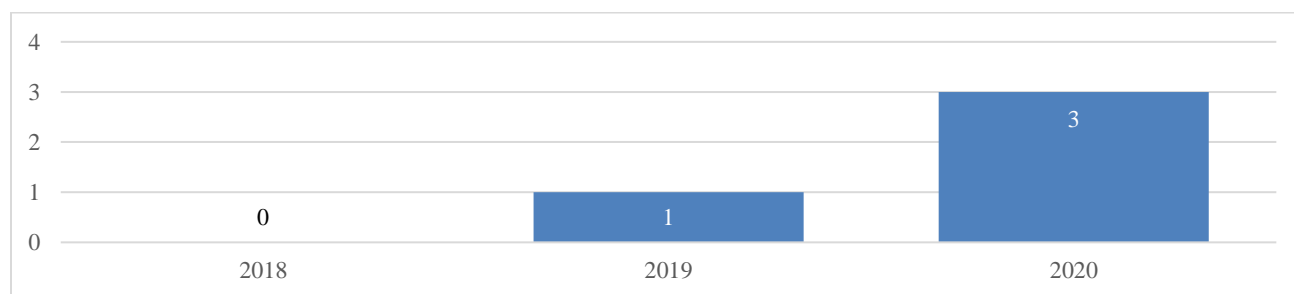
Result and evidence

The deliverables are expected to contribute to the result, which is enhanced capacity of African countries to mainstream gender into their sectoral policies and to narrow gender gaps in social and economic spheres for harnessing the demographic dividend.

Evidence of the result, if achieved, will include three member States that adopt strategies for mainstreaming gender in sectoral policies, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of countries adopting sector-specific policies that mainstream gender in their sectoral policies



- 18.68 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [70/131](#) on the Convention on the Elimination of All Forms of Discrimination against Women and resolution [70/133](#) on the 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. The following Economic and Social Council resolutions reinforce the main mandates: resolution 2011/5 on the role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women and resolution [2017/9](#) on mainstreaming a gender perspective into all policies and programmes in the United Nations System. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.69 Table 18.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	–
Substantive services for meetings (number of three-hour meetings)			4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			7	4
Seminars, workshops and training events (number of days)			4	13
Publications (number of publications)			2	1
Technical materials (number of materials)			4	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multi-media content				
External and media relations				

5. Most significant relative variances in deliverables**Variances between the planned figures for 2020 and 2019**

- 18.70 The variance in substantive services for meetings is driven mainly by the fact that the statutory meeting of the subprogramme, in accordance with its biennial schedule, will take place in October 2019 and not in 2020.
- 18.71 The variance in field and technical cooperation projects is driven mainly by the discontinuation of projects funded through extrabudgetary resources owing to the closure of grant agreements.
- 18.72 The variance in seminars, workshops and training events is driven mainly by the increase of workshops on the women's entrepreneurship report to disseminate the results and mainstream policy recommendations into work plans of selected ministries and training on the African Gender and Development Index to support the efforts of member States to address the priority areas of policy action identified by the Index. As the subprogramme will finalize the knowledge products in 2019, it will be possible to take them to the field in 2020 for policy influence.



Subprogramme 7

Subregional activities for development

Component 1

Subregional activities in North Africa

1. Objective

- 18.73 The objective, to which this component contributes, is to stimulate sustainable employment for youth and women in North Africa.

2. Alignment with the Sustainable Development Goals

- 18.74 The objective is aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to achieve higher levels of economic productivity and diversification through focus on high-value-added and labour-intensive sectors, and promote development-oriented policies that support productive activities, creation of decent jobs, entrepreneurship, creativity and innovation.
- 18.75 The objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of the objective will help to: (a) develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being; (b) promote inclusive and sustainable industrialization and raise industry's share of employment and gross domestic product; and (c) increase the access of small-scale industrial enterprises to financial services and their integration into value chains and markets.
- 18.76 Furthermore, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the global partnership for sustainable development. Progress towards the attainment of the objective will help to: (a) enhance North-South, South-South and triangular regional and international cooperation on science, technology and innovation and enhance knowledge-sharing on mutually agreed terms and enhance the use of enabling technology, in particular information and communications technologies; (b) promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization; (c) enhance the capacity of developing countries to increase significantly the availability of high-quality, timely and reliable data; and (d) promote cooperation on and access to science, technology and innovation and enhance knowledge-sharing.

3. Highlighted planned result for 2020

Strategies and policies for employment creation

North Africa's unemployment rate is the highest in the world, youth being the most affected age group, with female youth recording higher rates of unemployment. The employment/population ratio, which has changed very little over the years, remains one of the lowest in the continent. As of 2017, labour force participation in North Africa stood at 41.3 per cent against a continental average of 59.3 per cent, with the youth unemployment standing at

29.5 per cent and that of young educated women even higher, with an average of 40 per cent. The situation is compounded by low labour productivity, non-conducive business environments, expanding informal sectors and lack of skills to match labour market demand. Unemployment reinforces income and other forms of inequality and offers a recipe for civil unrest, as evidenced by the political and social instability in the region.

Recognizing the lack of employment opportunities and its implications, in 2018, the component conducted research work which exposed limitations on governance, allocation of resources, labour dynamics, business environment, coordinated strategies and policies related to education, access to finance, the informal sector, industrialization and economic diversification, and identified the main drivers of the imbalance between the number of jobs created and the number of job seekers.

The component also organized a regional dialogue on employment in North Africa which brought together high-level representatives from the private and public sectors, academia and civil society from the seven countries in the subregion to deepen their understanding of the gaps in terms of economic and social development strategies and policies that prevent the creation of a dynamic business environment that stimulates employment in the region at a level that fulfils the needs of an increasing young active population. The dialogue was organized in partnership with ECA subprogrammes 1, 6 and 9, and in close collaboration with international institutions such as the International Labour Organization, the African Development Bank, the World Bank and the United Nations Industrial Development Organization, among others. Consultations with development partners such as the European Union, the European Investment Bank and the Brookings Institution, among others, concerning the various projects and past experiences in this field have also helped to develop a better understanding of key elements that would form the basis of an innovative approach based on macroeconomic stability, on creating the required financing instruments and on promoting a more conducive business environment to boost investments and economic diversification and therefore generate more jobs. The component used the regional dialogue to identify areas of focus for intervention and to develop knowledge of the required strategies and policies with dynamic interlinkages to stimulate employment creation in North Africa and beyond. Relevant methodological guides, toolkits and training materials will be developed and used, working closely with United Nations country teams, to create a multiplier effect in countries across the subregion and on the African continent.

Challenge and response

The challenge was to support member States, given the limited capacity in the region to appreciate the interlinkages and to build a more innovative ecosystem that promotes employment, particularly for youth and women.

In response, starting in 2019 and for 2020, the component will deliver tailor-made training and advisory services to policymakers from North African countries (Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia) to enable them to better assess the gaps in their current public policies and design and implement suitable policies and strategies aimed at reducing unemployment and ensuring equal opportunities for youth and women. In addition, targeted activities, including capacity-building and advisory services for policymakers and other key actors in the employment sector to enhance the business environment, labour market dynamics and economic diversification, will be conducted in close collaboration with subprogrammes 2, 3, 4, 6 and 9 to enhance the business environment, labour market dynamics and economic diversification. Policy papers and regional policy dialogues will also attempt to translate this work into the development of new policies.

Result and evidence

The planned deliverables are expected to contribute to the result, which is increased capacity of North African countries' policymakers to identify gaps and propose innovative employment creation solutions.

Evidence of the result, if achieved, will include 28 policymakers from seven countries trained in the design and implementation of policies to reduce unemployment and certified by the African Institute for Economic Development and Planning, a subsidiary body of ECA, as shown in the figure.

The result, if achieved, will demonstrate progress in 2020 towards the collective attainment of the objective.

Performance measures: number of policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment



- 18.77 General Assembly resolution [61/234](#) on enhancing the role of the subregional offices of the Economic Commission for Africa comprises the main mandate entrusted to the component. The mandate also emanates from Economic and Social Council resolutions 2008/18 on promoting full employment and decent work for all and 2011/7 on 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. The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.78 Table 18.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.7

Subprogramme 7, component 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			4	4
Substantive services for meetings (number of three-hour meetings)			11	11
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	1
Seminars, workshops and training events (number of days)			8	12
Publications (number of publications)			4	1
Technical materials (number of materials)			2	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.79 The variance in seminars, workshops and training is driven mainly by increased number of training events for policymakers on employment owing to anticipated increased demand for capacity support to policymakers in the area of employment.
- 18.80 The variance in publications is driven mainly by the discontinuation of publications on fiscal policy planning, tools for assessing employment statistics and trade facilitation owing to the need to generate knowledge on employment statistics, which is a new area of specialization of the component.
- 18.81 The variance in technical materials is driven by the increase in the number of publications owing to the planned policy paper on employment related to the area of specialization of the component.



Component 2

Subregional activities in West Africa

1. Objective

- 18.82 The objective, to which this component contributes, is to achieve inclusive development and regional integration in West Africa.

2. Alignment with the Sustainable Development Goals

- 18.83 The objective is aligned with Sustainable Development Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); Goal 10, (Reduce inequality within and among countries), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted planned result for 2020

A clean break with demographic trends in West Africa

In 2018, Niger implemented the second year of its medium-term development plan 2017–2021. The main objective the plan was to break from business as usual by tackling poverty in rural areas where 80 per cent of the total population live. To that end, current demographics trends were identified as the main challenge to overcoming poverty and ensuring sustainable development. Niger’s annual population growth stood at 3.9 per cent, while fertility rates were 7.6 children per woman and 76.3 per cent of girls in the age bracket 20 to 24 got married before age 18. All three indicators are among the highest in the world. At these rates, the population in Niger will double in the next 18 years. These demographic issues faced by Niger are similar to those experienced in other West African countries. In fact, West Africa’s population accounts for about 30 per cent of Africa’s population.

In 2018, the component provided advisory services, jointly with the United Nations Population Fund, to Niger on the impact of population growth, particularly on the environment and migration trends. This contributed to the revision of the country’s population strategic framework. In addition, the component provided technical support to improve Niger’s civil registration and vital statistics. This led to the formulation of the country’s legal framework on civil registration and vital statistics.

Challenge and response

The challenge was to support member States, given that most countries in this region have yet to reap the benefits of a demographic dividend, with more productive economic growth and inclusive development, mainly because fertility and mortality rates remain high. Therefore, the situation influences the population and economic policies, given the changing of the population age structure. Moreover, West Africa is one of the subregions most affected by migration, in part due to desertification, land degradation and drought.

In response, for 2020, the component plans to provide policy analysis, strengthen the capacities of its member States, build consensus and advocate for accelerating the efforts to better align demographic policies with national development agendas. By putting emphasis on “demographic dynamics for development”, which is an effort to

better understand how population growth and changing population age structure, fertility rates and access to education and health influence economic growth, public finance and other important features of the macroeconomic framework, and adjust policies accordingly, the component expects to bring together a critical mass of skills and talents capable of addressing the demographic shifts faced by its member States and related implications for sustainable development. The activities to be undertaken would cover a wide range of thematic areas, including family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender and youth empowerment and peace and security.

Henceforth, the component's work on these thematic areas will put emphasis on development, thereby offering stakeholders a unique opportunity to use its comparative advantage to undertake analysis and research on demographic issues through a macroeconomic lens. In this regard, some analyses have already shown that it is imperative for Africa to address these issues. For example, the component's work on the cost of hunger in Africa revealed that the annual costs associated with child stunting reach values equivalent to 1.9 per cent to 16.5 per cent of the GDP of some countries. Furthermore, the component stressed in its 2017 economic report on Africa that reducing gender disparities and enhancing women's access to economic opportunities can generate productivity and social gains in Africa.

This will allow the component to call for collaboration and partnerships with various stakeholders at national, subregional and regional levels, including United Nations agencies. The component plans to engage academia, non-State actors and institutions working substantially in demographic dynamics.

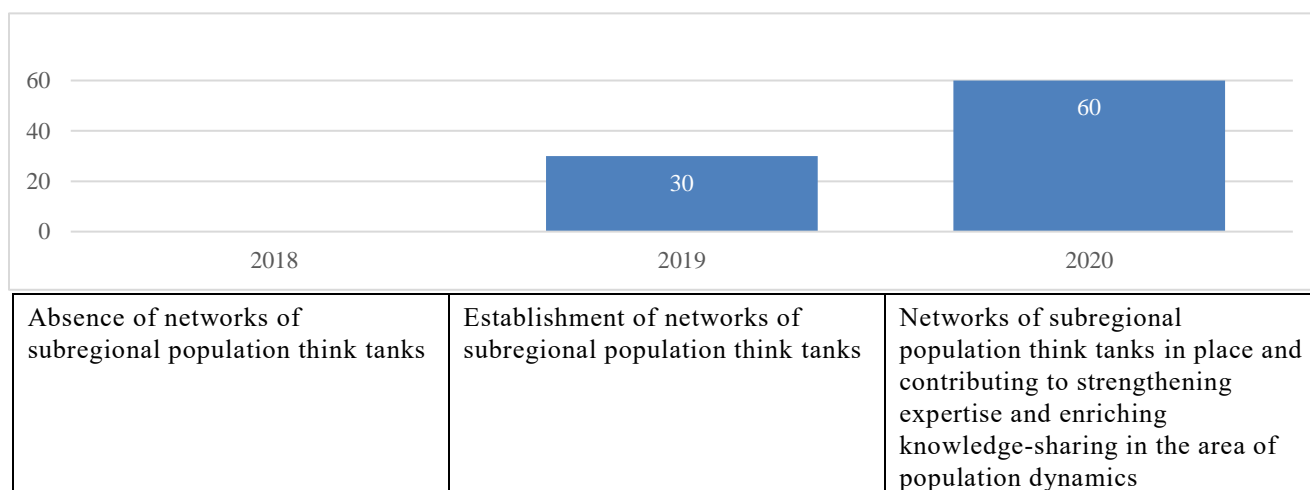
Result and evidence

The planned deliverables are expected to contribute to the result, which is increased capacity to develop policies mainstreaming demographics dynamics in development at national and subregional levels.

Evidence of the result, if achieved, will include the establishment of networks of subregional population think tanks that contribute to strengthening expertise and knowledge-sharing in the area of population dynamics and an increased number of national officials trained in demographic dynamics and working to influence the public policies formulation process and/or readjustment given the priorities, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of national officials trained in demographic dynamics and working to influence the public policy formulation process



- 18.84 General Assembly resolution [61/234](#) on enhancing the role of the subregional offices of the Economic Commission for Africa comprises the main mandate entrusted to the component. In addition, the mandate of the component emanates from Economic and Social Council resolution [S-21/2](#) on key actions for the further implementation of the Programme of Action of the International

Conference on Population and Development. The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.85 Table 18.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.8

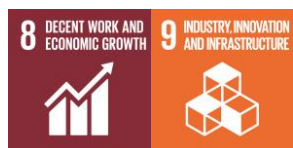
Subprogramme 7, component 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
Conference and secretariat services for meetings (number of three-hour meetings)				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			–	1
Seminars, workshops and training events (number of days)			6	14
Publications (number of publications)			6	4
Technical materials (number of materials)			1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.86 The variance in seminars, workshops and training events is driven mainly by the new training to strengthen the capacities of member States in demographic dynamics owing to the emphasis being placed on demography to reap the benefits of a demographic dividend with more productive economic growth and inclusive development.
- 18.87 The variance in publications is driven mainly by the new focus on demographic dynamics for development. The specialization of the subregional office in demographic dynamics will lead to the production of fewer countries profiles.
- 18.88 The variance in field and technical cooperation projects is driven mainly by a new project on demographic dynamics for development in West Africa.



Component 3

Subregional activities in Central Africa

1. Objective

- 18.89 The objective, to which this component contributes, is to achieve economic diversification and transformation in Central Africa.

2. Alignment with the Sustainable Development Goals

- 18.90 The objective is aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to achieve higher levels of economic productivity through diversification, technological upgrading and innovation, a focus on high value-added and labour-intensive sectors, and promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small and medium-sized enterprises, including through access to financial services.
- 18.91 The objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of this objective will help to promote inclusive and sustainable industrialization.

3. Highlighted planned result for 2020

Increased economic diversification in Central Africa

In 2018, the Government of Chad, with technical assistance from ECA, approved its industrialization and economic diversification master plan. The master plan provided Chad with an integrated and comprehensive policy tool to structurally transform the economy of the country towards a middle-income status, with a diversified, resilient and competitive economy capable of penetrating regional and global value chains.

The success of the plan required strong capacities in terms of project conceptualization and formulation. Other key conditions were improvements in the business environment, increased access to finance, productivity growth and securing sufficient fiscal space to pursue long-term investments to catalyse industrialization and economic diversification, while restoring macroeconomic stability through short-term measures. As such, to operationalize the plan, a national African Continental Free Trade Area strategy was formulated and growth diagnostic studies, value chain analysis and other studies were undertaken with a view to helping identify the key economic pillars and enablers for economic diversification in the country. These included agribusiness, livestock development with a focus on meat and leather exports, harnessing of renewable energy and technologies for agriculture in arid terrains, establishment of clusters and the emergence of the knowledge economy. The master plan and strategic options for arid agriculture and renewable energy are in line with the flagship initiatives launched by the United Nations Support Plan for the Sahel, entitled “Harnessing renewable energy for the development of the Sahel” and “Climate resilience and sustainable agriculture”. In addition, green industrialization was chosen as the favourite route to expanding the share of manufactured products in total exports and reducing greenhouse emissions. The role of urban centres in economic diversification was elucidated and mainstreamed in the plan. This effort was done in close collaboration with ECA subprogrammes 2, 3, 6, and 9.

Challenge and response

The challenge was the increasing number of requests for assistance and support from member States and regional economic communities in the subregion for assistance in support of economic diversification. Institutions such as the African Development Bank and the World Bank have sought the component's support and advice to shape their own regional strategies for Central Africa. The African Development Bank has taken the advice into consideration for its regional strategy and has made economic diversification one of the priorities. United Nations country teams in the subregion have also recognized the role of the component and have sought input for their work programmes and United Nations Development Assistance Frameworks. Furthermore, the results from Chad prompted the Governments of the Congo, Equatorial Guinea and Gabon, as well as the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC), to ask ECA to formulate relevant economic diversification strategies and other blueprints.

In response, for 2020, the component will assist ECCAS, CEMAC, the Congo, Equatorial Guinea and Gabon in developing economic diversification strategies which incorporate the digital economy as a means of boosting productivity and the competitiveness of local economies. This support will build on the lessons learned through the formulation process of the Chad master plan and on the outcomes of the 35th meeting of the intergovernmental committee of experts, to be held in June 2019 in Malabo on the theme "Digital transformations and economic diversification in Central Africa: issues, challenges and opportunities".

Achieving economic diversification in Central Africa requires integrated policy support across all the Sustainable Development Goals. As such, all the activities listed above will be carried out in close collaboration with the United Nations country teams in the respective countries in order to leverage the vast and diverse expertise of the United Nations family. The component will also learn from the various evaluation systems and the subsequent recommendations across ECA.

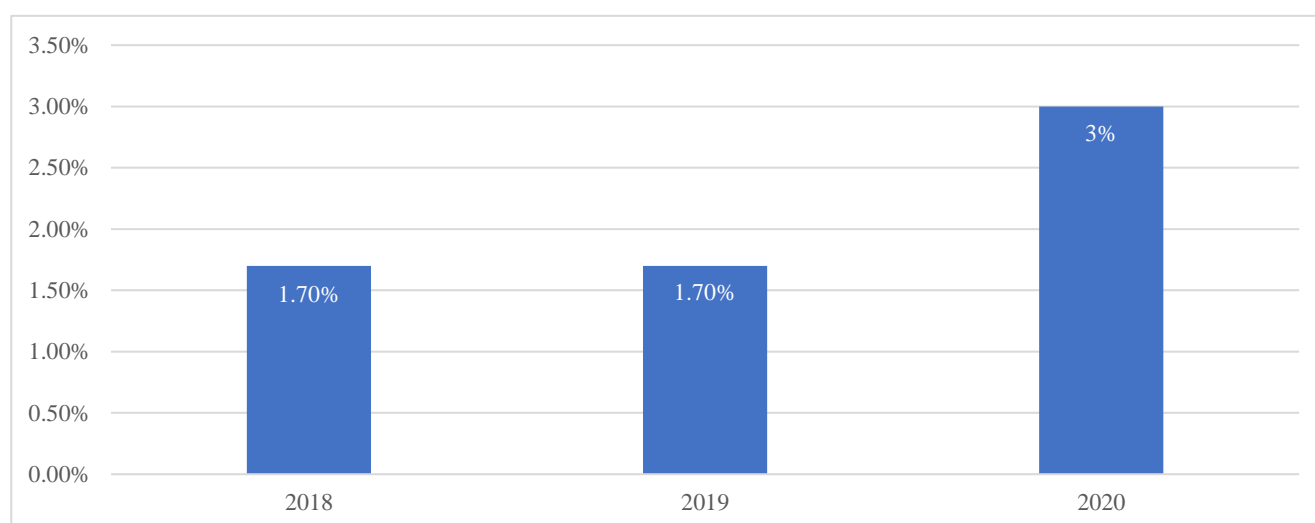
Result and evidence

The planned deliverables are expected to contribute to the result, which is increased trade volumes in non-oil sectors and the expansion of the contribution of manufactured goods in total exports in Central Africa, thus reducing the overall vulnerability of local economies to oil exports.

Evidence of the result, if achieved, will include the share of intra-Central African trade in intra-African trade rising from 1.7 per cent in 2018 to 3 per cent in 2020, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: share of intra-Central African trade in intra-African trade



- 18.92 General Assembly resolution [61/234](#) on enhancing the role of the subregional offices of the Economic Commission for Africa comprises the main mandate entrusted to the component. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.93 Table 18.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.9

Subprogramme 7, component 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			3	3
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	1
Seminars, workshops and training events (number of days)			35	36
Publications (number of publications)			8	4
Technical materials (number of materials)			1	1
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.94 The variance in publications is driven by the biennial frequency in issuing the structural transformation, employment, production and society (STEPS) profiles for the countries covered.



Component 4

Subregional activities in East Africa

1. Objective

- 18.95 The objective, to which this component contributes, is to achieve deeper regional integration and implementation of the African Continental Free Trade Area in East Africa.

2. Alignment with the Sustainable Development Goals

- 18.96 The objective is aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards attainment of the objective will help to: (a) achieve higher levels of economic productivity through diversification; (b) promote development-oriented policies that support productive activities; and (c) devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
- 18.97 The objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards attainment of the objective will help to develop infrastructure and promote industrialization.
- 18.98 Furthermore, the objective is aligned with Sustainable Development Goal 14, which is to conserve and sustainably use the oceans, seas and marine resources for sustainable development. Progress towards the attainment of the objective will help increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through tourism.
- 18.99 Finally, the objective is aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the global partnership for sustainable development. Progress towards the attainment of the objective will help to: (a) enhance international support for implementing capacity-building to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation; (b) significantly increase the exports of developing countries; and (c) realize timely implementation of duty-free and quota-free market.

3. Highlighted planned result for 2020

Implementing the African Continental Free Trade Area: from vision to action in Eastern Africa

In 2018, the component has been a major promoter of regional integration and industrialization through trade. At the annual meetings of the intergovernmental committee of experts and the ad hoc expert group, regional integration and trade-related issues were the key focuses.

The historic signing of the Agreement establishing the African Continental Free Trade Area in Kigali on 21 March 2018 provides hope for consolidating the creation of a truly integrated market across the region and strengthening regional value chains. To fully utilize the opportunities of the Free Trade Area, the component organized the 22nd meeting of the intergovernmental committee of experts, in November 2018, on the theme “Implementing the African Continental Free Trade Area in Eastern Africa: from vision to action”, focusing the discussion on national free trade strategies complementary to the broader trade policy. Meetings of ad hoc expert groups on trade

facilitation, balance of payments constraints, trade in services and energy security were organized on the margins of the 2018 meeting of the intergovernmental committee of experts. In addition, at the request of the East African Community (EAC) secretariat, the component produced a report entitled “An analysis of the East African Community’s trade performance” and issued a publication on the EAC energy security policy framework.

Challenge and response

The challenge was to support member States in deepening the collaboration with all the regional economic communities and strengthen regional integration across Eastern Africa. A parallel challenge is to provide technical support to member States to achieve the ratification and implementation of the Free Trade Area.

In response, for 2020, the component will take several actions to deepen interventions, such as: (a) delivering technical and advisory services to member States and regional economic communities in three areas (liberalization of merchandise trade, services trade and free movement of persons) and setting out the opportunities and challenges of implementation of the Free Trade Area in the publication “Implementing the African Continental Free Trade Area in Eastern Africa: from vision to action”; (b) organizing national and regional forums on the Free Trade Area in consultation with regional economic communities, ECA subprogramme 2 and relevant United Nations country teams to bring together different stakeholders to discuss the type of support they might need for ratification and implementation of the Agreement; (c) facilitating benchmarking of regional performance through the subregional profile, which will become the flagship publication of the component and a reference document for the implementation of the Free Trade Area and for addressing different cross-border issues in Eastern Africa; and (d) work on issues related to blue economy development in support of the Free Trade Area, including sustainable use of waterways.

Result and evidence

The planned deliverables are expected to contribute to the result, which is increased commitment to strengthening regional integration and intraregional trade across Eastern Africa.

Evidence of the result, if achieved, will include five of the seven Eastern African countries having ratified the Free Trade Area, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

2018	2019	2020
Three member States, regional economic communities and intergovernmental organizations designed or implemented subregional initiatives in the area of the blue economy, energy and tourism	Four policy and dialogue platforms will be organized in support of subregional development priorities such as regional integration and trade, the blue economy and tourism	Five member States will have ratified the Agreement establishing the African Continental Free Trade Area and the share of intraregional trade will have increased by 1.8 per cent over the 2018 base year.

- 18.100 General Assembly resolution [61/234](#) on enhancing the role of the subregional offices of the Economic Commission for Africa and Economic and Social Council resolution 2011/43 on support to the Republic of South Sudan comprise the main mandates entrusted to the component. The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverable.

4. Deliverables for the period 2018–2020

- 18.101 Table 18.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.10

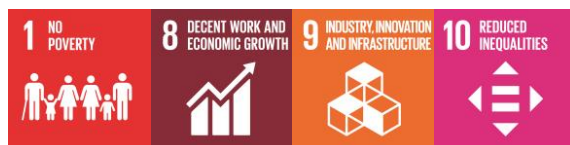
Subprogramme 7, component 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	1
Seminars, workshops and training events (number of days)			15	18
Publications (number of publications)			4	6
Technical materials (number of materials)			3	3
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and other substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.102 The variance in field and technical cooperation projects reflects the discontinuation of a project on sustainable tourism in Eastern Africa.
- 18.103 The variance in seminars, workshops and training events is driven mainly by the increase in requests for technical and policy support to be provided to member States and regional economic communities in Eastern Africa on topics such as blue economy policy experience from Eastern Africa, tourism satellite accounts in Eastern Africa and strategies to enhance services trade in Eastern Africa. This is owing to the signing of the Agreement establishing the African Continental Free Trade Area and the drive towards its ratification and implementation in the subregion.
- 18.104 The variance in publications is driven by the increase in the number of publications on topics such as blue economy policy expertise in Eastern Africa, tourism satellite accounts in Eastern Africa and strategies to enhance Services Trade in Eastern Africa, owing to specialization by the subregional office in implementation of the African Continental Free Trade Area.



Component 5

Subregional activities in Southern Africa

1. Objective

- 18.105 The objective, to which this component contributes, is to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

2. Alignment with the Sustainable Development Goals

- 18.106 The objective is aligned with Sustainable Development Goal 1, which is to end poverty in all its forms everywhere. Progress towards the attainment of the objective will help to create sound policy frameworks at the national and subregional levels, based on pro-poor and gender-sensitive development strategies, and to support accelerated investment in poverty eradication actions.
- 18.107 The objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and encourage the formalization and growth of micro-, small and medium-sized enterprises through access to financial services.
- 18.108 Furthermore, the objective is aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of the objective will help to: (a) develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all; and (b) promote inclusive and sustainable industrialization.
- 18.109 Finally, the objective is aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help to: (a) progressively achieve and sustain income growth of national populations; (b) empower and promote the social, economic and political inclusion of all; and (c) ensure equal opportunity and reduce inequalities of outcome.

3. Highlighted planned result for 2020

Accelerating industrialization in Southern Africa

In 2018, as a follow-up to previous technical support provided by the component to the Southern African Development Community (SADC), which led to the formulation and adoption of the Industrialization Strategy and Roadmap (2015–2063) in 2015 and the Action Plan of the SADC Industrialization Strategy and Roadmap (2015–2030) in 2017, there was the development and adoption of the regional mining vision; the template for capacitating small and medium-sized enterprises in their role in industrialization; the audit of mining sector skills for Southern Africa; the SADC intellectual property rights framework; and institutionalization of the Southern Africa private sector stakeholder forum. These frameworks were achieved through conceptualizing the processes, preparing background papers and analytical studies, providing technical backstopping, convening and servicing national and regional consultations and mobilization of resources.

Challenge and response

The challenge was the pace of alignment and domestication of the SADC Industrialization Strategy and Roadmap by member States in Southern Africa, its roll-out at both national and regional levels and the limited engagement of the private sector, especially the small and medium-sized enterprises, in the industrialization process of the region. To address these, a few countries have embarked on the process of formulating or aligning national industrial policies with the regional strategy and road map and related frameworks and implementing the action plan to advance the industrialization agenda in the region.

In response, for 2020, the component will provide technical support to SADC and member States, such as Malawi and Namibia, for alignment of national industrial policies with the SADC Industrialization Strategy and Roadmap; support the development of a regional industrial information portal; support initiatives to integrate small and medium-sized enterprises in regional value chains through promotion of forward and backward linkages and market access for small and medium-sized enterprises; engage in capacity-building of member States for the domestication of the regional mining vision; convene regular meetings of the regional private sector stakeholder forum; and support SADC in developing its long-term development vision, Vision 2050, and the new strategic development plan (2020–2030).

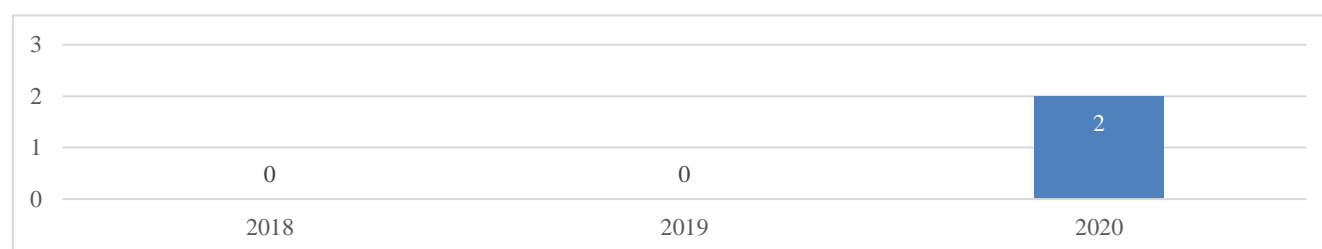
Result and evidence

The planned deliverables are expected to contribute to the result, which is aligned national industrial policies, by member States, with the SADC Industrialization Strategy and Roadmap (domestication) and increased private sector engagement.

Evidence of the result, if achieved, will include the domestication of the SADC Industrialization Strategy and Roadmap by at least two member States and additional small and medium-sized enterprises participating in the industrialization process and national and regional value chains by fostering forward and backward linkages and promoting their access to markets; and institutionalization of the Regional Private Sector Stakeholder Engagement to Accelerate the Industrialization Process in Southern Africa.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of member States domesticating the SADC Industrialization Strategy and Roadmap



- 18.110 The following General Assembly resolutions comprise the main mandates entrusted to the component: resolution [61/51](#) on cooperation between the United Nations and the Southern African Development Community and resolution [61/234](#) on enhancing the role of the subregional offices of the Economic Commission for Africa. The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.111 Table 18.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.11

Subprogramme 7, component 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	2
Substantive services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			2	2
Seminars, workshops and training events (number of days)			5	5
Publications (number of publications)			5	2
Technical materials (number of materials)			2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

5. Most significant relative variances of deliverables**Variances between the planned figures for 2020 and 2019**

- 18.112 The variance in publications is driven mainly by the discontinuation in the publication of country profiles in 2020 owing to the change in strategic focus of the component as part of the reform of the institution.



Subprogramme 8 Economic development and planning

1. Objective

- 18.113 The objective, to which this subprogramme contributes, is to improve public sector management and development planning for member States.

2. Alignment with the Sustainable Development Goals

- 18.114 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted planned result for 2020

Strengthened capacity of member States to implement the 2030 Agenda for Sustainable Development and Agenda 2063

The subprogramme has undergone a strategic reorientation to better address the current development priorities of African countries and assist them in the achievement of the 2030 Agenda and Agenda 2063.

In 2018, member States requested the subprogramme to review its training catalogue to ensure its alignment with the increasing and varying demands for capacity development necessary for member States' achievement of the goals and aspirations of the 2030 Agenda for Sustainable Development and Agenda 2063, and their alignment with national development plans. The subprogramme organized a retreat of its Technical Advisory Committee to which were invited recognized experts in economic development and planning. The main objective of the retreat was to review the catalogue to sharpen its focus on the development priorities of African countries and render it flexible enough to accommodate emerging issues. Resulting from the input of the experts as well as the review of all ECA divisions and subregional offices, a new array of courses has been produced. It addresses various emerging issues facing member States, including the green economy, the blue economy, regional integration and trade, transport infrastructure development, migration, science and technology, youth and employment, the digital revolution, domestic resource mobilization to finance development, entrepreneurship for development, public finance and debt management, among others, all of which are in high demand by member States. Critical cross-cutting issues, in particular gender, have been systematically taken into account in the design of the new catalogue.

Challenge and response

The challenge was that the subprogramme has experienced a rapid increase (64 per cent) in the number of applications to its courses between the 2014 and 2017. It has also been challenged by a consistently limited number of women participating in training events. The subprogramme observed that both tailor-made and training-of-trainer and online courses tend to reach more beneficiaries, including women, and therefore have more value for money than the regular onsite courses. More importantly, tailor-made training can address the specific capacity challenges that a country is facing and is therefore highly case-relevant.

In response, for 2020, the new catalogue will be updated to include a list of courses with a gender dimension. It will also integrate strengthened eLearning, training of trainers and tailor-made courses aimed at increasing the number of beneficiaries.

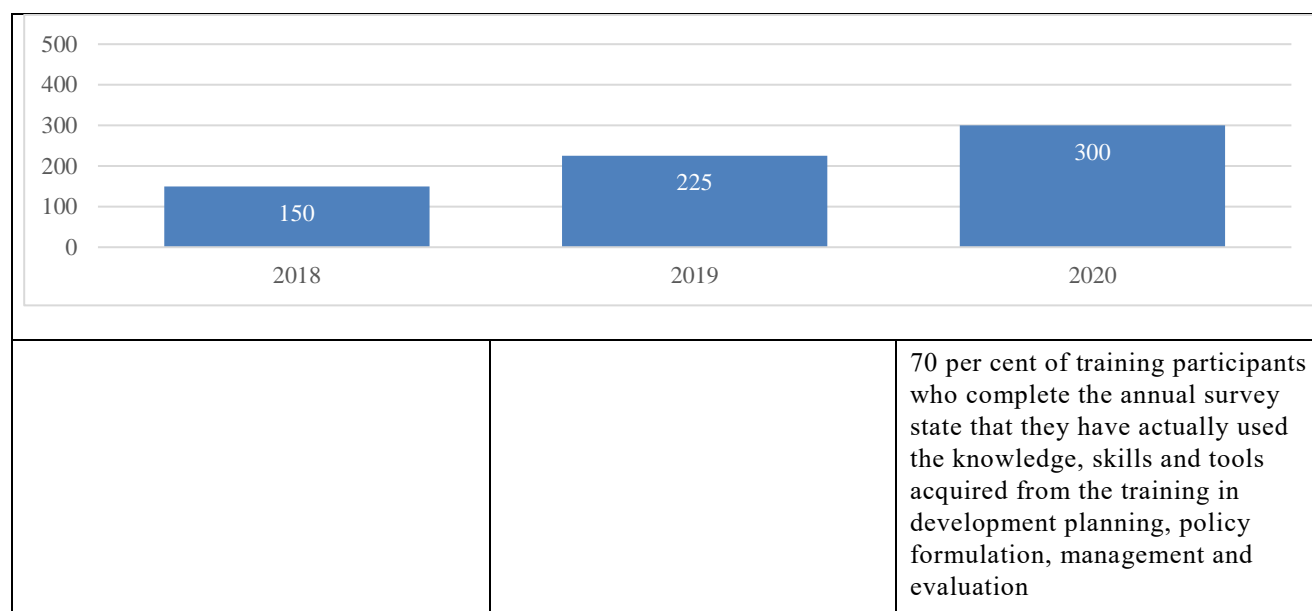
Result and evidence

The planned deliverables are expected to contribute to the result, which is the availability of African experts, including women, trained to improve public sector management and development planning in their respective countries.

Evidence of the result, if achieved, will include an increase from 150 to 300, i.e. a 100 per cent increase, in the number of certified female participants, and 70 per cent of training participants who complete the annual survey stating that they have used the knowledge, skills and tools acquired from the training in development planning, policy formulation, management and evaluation, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of female participants certified



- 18.115 The following Economic and Social Council resolution comprises the main mandate entrusted to the subprogramme: resolution 2011/13 on the African Institute for Economic Development and Planning. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.116 Table 18.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.12

Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			8	8
Conference and secretariat services for meetings (number of three-hour meetings)			8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				
Seminars, workshops and training events (number of days)			1 612	1 749
Publications (number of publications)			2	2
Technical materials (number of materials)			40	45
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

5. Most significant relative variances in deliverables**Variances between the planned figures for 2020 and 2019**

- 18.117 The variance in seminars, workshops and training events is driven mainly by an increase in the number of digital learning courses/webinars, owing to the need to reach more public officials with close attention to women beneficiaries, as well as the need to keep up with the changes in the development domain through research.
- 18.118 The variance in technical materials is driven mainly by the increase in the number of knowledge materials on development planning and economic management for use in self-paced distance learning to be uploaded to classified knowledge repositories, owing to increased demand from member States.



Subprogramme 9 Poverty, inequality and social policy

1. Objective

- 18.119 The objective, to which this subprogramme contributes, is to reduce poverty and inequality and advance inclusive social and spatial development in Africa.

2. Alignment with the Sustainable Development Goals

- 18.120 The objective is aligned with Sustainable Development Goal 1, which is to end poverty in all its forms everywhere. Progress towards the attainment of the objective will help to: (a) reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions; and (b) ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services.
- 18.121 The objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to: (a) achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value; and (b) substantially reduce the proportion of youth not in employment, education or training.
- 18.122 Furthermore, the objective is aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help to: (a) ensure equal opportunity and reduce inequalities of outcome; (b) adopt policies especially fiscal, wage and social protection policies and achieve greater equality; and (c) facilitate orderly, safe, regular and responsible migration and mobility of people.
- 18.123 Finally, the objective is aligned with Sustainable Development Goal 11, which is to make cities and human settlements inclusive, safe, resilient and sustainable. Progress towards the attainment of the objective will help to: (a) ensure access for all to basic services; and (b) support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

3. Highlighted planned result for 2020

International migration in Africa

Migration is an important matter for global development. Making migration a “win-win” for all involved contributes to reducing poverty and inequality. In 2016, the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development held their joint annual meeting in Addis Ababa. On that occasion, African ministers recognized the vital role of migration in Africa’s development agenda and the Conference of Ministers adopted resolution 940 (XLIX) on international migration in Africa, in which it requested ECA and the African Union Commission to establish a high-level panel on international migration in Africa to provide overall guidance and support to policy dialogues on an African perspective on international migration in Africa.

From 2016 to 2018, the subprogramme generated country-specific case studies on drivers, governance, impact and overall social development of migratory flows. Complementary to the case studies in Morocco, South Africa,

Cameroon, Ethiopia and Senegal, papers and policy briefs were prepared. This analytical work has significantly contributed to developing an African perspective on migration that is reflected in the Global Compact for Safe, Orderly and Regular Migration.

Challenge and response

The challenge was the development of a continental perspective on migration that leverages the country-specific studies and improves outreach activities. Indeed, as part of the convening role of ECA, the subprogramme organized a series of national and subregional workshops to share the findings and facilitate peer learning among a larger number of member States.

In response, for 2020, to deepen the engagement, the subprogramme will promote the high-level panel's recommendations among member States and strengthen and disseminate the knowledge and policy products on migration in Africa developed in relation to five member States (Ethiopia and Morocco, for which the previous analysis will be strengthened, as well as Mali, Nigeria, and Zimbabwe). The subprogramme will also leverage its convening power to mobilize member States and all stakeholders, including regional and international organizations, civil society, businesses and others, to strengthen political buy-in of the necessary policies to facilitate the "orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned migration policies".

As part of the operationalization and programmatic role of ECA, the subprogramme will undertake work to broaden policy uptake, improve engagement and strengthen capacities of member States and development partners.

Result and evidence

The planned deliverables are expected to contribute to the result, which is strengthened capacity and policy products developed on migration in Africa.

Evidence of the result, if achieved, will include the adoption by five African member States of national policies on migration and implementation of migration-related targets of the Sustainable Development Goals and the Global Compact for Safe, Orderly and Regular Migration, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
		Strengthened knowledge, dissemination and adoption of policy products developed on African migration among five (5) member States (Ethiopia, Mali, Morocco, Nigeria and Zimbabwe), which deepens the previous analysis carried out in Ethiopia and Morocco and adds Mali, Nigeria and Zimbabwe

- 18.124 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [65/234](#) on follow-up to the International Conference on Population and Development beyond 2014; resolution [65/312](#) on the outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding; resolution [68/3](#) on the outcome document of the 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: the way forward, a disability-inclusive development agenda towards 2015 and beyond;

resolution 70/218 on the second United Nations Decade for the Eradication of Poverty (2008–2017); resolution 71/237 on international migration and development; resolution 71/162 on implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly; resolution 71/256 on the New Urban Agenda; resolution 72/144 on the follow-up to the Second World Assembly on Ageing; resolution 72/143 on cooperatives in social development; resolution 72/146 on policies and programmes involving youth; and resolution 72/179 on the protection of migrants. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

4. Deliverables for the period 2018–2020

- 18.125 Table 18.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.13

Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)			2	–
Substantive services for meetings (number of three-hour meetings)			4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			1	5
Seminars, workshops and training events (number of days)			–	10
Publications (number of publications)			4	4
Technical materials (number of materials)			3	5
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

5. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 18.126 The variance in substantive services for meetings is driven mainly by the biennial frequency of meetings of the subprogramme's intergovernmental committee. The committee meeting will be held in 2019 and 2021.
- 18.127 The variance in field and technical cooperation projects is driven mainly by the introduction of new projects (such as those intended to build the capacity of national policymakers in urbanization and national development planning, social policy and peace and security in Africa) owing to the consolidation and alignment of deliverables and the increased number of countries that the subprogramme will work with to enable scaling up of established cooperation with member States and deliver more effectively.

- 18.128 The variance in seminars, workshops and training events is driven mainly by the new workshops to be conducted on urbanization and national development planning and social policy for policymakers in selected countries and the high-level dialogue to be held on the nexus between security and development, in response to a growing demand from member States for knowledge and policy-related technical assistance.

Annex

Programme performance for 2018¹

Subprogramme 1

Macroeconomic policy

1. Objective

- A.1 The objective, to which this subprogramme contributes, is to accelerate economic transformation and inclusive development in Africa.

2. Highlighted result in 2018

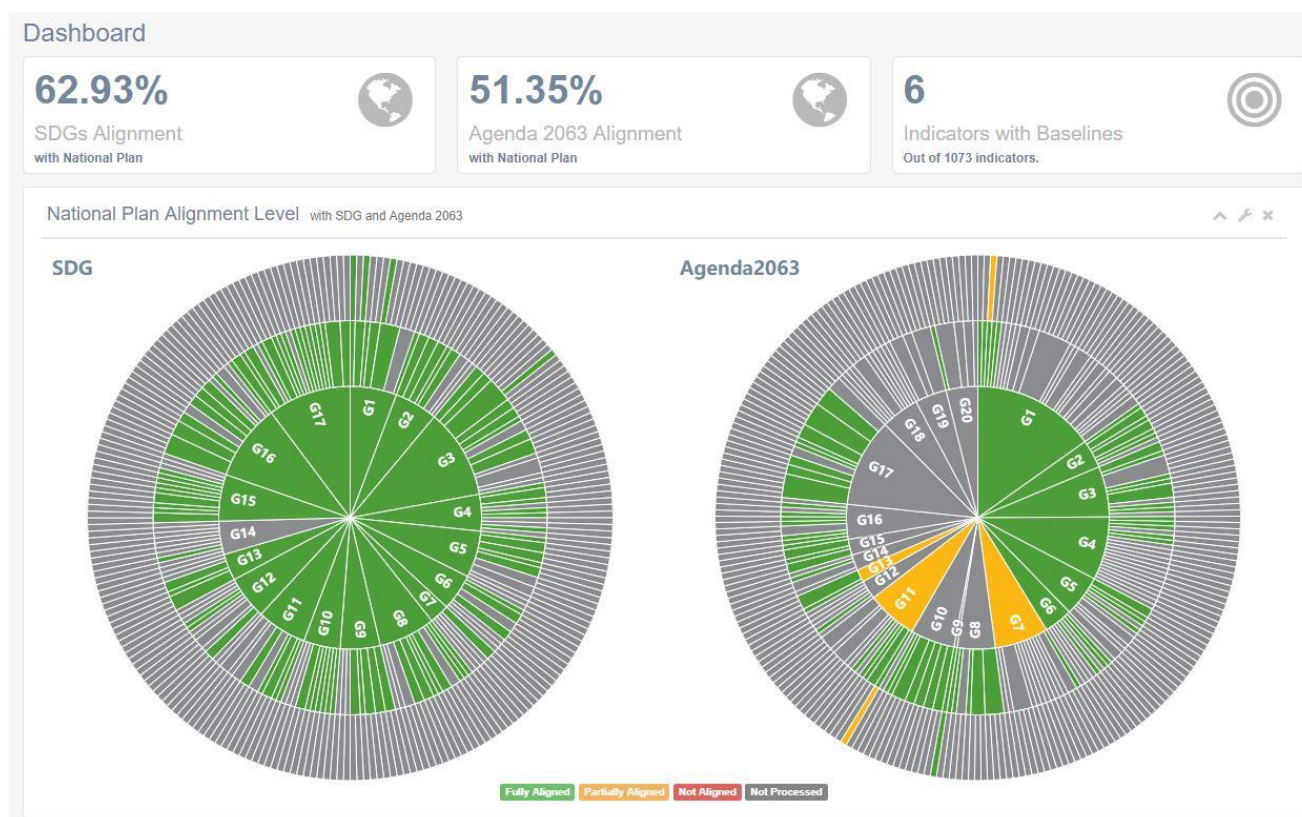
Integrating the 2030 Agenda and Agenda 2063 into national development plans

In 2018, African countries continued to undertake the responsibility to incorporate the two complementary and yet different development frameworks – the 2030 Agenda for Sustainable Development and Agenda 2063 – in their national development frameworks and to report on them. At its 2016 meeting, the Conference of African Ministers of Finance, Planning and Economic Development underscored the need for African countries to take ownership of their continental development agendas. Accordingly, the Conference of Ministers requested the Economic Commission for Africa and the African Union Commission to support member States in designing a road map for the implementation of both agendas at the national level and to develop tools and a harmonized monitoring and evaluation framework to align the two agendas for ease of reference.

From 2017 to 2018, ECA created the integrated planning and reporting toolkit, which enables member States to align the two agendas and integrate them into national development plans. ECA supported the application of the toolkit in five countries: Cameroon, the Congo, Ghana, Seychelles and Uganda. The roll-out involved a series of workshops to demonstrate the toolkit, build capacity for its application improve awareness of the two agendas and the links between them, in line with the African Union-United Nations development framework that was signed in January 2018.

With the goals, targets and indicators of the two agendas already built into the toolkit's software, users can assess the level and strength of alignment between the two agendas and the goals, targets and indicators of the national development plan at the click of a button. This enables streamlined and simplified reporting from countries because a single national response can address goals, targets and indicators of both agendas. The built-in dashboards allow for visualization of summary information on the alignment of the two agendas as well as country performance regarding alignment and progress in the implementation of the national goals and targets. The software has three modules: the alignment module (which brings together the 2030 Agenda and Agenda 2063, on the one hand, and the national plan, on the other); the monitoring module (which captures the indicators, baselines, targets, and current values of the national plan); and the reporting module (which allows for progress reporting on the two agendas).

¹ As outlined in the report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session ([A/73/400](#)), the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.



Dashboard of the integrated planning and reporting toolkit showing alignment of national development plans with the 2030 Agenda and Agenda 2063
Source: Economic Commission for Africa

Result and evidence

The deliverable contributed to the result, which is the simultaneous integration of both agendas into national development plans with reduced effort from member States.

Evidence of the result includes positive feedback from the users of the toolkit. For example, during the demonstration in Uganda, it was noted that while the country used a number of models for planning and projections,^a none captured the three dimensions of sustainable development. Therefore, a tool that brings together the two agendas, accompanied by analysis of the impacts of different policies and public investment profiles to inform strategic prioritization, is important in the context of designing the next 5-year and 10-year development plans. In the participants' response to the post-workshop survey, over 80 per cent of the participants in Uganda, and over 60 per cent of those in Ghana and Seychelles, rated the workshop to have effectively contributed to their capacity in integrating the two frameworks into national development plans. Over 90 per cent would recommend the toolkit to other colleagues. Furthermore, Gambia has asked for similar support, having heard about the toolkit in different forums organized by ECA.

The result demonstrates progress made in 2018 towards collective attainment of the objective.

^a Including the social accounting matrix, the integrated macroeconomic model and the computable generalized equilibrium model, among others.

- A.2 A planned result for 2018, which is 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, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by the increase from 12 in 2016–2017 to 17 in 2018 (against a biennial target

of 18) in the number of member States that rated 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.

3. Deliverables for the period 2018–2020

- A.3 Table A.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	—	—		
Seminars, workshops and training events (number of days)	1	1		
Publications (number of publications)	2	2		
Technical materials (number of materials)	7	7		

Subprogramme 2 Regional integration and trade

1. Objective

- A.4 The objective, to which this subprogramme contributes, is to achieve effective regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa.

2. Highlighted result in 2018

The road to the African Continental Free Trade Area

The continent has embarked on important regional integration processes which are complex, broad and ambitious, requiring greater support to regional institutions with the capacities to spearhead the advancement of the African regional integration agenda. The establishment of a continental free trade area is one of the critical phases of the 1991 Treaty establishing the African Economic Community. To accelerate the continental integration agenda, the Assembly of the African Union, at its eighteenth ordinary session held in January 2012, decided to establish the continental free trade area by an indicative date of 2017. As part of its mandate to promote Africa's integration, ECA continued to support various efforts and processes geared towards bringing about the continental free trade area.



*African leaders at the Kigali summit (17–21 March 2018).
Source: African Union Commission*

In 2018, ECA assisted with the development of the text used as the basis for the negotiations. In addition, ECA presented its evidence-based country-specific projected benefits through intergovernmental experts and decision-making channels.

Result and evidence

The deliverable contributed to the result, which is the consensus reached on the Agreement establishing the African Continental Free Trade Area.

Evidence of the result includes the signing on 21 March 2018, by 47 member States, of the Kigali Declaration for the Launch of the African Continental Free Trade Area.

The result demonstrates progress made in 2018 towards collective attainment of the objective.

- A.5 A planned result for 2018, which is 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 create an environment conducive to attracting investments, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase of the number of member States from 29 in 2016–2017 to 47 in 2018 (against a biennial target of 54) showing commitment to making the continental free trade area a reality.

3. Deliverables for the period 2018–2020

- A.6 Table A.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above

Table A.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3		
Substantive services for meetings (number of three-hour meetings)	3	3		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	4		
Seminars, workshops and training events (number of days)	5	5		
Publications (number of publications)	3	1		
Technical materials (number of materials)	5	5		

4. Most significant relative variances in deliverables**Variances between the actual and planned figures in 2018**

- A.7 The variance in field and technical cooperation projects was driven mainly by the increase in projects funded through extrabudgetary resources owing to the grant agreement concluded with a foundation in support of implementation of the African Continental Free Trade Area.
- A.8 The variance in publications was driven mainly by the decrease in the number of publications owing to postponement of programmed outputs to 2019.

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

1. Objective

- A.9 The objective, to which this subprogramme contributes, is to achieve the adoption and implementation of new initiatives to advance sustainable and equitable development in Africa.

2. Highlighted result in 2018

Common position and peer learning to drive implementation of the Sustainable Development Goals

In 2018, the subprogramme, in collaboration with other subprogrammes of ECA, regional organizations and agencies of the United Nations system, led the convening of the fourth session of the Africa Regional Forum on Sustainable Development. ECA and partner organizations prepared background papers and working documents to review and reach consensus on the status and progress of implementation of Sustainable Development Goals 6, 7, 11, 15 and 17 of the 2030 Agenda and the goals set out in the Africa Union's Agenda 2063 as Africa's input to the 2018 high-level political forum on sustainable development.

Result and evidence

The deliverable contributed to the result, which is mutual learning and the articulation and adoption of policy recommendations in the form of key messages to accelerate the implementation of the Sustainable Development Goals and Agenda 2063 in Africa, informed by the working document on policy recommendations drawing from the background reports, exchange of experiences and deliberations during the forum. Among the key messages were that resilient structural transformation in Africa, in line with the 2030 Agenda and Agenda 2063, requires integrated national frameworks including sectoral strategies and approaches that mainstream and prioritize inclusion, climate change-proofing, disaster risk reduction and the value of natural capital; that the momentum to ensure climate change adaptation and mitigation should be increased alongside the achievement of the Sustainable Development Goals; that African countries need to invest more in providing potable water access points in urban and rural communities, improving sanitation facilities and ensuring appropriate waste management; that safeguarding and implementation of responsible management of Africa's natural resources, on which most growth is predicated, should remain a priority; that funding, capacity development and technology support linked to achieving on-the-ground outcomes need to be scaled up to implement national biodiversity strategies and action plans, land degradation neutrality targets and national plans and programmes for sustainable forest management; and that a multi-stakeholder Africa forum on science and technology innovation for the Sustainable Development Goals should be held in the margins of the Africa Regional Forum on Sustainable Development to identify and address Africa's science and technology innovation needs and prepare for the annual global-level multi-stakeholder forum on the same topic.

Evidence of the result includes adoption of concrete policy recommendations in the form of key messages on six sub-themes of the forum as outlined in the paragraph above, which also constituted Africa's regional input to the 2018 high-level political forum and are intended to be used for policy dialogue, policymaking and implementation at the national, regional and global levels towards the realization of the goals set out in both agendas, with emphasis on the six goals listed above.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



Dignitaries at the opening ceremony of the 2018 Africa Regional Forum on Sustainable Development. Source: International Institute for Sustainable Development

- A.10 A planned result for 2018, which is 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, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase from 10 in 2016–2017 to 14 in 2018 (against a biennial target of 15) in the 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. The four additional countries are Chad, Ghana, Morocco and Rwanda.

3. Deliverables for the period 2018–2020

- A.11 Table A.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3		
Seminars, workshops and training events (number of days)	20	20		
Publications (number of publications)	4	4		
Technical materials (number of materials)	7	7		

Subprogramme 4 Statistics

1. Objective

- A.12 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of quality data and statistics in Africa.

2. Highlighted result in 2018

Strengthened agricultural statistics and increased capacity of African statisticians

From 2013 to 2018, the statistics subprogramme has been implementing the training component of the global strategy for improving agricultural and rural statistics, a programme for revamping the state of agricultural statistics in the continent. Data and statistics on the sector, according to the programme document entitled “Improving statistics for Food Security, Sustainable Agriculture and Rural Development: An Action Plan for Africa 2011–2015”, are poorly collected and disseminated in many African countries. Many institutions in Africa responsible for the production and dissemination of agricultural statistics have reported that understaffing has a deleterious effect on their operations. They also do not have a human resource development strategy to guide the management, development and harnessing of their human resources. This has negatively affected the quality and availability of agricultural statistics in all member States in the region.

In 2018, the subprogramme designed a training programme to address the lack of a critical mass of trained agricultural statisticians by strengthening capacities in agricultural statistics training in 40 African countries. With research support from the Food and Agriculture Organization of the United Nations (FAO), the training programmes were packaged as training-of-trainers and focused on newly developed methods and techniques in agricultural statistics, such as effective use of administrative data, improved production of food balance sheets, use of technologies in the production of agricultural statistics, improved nomadic and transhumance livestock statistics production, statistics on youth employment and gender in agriculture and improved fisheries statistics production.

The programme also aimed at improving the curricula for short-term and-on-the job training courses, improving the infrastructure capacity of regional statistical training centres with modern training technologies, provision of scholarships for specialization in agricultural statistics and training of trainers and lecturers on newly developed methods and technologies. Furthermore, technical manuals and guidelines on newly developed methods have been produced to support agricultural data collection and analysis. Five regional statistical training centres located in Abidjan, Côte d’Ivoire. Dakar, Yaoundé and Dar es Salaam, United Republic of Tanzania, are currently able to provide courses on newly developed methods and techniques in agricultural statistics. Regional training centres such as the Eastern African Statistical Training Centre in Dar es Salaam are also responding to requests from national offices for mass training of staff in a number of the newly launched methodologies.

Result and evidence

The deliverable contributed to the result, which is strengthened capacity of statistical training centres to develop and deliver training in agricultural statistics.



*Graduates of the agricultural statistics masters qualification programme from Senegal, Mali, Nigeria, Lesotho and Cameroon.
Source: Andrea Giaquinto*

Evidence of the result includes the outcome of the second round of the country assessment of agricultural statistical systems in Africa, aimed at measuring the capacity of African countries to produce timely, reliable and sustainable agricultural statistics. This is demonstrated by the 6.4 percentage point increase (from 46.5 per cent in 2013 to 52.9 per cent in 2015) in the composite indicator^a for Africa as a whole. The assessment illustrated the improvement in capacity of the respective agencies responsible for agricultural statistics in the target countries compared to the first round of assessment. Data from the assessment were used to construct agricultural statistics capacity indicators for each country to assess the country's capacity to produce timely and reliable agricultural and rural statistics. The assessment provided evidence of the current level of development of national agricultural and rural statistics systems and also illustrated continued improvement in reporting in agricultural statistics as a result of improved capacities, including experts in newly developed methodologies.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

^a The composite indicator measures the development of national agricultural statistical systems for the whole Africa region.

- A.13 A planned result for 2018, which is strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of member States (29 in 2018, against a biennial target of 25) that have developed a statistical strategy as part of their national development plan.

3. Deliverables for the period 2018–2020

- A.14 Table A.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	5		
Substantive services for meetings (number of three-hour meetings)	24	24		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3		
Seminars, workshops and training events (number of days)	35	35		
Technical materials (number of materials)	4	4		

Subprogramme 5 Capacity development

1. Objective

- A.15 The objective, to which this subprogramme contributes, is to achieve sustainable and inclusive economic growth and to accelerate structural transformation in the context of the priorities of the African Union, including those incorporated in Agenda 2063, the NEPAD programme and the 2030 Agenda for Sustainable Development.

2. Highlighted result in 2018

Enhanced capacity in result-based management and leadership skills training for the Ministry of Water, Irrigation and Electricity of Ethiopia

In 2018, the subprogramme, in collaboration with other ECA subprogrammes, provided advisory services and technical assistance, including training, to the Ministry of Water, Irrigation and Electricity of Ethiopia in a bid to enhance its institutional capacity, improve service delivery and ultimately raise revenue. The first phase of this engagement consisted in the design and implementation of a performance assessment for the Ministry in order to evaluate its institutional capacity. The assessment identified a number of leadership competency gaps among the middle-level managers, which, if not addressed, could compromise the institutional capacity needed to achieve the ambitious organizational goals set by the Ministry for the coming years.



Training of mid-level managers of the Ministry of Water, Irrigation and Electricity of Ethiopia. Source: Jillian Furman

In order to remediate the identified capacity gaps and ensure success, the Ministry, together with ECA, designed a multi-phase programme that leverages the expertise of both internal and external professional development specialists to address the challenges identified. The primary objective of the capacity development programme was to strengthen the individual competencies and leadership capacities of middle-level managers within the Ministry of Water, Irrigation and Electricity. Specifically, the programme aimed to improve the leadership capabilities of the managers; to develop a comprehensive and adaptable capacity-building plan for Ethiopia's second growth and transformation plan, covering the period 2015/16–2019/20; and to synthesize the key strategies that the Ministry's senior leadership team could implement to improve the managerial competencies of its middle-layer managers.

Result and evidence

The deliverable contributed to the result, which is to strengthen the Ministry's institutional and human capacities to effectively achieve its performance goals.

Evidence of the result includes the pre- and post-training evaluation results. Indeed, prior to the training, only 30 per cent of respondents felt they had the "tools needed to make ethical choices and decisions while performing my duties at work" while in the post-training evaluation that number climbed to 76 per cent. Further, in the pre-training evaluation only 20 per cent of respondents agreed that they understood the concept of result-based management. In the post-training evaluation that number rose to 65 per cent. In the pre-training evaluation, 10 per cent of respondents agreed that they had the tools and resources needed to demonstrate leadership qualities; in the post-training evaluation that number increased to 62 per cent.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.16 A planned result for 2018, which is 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, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increase in the 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, from 20 in 2016-2017 to 23 in 2018 (against a biennial target of 25).

3. Deliverables for the period 2018–2020

- A.17 Table A.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4		
Substantive services for meetings (number of three-hour meetings)	8	8		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	11		
Seminars, workshops and training events (number of days)	3	4		
Publications (number of publications)	3	3		
Technical materials (number of materials)	16	16		

4. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- A.18 The variance in seminars, workshops and training events was driven mainly by the ECA restructuring, which led to a decision to implement these outputs under the new structure in 2019.

Subprogramme 6 Gender and women in development

1. Objective

- A.19 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment in Africa.

2. Highlighted result in 2018

How the ECA gender tool (African Gender and Development Index) informed effective policymaking in Africa

The African Gender and Development Index was introduced by the subprogramme in 2004 in response to requests by member States for a tool to assist them in reporting on the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women. As all African countries adopted these international instruments, they have an obligation to report on progress recurrently. Moreover, member States need to measure progress in gender equality in social, economic and political dimensions and develop national policies, programmes and strategies to narrow gender gaps for inclusive and sustainable development.

In June 2018, during a national-level workshop organized by the subprogramme in Pretoria, the Chief of the National Population Unit of the Department of Social Development of South Africa presented the Unit's most recent report, which had been reviewed by the Cabinet. The aim of the report was to develop a national strategy for South Africa to ensure that necessary investments in education and health were made to tackle high youth unemployment and harness the demographic dividend. However, the report had been returned by the Cabinet for revision because of its gender blindness. In response, the Commission on Gender Equality, a strong partner of the subprogramme in the implementation of the African Gender and Development Index, presented its latest research with the support of the subprogramme.



The African Gender and Development Index continues to influence policies and programmes that bring women into previously male-dominated sectors. Source: Ryan Brown/UN Women

Result and evidence

The deliverable contributed to the result, which is the strong partnership between the National Population Unit and the Commission on Gender Equality leading to mainstreaming of a gender dimension into prospective national strategies to harness the demographic dividend. Specifically, the National Population Unit was influenced by the Commission on Gender Equality with insights drawn from the African Gender and Development Index that provide a comprehensive gender dimension beyond simply disaggregating data by sex.

Evidence of the result includes the inclusion of a gender dimension drawing from the national AGDI report on the African Gender and Development Index into the final report, entitled "South African population dynamics: trends, structure, causes and consequences" to be submitted to the Cabinet. It is expected that the report will inform the national policy framework on harnessing the demographic dividend.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.20 A planned result for 2018, which is enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment as well as address emerging issues that affect women and girls, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increase in the number of member States and regional economic communities that report the implementation of international and regional commitments on gender equality and the empowerment of women and girls from 20 in 2016–2017 to 29 in 2018 (against a biennial target of 33).

3. Deliverables for the period 2018–2020

- A.21 Table A.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6		
Seminars, workshops and training events (number of days)	3	3		
Technical materials (number of materials)	1	1		

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

1. Objective

- A.22 The objective, to which this component contributes, is to achieve structural transformation for inclusive and sustainable development in North Africa.

2. Highlighted result in 2018

Adoption of the system of national accounts

African countries face challenges in the production of timely and quality economic statistics owing to limited human, financial and technical resources and weak institutional capacity and statistical infrastructure. To address these challenges, in January 2014, ECA launched the project on the implementation of the 2008 System of National Accounts. In response to a request for technical assistance from the Government of Mauritania to support the adoption of the 2008 System of National Accounts, the ECA office for North Africa, in partnership with the Government Morocco, the World Bank, the International Monetary Fund (IMF) and the Economic and Statistical Observatory for Sub-Saharan Africa provided technical support and advisory services to ensure alignment of Mauritanian national accounts and economic statistic concepts with the System of National Accounts and enhance methodologies, tools, and practices and standards for the collection and analysis of economic, social and environment data.

The overall objective of the project was to improve the quality and availability of national accounts and related economic statistics in support of good economic governance, regional integration, and sustainable development in Africa. The project formed part of the continent-wide project for the implementation of the 2008 System of National Accounts, which was developed by the African Group on National Accounts under the aegis of the Statistical Commission for Africa.



*Fisherman casting net in the water to catch small fish.
Source: United Nations Photo/Martine Perret*

Result and evidence

The deliverable contributed to the result, which is the decision by the Government of Mauritania to implement the 2008 System of National Accounts in 2018.

Evidence of the result includes the use of the 2008 System of National Accounts methodology by the Government to come up with an accurate estimate of the contribution of the fisheries, cattle, public administration, finance and informal sectors to its GDP. The numbers were presented and discussed during a series of national workshops that brought together key stakeholders at national level and partners at international level such as the IMF, the World Bank and the African Development Bank. The approach used to support Mauritania has been documented in a

methodological guide that will help extend similar support to other countries in the subregion such as the Sudan and others, depending on needs. The consolidated knowledge built through this process was presented and discussed during the expert group meeting on the topic “Data revolution in North Africa: putting data in support of structural transformation (expert group meeting)”, organized in October 2018. The expert group meeting provided an opportunity to showcase the work undertaken in Mauritania and to share experiences and best practices in managing statistical systems and national accounts data across the seven countries in the North Africa region. It also provided the opportunity to review existing statistical regulatory frameworks and discuss adjustments needed to enable countries and related institutions to use big data sources to strengthen and deepen statistical systems in North Africa.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.23 A planned result for 2018, which is strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration to gender perspectives, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved as evidenced by the increase from zero in 2016–2017 to 2 in 2018 (against a biennial target of 2) in the number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration to gender perspectives.

3. Deliverables for the period 2018–2020

- A.24 Table A.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.7

Subprogramme 7, component 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4		
Substantive services for meetings (number of three-hour meetings)	11	11		
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	4		
Publications (number of publications)	6	6		

Component 2 Subregional activities in West Africa

1. Objective

- A.25 The objective, to which this component contributes, is to achieve structural transformation for inclusive and sustainable development in West Africa.

2. Highlighted result in 2018

Renewal of development planning to increase the efficiency and transparency of public policies in West Africa

In 2017 and 2018, the component undertook capacity-building and development planning missions to Benin, Côte d'Ivoire, Guinea, Guinea-Bissau, Niger and Senegal at the request of the respective Governments for assistance in optimizing the use of domestic resources, particularly public revenues. The objective of the mission was to improve government officials' capacities in development planning and statistics to design and formulate policies and strategies in support of their respective national development agendas. The case of Senegal illustrates the effectiveness of the component's interventions.

The Government of Senegal requested technical support to comply with a key conditionality (structural benchmark) of its economic and financial programme supported by IMF under the policy support instrument for 2015–2017. This was related to the establishment of a platform, called the integrated projects bank, which describes the life cycle of the IMF-supported projects. The component's role consisted in coordination of actions with the Government. This included the definition of the terms of reference of the project; the development of the "threshold 21" model and its calibration to the needs of the country; and the organization of several workshops that involved the Ministry of Economy, Finance and Planning as the main actor, together with other ministerial departments and private-sector and research institutions, for the purpose of capacity-building of the government counterparts for better ownership and operation of the platform.



Increased health care for vulnerable children. Source: Tahirou Gouro Soumana, subregional office for West Africa, ECA

Result and evidence

The deliverable contributed to the result, which is the implementation in Senegal of the electronic project database describing the life cycle of the projects and better communication between line ministries and the Ministry of Economy, Finance and Planning.

Evidence of the result includes the improvement of the overall public projects cycle and capital spending. The implementation of the electronic project database enabled the Government to bring better cope with the increasing demands on education and health services and to achieve inclusive growth. In addition, recent analysis made by the component and several IMF reviews of the policy support instrument for 2015–2017 demonstrated that increased efficiency and transparency of public policies goes together with the ownership and effective implementation of the national development agenda and the strengthening of the capacity of government officials to design, implement and monitor the country strategies, plans, programmes and projects.

The result demonstrates progress made in 2018 towards collective attainment of the objective.

- A.26 A planned result for 2018, which is strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration to gender perspectives, as referred to in the proposed programme budget for the biennium 2018–2019, was fully achieved, as evidenced by the increase from 5 in 2016–2017 to 8 in 2018 (against the biennial target of 8) in the number of policy dialogues and platforms in support of structural transformation in Western Africa, with due consideration to gender perspectives.

3. Deliverables for the period 2018–2020

- A.27 Table A.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.8

Subprogramme 7, component 2: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2		
Substantive services for meetings (number of three-hour meetings)	8	8		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1		
Seminars, workshops and training events (number of days)	9	9		
Publications (number of publications)	6	4		
Technical materials (number of materials)	1	1		

4. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- A.28 The variance in publications was driven mainly by two publications having been completed but their formats for public dissemination not decided owing to the sensitivity of issues related to the ECOWAS single currency and the impact of the accession of Morocco, Tunisia and Mauritania to ECOWAS. A colloquium scheduled for 2019 will deal with these two major subjects.

Component 3

Subregional activities in Central Africa

1. Objective

- A.29 The objective, to which this component contributes, is to achieve structural transformation for inclusive and sustainable development in Central Africa.

2. Highlighted result in 2018

Breaking the vicious cycle of overdependence on the export of commodities

From 2017 to 2018, four Central African countries asked the subprogramme for technical assistance to formulate economic diversification strategies as a potential solution to addressing the structural vulnerabilities of their economies, which remain highly dependent on oil exports.

The Government of Chad, with the subprogramme's technical assistance, developed and approved an industrialization and economic diversification master plan, which was launched on 17 September 2018 in N'Djamena. The success of the master plan required strong capacities in terms of the conception and formulation of projects.

Other key conditions were improvements in the business environment, notably access to finance, productivity growth and sufficient fiscal space to pursue long-term investments to catalyse industrialization and economic diversification, while restoring macroeconomic stability through short-term measures. As such, to operationalize the plan, the necessary growth diagnostic studies, value chain analysis and other studies were undertaken, which helped to identify the key economic pillars and enablers for economic diversification in the country. These included agribusiness, livestock development with a focus on meat and leather exports, harnessing of renewable energy, establishment of clusters and the emergence of the knowledge economy. Green industrialization was chosen as the favourite route to expanding the share of manufactured products in total exports and reducing greenhouse emissions.



Aluminium transformation industry in Cameroon. Source: ECA documentary video "Made in Central Africa"

Result and evidence

The deliverable contributed to the result, which is an increased level of resources mobilized to finance the master plan and new partnerships to operationalize it. The master plan also served as a basis for extensive consultation with development partners operating in the country, including the World Bank, the IMF, the African Development Bank, the European Union and the French Development Agency, to ensure that they align their interventions in Chad with the plan as part of an integrated financing framework for development.

Evidence of the result includes increased mobilization of resources to finance the master plan and new partnerships. The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.30 A planned result for 2018, which is 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 to gender perspectives, as referred to in the proposed programme budget for the biennium 2018–

2019, was achieved, as evidenced by the increase from 2 in 2016–2017 to 5 in 2018 (against the biennial target of 4) in the number of policy dialogues and platforms in support of the structural transformation in Central Africa, with due consideration to gender perspectives.

3. Deliverables for the period 2018–2020

- A.31 Table A.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.9

Subprogramme 7, component 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3		
Substantive services for meetings (number of three-hour meetings)	8	8		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1		
Seminars, workshops and training events (number of days)	30	31		
Publications (number of publications)	4	4		

4. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- A.32 The variance in seminars, workshops and training was driven by the holding of the workshop economic diversification, which was not planned for 2018.

Component 4

Subregional activities in Eastern Africa

1. Objective

- A.33 The objective, to which this component contributes, is to achieve structural transformation for inclusive and sustainable development in East Africa

2. Highlighted result in 2018

The blue economy: paradigm shift towards a multisectoral approach in Eastern Africa

Member States, as well as regional economic communities and intergovernmental organizations, reiterated the need to develop and implement sound multisectoral blue economy policies at the twenty-first meeting of the intergovernmental committee of experts, held in Moroni in November 2017 under the theme “Transformative growth in Eastern Africa: catalysts and constraints”. Furthermore, the blue economy has emerged as a main facilitator for the implementation of the African Continental Free Trade Area through optimum use of multimodal transport and connectivity between inland waterways and seaports.



Harnessing the blue economy potential in Comoros. Source: Phillipe Murcia

In 2018, at the request of Comoros and Madagascar, the component provided technical support for the development and consolidation of strategic frameworks focusing on prioritization of sectors and related trade-offs alongside policy orientations and actions. In the case of Comoros, energy was identified as a priority sector for intervention. In that regard, low energy generation capacity, inefficient energy transmission and distribution and limited long-term energy planning capacity were identified, in consultation with subprogramme 2, as recurrent challenges, affecting other sectors of the blue economy such as tourism.

Result and evidence

The deliverable contributed to the result, which is the formulation of a strategic policy framework for the blue economy for Comoros, accompanied by three thematic national studies focusing on (a) institutional and regulatory features (i.e., how to institutionalize the blue economy), (b) stocktaking of blue economy sectors and (c) regional dimensions, as well as a study on energy balance statistics and the energy systems model. In the case of Madagascar, the component's support resulted in the development of a strategic document highlighting challenges and opportunities in the blue economy and providing policy orientations.

The Comoros policy framework was developed in close consultation with UNDP and the United Nations country team. The Madagascar report includes direct contributions from FAO and from a consultation workshop involving country team members. Both frameworks were developed taking into consideration the planning framework of the Indian Ocean Commission, which has requested further support from ECA in finalizing a regional action plan on the blue economy. Additionally, these frameworks were aligned by the respective member States with the 2030 Agenda for Sustainable Development through integration of key Sustainable Development Goals as and with Agenda 2063 of the African Union, which has identified the blue economy as “a new frontier for African renaissance”. They emphasize the importance of knowledge generation on the blue economy and their implementation is expected to be supported by macroeconomic policies and innovative resource mobilization tools.

Evidence of the result includes the adoption by Comoros and Madagascar of their respective policy frameworks and their use of those frameworks to leverage the potential of their blue economies. In Comoros, the strategic policy framework was mainstreamed in the national strategy for accelerated growth and sustainable development. Madagascar will further pursue similar mainstreaming efforts following completion of the presidential elections. These results are a testimony to the wide operational scope of ECA.

The results demonstrate progress made in 2018 towards the collective attainment of the objective.

- A.34 A planned result for 2018, which is 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 to gender perspectives, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase from zero in 2016–2017 to 8 in 2018 (against the biennial target of 8) in the number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration to gender perspectives.

3. Deliverables for the period 2018–2020

- A.35 Table A.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.10

Subprogramme 7, component 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2		
Substantive services for meetings (number of three-hour meetings)	8	8		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1		
Seminars, workshops and training events (number of days)	15	15		
Publications (number of publications)	7	7		
Technical materials (number of materials)	3	3		

Component 5

Subregional activities in Southern Africa

1. Objective

- A.36 The objective, to which this component contributes, is to achieve structural transformation for inclusive and sustainable development in Southern Africa.

2. Highlighted result in 2018

Charting the course to industrialization in Southern Africa

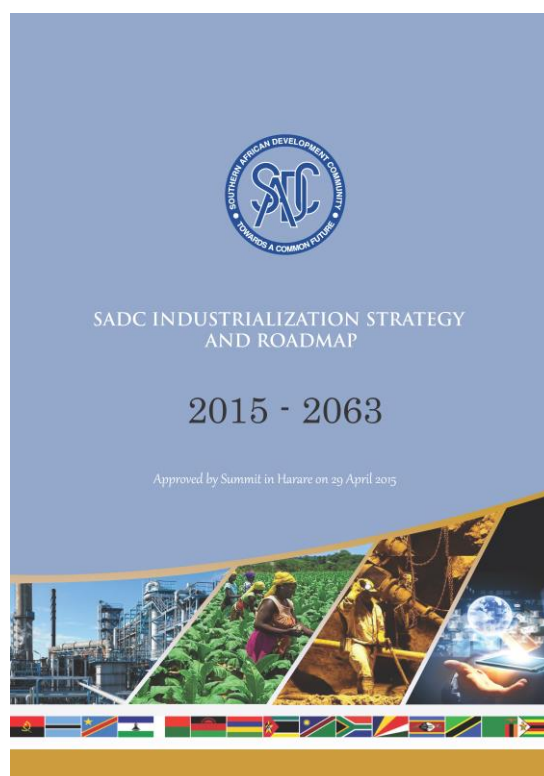
From 2017 to 2018, at the request of the SADC secretariat, ECA provided technical support to SADC on the elaboration and implementation of the Industrialization Strategy and Roadmap and the Action Plan in the following critical areas: (a) a mining sector skills audit; (b) a minerals beneficiation profiling exercise for identifying potential mineral value chains for development; (c) development of a regional mining vision; (d) a template for facilitating increased role of small and medium-sized enterprises in the industrialization process; (e) a regional intellectual property rights framework that could support innovation, technology and industrialization; and (f) a regional stakeholder forum on the private sector supportive of the industrialization process. These major areas of intervention were undertaken through developing concept notes, preparing background papers, organizing workshops and expert meetings and preparing the policy documents.

Result and evidence

The deliverable contributed to the result, which is the formulation by SADC of the template for developing capacities of small and medium-sized enterprises for enhanced role in the industrialization process; a mining sector skills database; a SADC regional mining vision for identifying and developing value chain minerals in Southern Africa; institutionalization of the Southern Africa Private Sector Stakeholder Forum; and a SADC intellectual property rights framework on industrialization.

Evidence of the result includes the adoption by SADC of the SADC template for developing capacities of small and medium-sized enterprises, the SADC regional mining vision, the SADC intellectual property rights framework on industrialization and the institutionalization of the Regional Stakeholders Forum on Private Sector Development in Southern Africa.

The result demonstrates progress made in 2018 toward the collective attainment of the objective.



- A.37 A planned result for 2018, which is enhanced capacity of member States in the Southern 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, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase from 0 in 2016–2017 to 3 in 2018 (against the biennial target of 4) in the 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.

3. Deliverables for the period 2018–2020

- A.38 Table A.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.11

Subprogramme 7, component 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2		
Substantive services for meetings (number of three-hour meetings)	8	8		
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1		
Seminars, workshops and training events (number of days)	6	6		
Publications (number of publications)	8	8		
Technical materials (number of materials)	2	2		

Subprogramme 8 Development planning and administration

1. Objective

- A.39 The objective, to which this subprogramme contributes, is to improve public sector management and development planning in support of member States' structural transformation.

2. Highlighted result in 2018

Mozambique infrastructure development plan based on geographic information systems

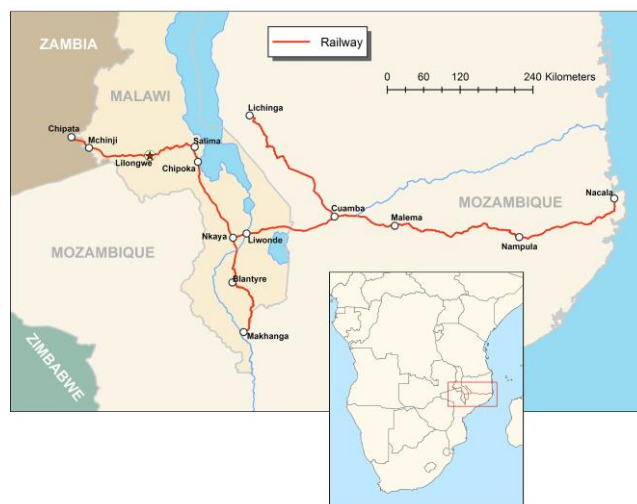
In 2018, the subprogramme, as part of its tailor-made training offer based on its catalogue of courses, responded to the request from the Ministry of Transport and Communication of Mozambique to organize a training of trainers course on the use of geographical information systems for spatial planning. The training benefited eight officials, including five women, from five government departments.

Result and evidence

The deliverable contributed to the result, which is the creation by the Ministry of the first multidisciplinary team of experts equipped with knowledge and skills in the use of geographical information systems for spatial planning.

Evidence of the result includes the development of the integrated infrastructure business plan using spatially referenced data.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



Railway network from Mozambique to Malawi.

- A.40 A planned result for 2018, which is enhanced capacity of member States for better development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase from 370 to 523 in the number of participants who responded to post-training surveys acknowledging that they had significantly benefited from the training received from the African Institute for Economic Development and Planning and would immediately apply it in their development policy management and planning work.

3. Deliverables for the period 2018–2020

- A.41 Table A.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.12

Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1		
Substantive services for meetings (number of three-hour meetings)	8	6		
Conference and secretariat services for meetings (number of three-hour meetings)	8	6		
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	1 261	663		
Publications (number of publications)	1	1		
Technical materials (number of materials)	20	20		

4. Most significant relative variances in deliverables**Variances between the actual and planned figures in 2018**

- A.42 The variance in substantive services for meetings was driven mainly by an increase in the number of digital learning courses/webinars, owing to the need to reach more public officials, with close attention to women beneficiaries, as well as the need to keep up with the changes in the development domain through research.
- A.43 The variance in seminars, workshops and training events was driven mainly by an increase in the number of digital learning courses/webinars in response to the need to reach more public officials, with close attention to women beneficiaries, as well as the need to keep up with the changes in the development domain through research.

Subprogramme 9 Social development policy

1. Objective

- A.44 The objective, to which this subprogramme contributes, is to achieve inclusive and equitable sustainable human and social development for transformation in Africa.

2. Highlighted result in 2018

Cities as drivers of wealth creation in Uganda

In 2018, based on the analytical work, technical guidelines and national capacity-building workshops of ECA, the National Planning Authority of Uganda, working with 50 policymakers from key ministries, developed a multisectoral national action plan to strengthen the integration of urbanization as a key driver of growth and transformation in national development planning processes. The technical guideline provides a step-by-step process on policies to harness rapid urban growth for job creation and economic diversification, currently an area of weakness in the urban policymaking of most African countries.



The Rabat-Sale tramway system, Rabat, Morocco. Source: Shutterstock

Result and evidence

The deliverable contributed to the result, which is the development of a new policy plan for job creation, poverty reduction and improved social outcomes through better-planned and managed cities. A high-level policy dialogue resulted in a commitment, at a ministerial level, to incorporate urbanization as a driver of wealth creation in Uganda's next national development planning cycle (2020 onwards). This was further complemented by the ECA regional framework for the implementation of the New Urban Agenda, endorsed by ministers of housing and urban development under aegis of the African Union's specialized technical committee on public service, local government, urban development and decentralization.

ECA support contributed to the prioritization of regional and strategic cities as vehicles for achieving middle-income status in Uganda and initiation of guidelines for implementation.

Evidence of the result includes application of the action plan by the National Planning Authority to finalize implementation of its current national development plan (up to 2020) and the design of the next one.

Similar technical assistance was provided in Zambia, Chad and Cameroon, also resulting in the development of national action plans to strengthen the urban component of national development planning as a means of harnessing the potential of urban growth for job creation and economic diversification. The ECA approach to strengthening of the urban component of national development planning in Africa is the first of its kind, providing a unique value addition to member States' attainment of Sustainable Development Goal 11 in the region.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.45 A planned result for 2018, which is enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase, from 7 in 2016–2017 to 11 in 2018 (against the biennial target of 12), in the 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.

3. Deliverables for the period 2018–2020

- A.46 Table A.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table A.13

Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2		
Seminars, workshops and training events (number of days)	4	4		
Publications (number of publications)	9	5		
Technical materials (number of materials)	5	2		

4. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- A.47 The variance in publications was driven mainly by the decrease in the number of publications owing to rationalization and consolidation.

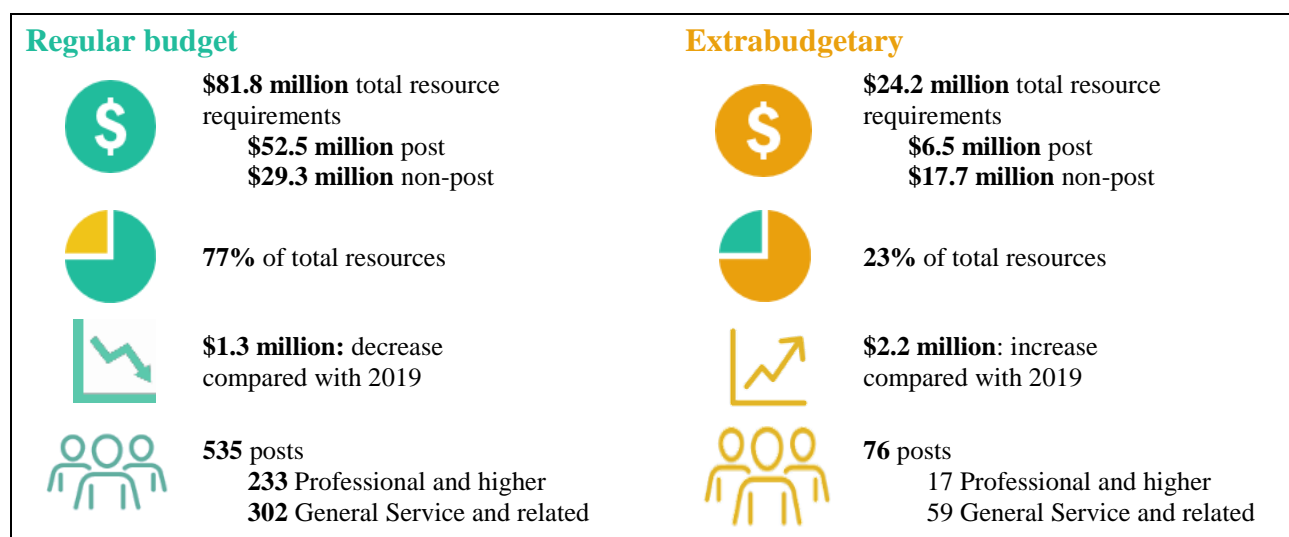
B. Proposed post and non-post resource requirements for 2020

Section 18A. Regional commission in Africa

Overview

18.129 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 18.II and table 18.14.

Figure 18.II
2020 in numbers



Note: Estimates before recosting.

Table 18.14
Overview of financial and post resources by component, subprogramme and funding source
(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate before recosting	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources									
Polymaking organs	477.1	472.3	(4.8)	—	—	—	477.1	472.3	(4.8)
Executive direction and management	9 151.7	8 863.7	(288.0)	1 155.0	623.9	(531.1)	10 306.7	9 487.6	(819.1)
Programme of work									
1. Macroeconomic policy and governance	3 668.4	3 621.6	(46.8)	191.3	944.2	752.9	3 859.7	4 565.8	706.1
2. Regional integration and trade	2 938.1	3 185.2	247.1	4 784.1	4 239.4	(544.7)	7 722.2	7 424.6	(297.6)

Part V Regional Cooperation for Development

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
3. Private sector development and finance	2 789.5	2 881.8	92.3	1 414.0	1 489.3	75.3	4 203.5	4 371.1	167.6
4. Data and statistics	4 757.7	4 752.9	(4.8)	2 580.3	3 999.2	1 418.9	7 338.0	8 752.1	1 414.1
5. Climate change, environment and natural resources management	3 311.1	3 148.1	(163.0)	4 424.9	4 121.8	(303.1)	7 736.0	7 269.8	(466.1)
6. Gender equality and women's empowerment	1 091.9	1 077.7	(14.2)	2.3	177.8	175.5	1 094.2	1 255.5	161.3
7. Subregional activities for development									
1. Subregional activities in North Africa	3 266.7	3 251.2	(15.5)	2.3	15.0	12.7	3 269.0	3 266.2	(2.8)
2. Subregional activities in West Africa	3 281.0	3 267.4	(13.6)	—	800.6	800.6	3 281.0	4 068.0	787.0
3. Subregional activities in Central Africa	4 254.2	4 178.4	(75.8)	900.4	—	(900.4)	5 154.6	4 178.4	(976.2)
4. Subregional activities in East Africa	3 464.2	3 447.6	(16.6)	18.8	—	(18.8)	3 483.0	3 447.6	(35.4)
5. Subregional activities in Southern Africa	3 412.4	3 378.4	(34.0)	1.5	321.5	320.0	3 413.9	3 699.9	286.0
8. Economic development and planning	1 299.9	1 299.9	—	—	386.9	386.9	1 299.9	1 686.8	386.9
9. Poverty, inequality and social policy	3 164.3	3 159.8	(4.5)	91.2	499.3	408.1	3 255.5	3 659.1	(4.5)
Subtotal, programme of work	40 699.4	40 650.0	(49.4)	14 411.1	16 995.0	2 583.9	55 110.5	57 645.0	2 534.5
Programme support	32 824.5	31 830.3	(994.2)	6 440.4	6 563.3	122.9	39 264.9	38 393.6	(871.3)
Total	83 152.7	81 816.3	(1 336.4)	22 006.5	24 182.2	2 175.7	105 159.2	105 998.5	839.3
Post resources									
Executive direction and management	54	53	(1)	5	4	(1)	59	57	(2)

Section 18 Economic and social development in Africa

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Programme of work									
1. Macroeconomic policy and governance	25	25	–	–	1	1	25	26	1
2. Regional integration and trade	21	22	1	4	4	–	25	26	1
3. Private sector development and finance	18	18	–	5	5	–	23	23	–
4. Data and statistics	36	36	–	5	7	2	41	43	2
5. Climate change, environment and natural resources management	21	20	(1)	9	9	–	30	29	(1)
6. Gender equality and women's empowerment	6	6	–	–	1	1	6	7	1
7. Subregional activities for development									
1. Subregional activities in North Africa	19	19	–	–	–	–	19	19	–
2. Subregional activities in West Africa	18	18	–	–	–	–	18	18	–
3. Subregional activities in Central Africa	23	23	–	–	–	–	23	23	–
4. Subregional activities in East Africa	20	20	–	–	–	–	20	20	–
5. Subregional activities in Southern Africa	20	20	–	–	–	–	20	20	–
8. Economic development and planning	–	–	–	–	–	–	–	–	–
9. Poverty, inequality and social policy	21	21	–	–	1	1	21	22	1
Subtotal, programme of work	248	248	–	23	28	5	271	276	5

Part V Regional Cooperation for Development

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Programme support	233	234	1	44	44	–	277	278	1
Total	535	535	–	72	76	4	607	611	4

Overview of resources for the regular budget

18.130 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 18.15 to 18.17. The proposals reflect reductions that were made possible in part by the streamlining of processes; review of expenditure experience in respect of non-post resources; review and rationalization of contracts, services, supplies and materials; leveraging of economies of scale in contract management; and leveraging of information and communications technology. The proposal also takes into account the removal of non-recurrent requirements to support the renovation of Africa Hall at ECA. Those provisions will be proposed in the context of the upcoming progress report to be submitted to the General Assembly for consideration during the main part of its seventy-fourth session. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 18.15

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	<i>2018 expenditure</i>	<i>2019 appropriation</i>	<i>Changes</i>					<i>2020 estimate before recosting</i>	<i>2020 estimate after recosting</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>		
Component									
Policymaking organs	395.2	477.1	–	–	(4.8)	(4.8)	(1.0)	472.3	505.4
Executive direction and management	8 596.3	9 151.7	–	–	(288.0)	(288.0)	(3.1)	8 863.7	9 329.8
Programme of work	35 378.9	40 699.4	96.6	–	(146.0)	(49.4)	(0.1)	40 650.0	43 003.3
Programme support	24 985.0	32 824.5	(964.5)	–	(29.7)	(994.2)	(3.0)	31 830.3	33 775.4
Total	69 355.4	83 152.7	(867.9)	–	(468.5)	(1 336.4)	(1.6)	81 816.3	86 613.9
Main category of expenditure									
Post	48 145.9	52 384.1	96.6	–	–	96.6	0.2	52 480.7	55 327.0
Non-post	21 209.5	30 768.6	(964.5)	–	(468.5)	(1 433.0)	(4.6)	29 355.6	31 286.9
Total	69 355.4	83 152.7	(867.9)	–	(468.5)	(1 336.4)	(1.6)	81 816.3	86 613.9

Table 18.16
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	1	—
D-2	2	—	—	—	2	—
D-1	15	—	—	—	15	—
P-5	43	—	—	—	43	—
P-4	69	—	—	—	69	—
P-3	75	—	—	—	75	—
P-2/1	27	—	—	—	27	—
Subtotal	232	—	—	—	232	—
Other						
National Professional Officer	14	—	—	—	14	—
Local level	287	—	—	—	287	—
Subtotal	301	—	—	—	301	—
Total	533	—	—	—	533	—

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.

Abbreviation: USG, Under-Secretary-General.

Table 18.17
Evolution of temporary post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
P-3	1	—	—	—	1	—
Subtotal	1	—	—	—	1	—
Other						
National Professional Officer	1	—	—	—	1	—
Subtotal	1	—	—	—	1	—
Total	2	—	—	—	2	—

Policymaking organs

- 18.131 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of the Economic

Commission for Africa. The Commission provides the legislative mandate as well as policy guidance to the work of the secretariat. The terms of reference of the Commission were established in 1958 by the Economic and Social Council in its resolution 671 A (XXV) and subsequent amendments. The Commission is composed of 54 members and reports to the Council. Tables 18.18 and 18.19 provide information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 18.18
Policymaking organs

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>
Conference of African Ministers of Finance, Planning and Economic Development	Economic and Social Council resolution 671 A (XXV) and subsequent amendments	Annual sessions are held to review the work of the secretariat, approve the biennial programme of work and make decisions on the recommendations of subsidiary bodies and the Executive Secretary. The annual session also serves as a forum for articulating the position of Africa on development issues on the agenda of the United Nations. The ECA Committee of Experts meets prior to and provides technical support for the Conference	54	54	1: fifty-third session	225.1	225.1
Subregional intergovernmental committees of experts	Economic and Social Council resolution 671 A (XXV) and subsequent amendments	The five subregional intergovernmental committees of experts meet annually in February and March prior to the Conference of African Ministers of Finance, Planning and Economic Development and report to the Conference. They oversee the overall formulation and implementation of the programme of work and priorities of the subregional offices and make recommendations on issues concerning economic and social development in their subregions, as well as on the promotion and strengthening of subregional economic cooperation and integration. They also provide a platform for subregional ministerial caucuses for the discussion of specific subregional development challenges, whose outcomes are brought to the attention of the Conference.	54	54	1 session	Included in budget of subregional offices	Included in budget of subregional offices
Committee on Gender and Social Development	Economic and Social Council resolution 671 A (XXV) and subsequent amendments	The Committee provides guidance to ECA on promoting equitable and inclusive human and social development in Africa, with a particular focus on gender, employment, population and youth development, social protection and urbanization. It reviews follow-up activities pertaining to global conferences and regional action programmes in the areas of social development, including global and regional platforms for action on the advancement of women. It also reviews major trends and issues of regional interest regarding human and social development.	54	54	1 session	63.0	61.8

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>
Committee on Sustainable Development	Economic and Social Council resolution 671 A (XXV) and subsequent amendments	The Committee provides advice to ECA on the integration of the economic, social and environmental dimensions of sustainable development in line with the 2030 Agenda. In that regard, the Committee provides guidance to ECA on natural resources development and management, comprising climate change, green economy, low carbon development strategies and science, technology and innovation. Pursuant to the mandate in the 2030 Agenda to promote the balanced integration of the three dimensions of sustainable development, Committee members represent the three constituencies – economic, social and environmental – as well as ministries related to science, technology and innovation.	54	54	1 session	63.0	61.8
Committee on Regional Cooperation and Integration	Economic and Social Council resolutions 671 A (XXV) and subsequent amendments	The Committee promotes the implementation of measures designed to strengthen economic cooperation and integration among African countries. It coordinates and harmonizes policies and programmes among African countries as a prerequisite for accelerating regional economic integration, with a particular focus on such critical sectors as trade and investment policy, infrastructure and industrialization. It comprises experts in the fields of industry, trade and integration drawn from Governments and the private sector.	54	54	1: session	63.0	61.8
Committee on Statistics	Economic and Social Council resolutions 671 A (XXV) and subsequent amendments	The Committee is responsible for providing strategic direction for the work of ECA on statistics and statistical development in Africa, covering all of the relevant fields of statistics. The members include experts in such fields as statistics, planning and information and communications technology, including geoinformation.	54	54	1: session	63.0	61.8
Total						477.1	472.3

- 18.132 The proposed regular budget resources for 2020 amount to \$472,300, reflecting a decrease of \$4,800 compared with the appropriation for 2019, and would provide for the servicing of the meetings of ECA intergovernmental bodies. Additional details are reflected in table 18.19 and figure 18.III.

Table 18.19

Policymaking organs: evolution of financial and post resources

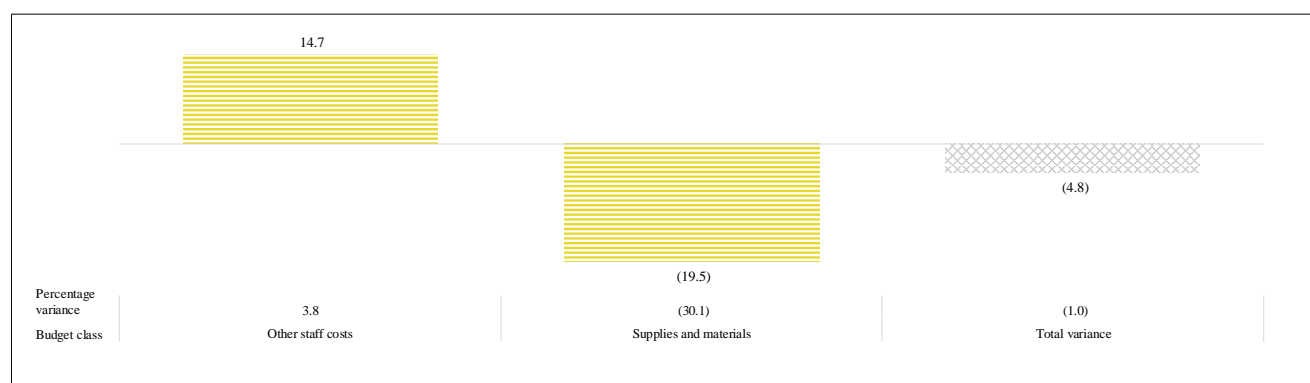
(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				Total Percentage	Total (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total		
Non-post	395.2	477.1	–	–	(4.8)	(4.8)	(1.0)	472.3

Figure 18.III

Policymaking organs: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



- 18.133 The variance of \$4,800 reflects reduced Non-post resources under supplies and materials owing to alignment with recent expenditure experience.

Executive direction and management

- 18.134 The executive direction and management component comprises the Office of the Executive Secretary, the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Programme Support), the Strategic Planning, Oversight and Results Division and Business Continuity. The Office of the Executive Secretary includes the Advisory Office on the Sustainable Development Goals, the Partnerships and Resource Mobilization Section, the Joint Secretariat Support Office and the Communications and Media Relations Section.
- 18.135 The Offices of the Executive Secretary and Deputy Executive Secretaries maintain and manage effective partnerships and collaborate with major African organizations, such as the African Union Commission and the African Development Bank, regional economic communities and other key stakeholders, to promote synergies across policies on major development issues. The Office of the Executive Secretary ensures that the development priorities and positions of Africa on critical issues are reflected at the global level and provides policy guidance and leadership with respect to the formulation of regional strategies and programmes in line with the goals set out in the 2030 Agenda and Agenda 2063 of the African Union. In addition, it plays a critical leadership role in the implementation of the Joint United Nations-African Union Framework on Sustainable Development

and Peace and Security and on special initiatives that reinforce the work of ECA and thus provide further impetus to the African development agenda.

- 18.136 The Office of the Executive Secretary is responsible for building and maintaining the Commission's strategic partnerships with development partners and major stakeholders. Furthermore, it is responsible for mobilizing extrabudgetary resources to support new and emerging priorities of importance to the development goals of member States. Through its Communications and Media Relations Section, the Office promotes the visibility of ECA and its knowledge products at the global and regional levels.
- 18.137 The Office of the Executive Secretary provides support in determining the overall strategic direction and management of the ECA secretariat, ensuring the optimal use of resources in line with best practices and promoting environmental sustainability. It represents the United Nations Legal Counsel in Addis Ababa, provides advice to the Executive Secretary and ECA senior management on all legal matters and represents the Secretary-General in matters before the United Nations Dispute Tribunal.
- 18.138 The Strategic Planning, Oversight and Results Division includes the Evaluation Section, the Corporate Policy, Planning, Monitoring and Reporting Section, the Standards and Quality Assurance Section and Business Continuity. The Division supports and advises the Executive Secretary on matters relating to overall strategic direction, priorities and policies in the areas of programme coordination and planning, monitoring, evaluation and quality assurance, including reporting on the implementation of the ECA programme of work within a results-oriented framework to ensure organizational effectiveness. Furthermore, it coordinates ECA performance reporting to relevant intergovernmental bodies and reports on the implementation of relevant resolutions and decisions of those bodies. The Division responds to requests from Headquarters on programmatic matters, contributes to global initiatives and supports ECA subprogrammes in implementing guidelines and directives established by the General Assembly. It maintains liaison with and coordinates ECA-wide reporting to oversight bodies, including the Office of Internal Oversight Services and external auditors.
- 18.139 In accordance with the 2030 Agenda for Sustainable Development, in particular, target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office is integrating environmental management practices into its operations. In 2018, a highlight was the reduction of the ECA carbon footprint by minimizing air travel and installing energy-efficient equipment. ECA has been carbon-neutral since 2015 and has won certifications in that regard. In 2020, ECA will continue to reduce its carbon footprint and will maintain its carbon neutrality by offsetting its remaining footprint. ECA is working towards achieving a plastic-free environment and is actively working towards reducing waste and recycling on the compound.
- 18.140 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 18.20.

Table 18.20

Compliance rates

(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	95	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	17	100	100

- 18.141 The proposed regular budget resources for 2020 amount to \$8,863,700 and reflect a decrease of \$288,000 compared with the appropriation for 2019. Additional details are reflected in figures 18.IV to 18.VI and table 18.21.

Figure 18.IV

Resources for executive direction and management as a percentage of the regular budget

(Millions of United States dollars)



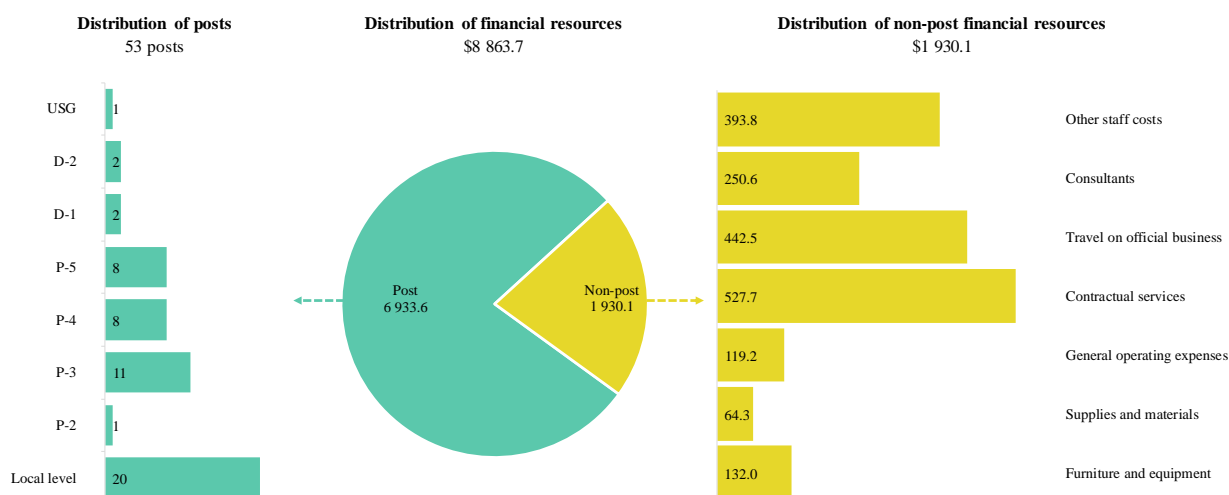
Table 18.21

Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

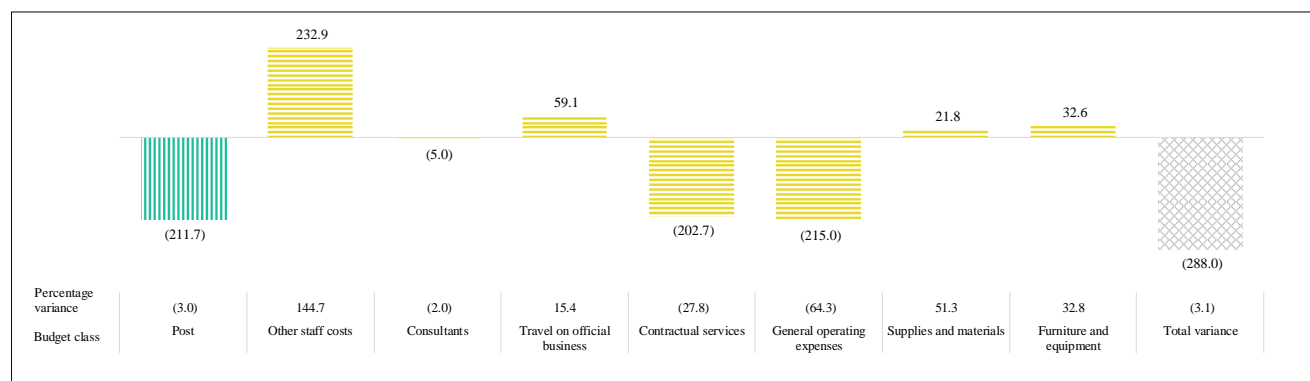
	2018 expenditure	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 067.4	7 145.3	—	—	(211.7)	(211.7)	(3.0)	6 933.6
Non-post	1 528.9	2 006.4	—	—	(76.3)	(76.3)	(3.8)	1 930.1
Total	8 596.3	9 151.7	—	—	(288.0)	(288.0)	(3.1)	8 863.7
Post resources by category								
Professional and higher		34	—	—	(1)	(1)	(2.9)	33
General Service and related		20	—	—	—	—	—	20
Total		54	—	—	(1)	(1)	(1.8)	53

Figure 18.V
Executive direction and management: distribution of proposed resources for 2020 (before recosting)
 (Number of posts/thousands of United States dollars)



Abbreviation: USG, Under-Secretary-General.

Figure 18.VI
Executive direction and management: variance between proposed resources for 2020 and appropriation for 2019, by budget class
 (Thousands of United States dollars)



18.142 The variance of \$288,000 reflects a decrease under posts of 1,700 relating to the outward redeployment of a post of Interregional Adviser (P-5) to subprogramme 2, in line with the new strategic direction of ECA; and decreases in Non-post resources of \$76,300, mainly under contractual services and general operating expenses, which were made possible in part by leveraging economies of scale in contract management. The reductions were partly offset by increases mainly under other staff costs. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

18.143 The component is complemented by extrabudgetary resources, estimated at \$623,900, as reflected in table 18.14. The resources would provide for four posts and non-post resources and support the provision of substantive guidance and management in respect of the implementation of work under the component, including resource mobilization activities. The projected decrease of \$531,100 is due mainly to reduced requirements for staff travel resulting from improved planning and increased use of videoconferencing.

Programme of work

18.144 The proposed regular budget resources for 2020 amount to \$40,650,000 and reflect a decrease of \$49,400 compared with the appropriation for 2019. Additional details are reflected in figures 18.VII and 18.VIII and table 18.22.

Figure 18.VII

Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

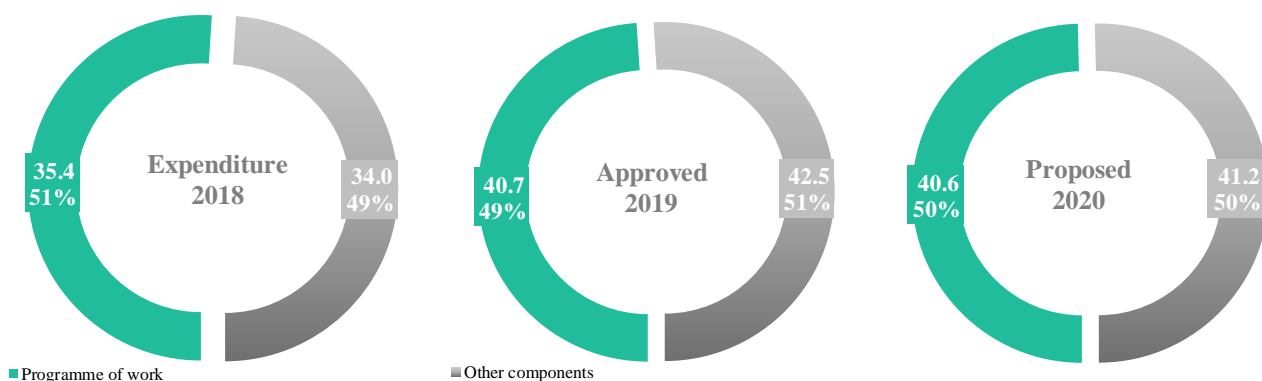


Table 18.22

Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

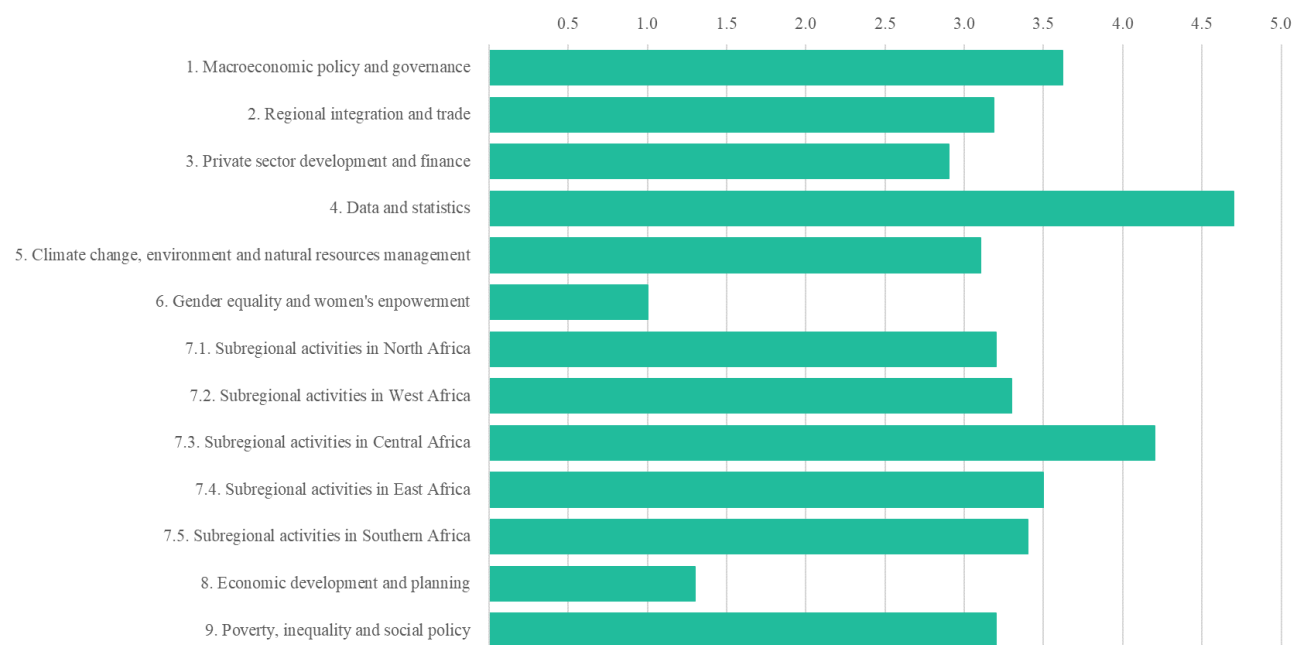
	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by subprogramme and component								
1. Macroeconomic policy and governance	5 436.6	3 668.4	—	—	(46.8)	(46.8)	(1.3)	3 621.6
2. Regional integration and trade	3 506.5	2 938.1	—	—	247.1	247.1	8.4	3 185.2
3. Private sector development and finance	—	2 789.5	96.6	—	(4.3)	92.3	3.3	2 881.8
4. Data and statistics	4 645.4	4 757.7	—	—	(4.8)	(4.8)	(0.1)	4 752.9
5. Climate change, environment and natural resources management	2 123.8	3 311.1	—	—	(163.0)	(163.0)	(4.9)	3 148.1
6. Gender equality and women's empowerment	751.6	1 091.9	—	—	(14.2)	(14.2)	(1.3)	1 077.7
7. Subregional activities for development								
1. Subregional activities in North Africa	2 828.8	3 266.7	—	—	(15.5)	(15.5)	(0.5)	3 251.2
2. Subregional activities in West Africa	3 324.1	3 281.0	—	—	(13.6)	(13.6)	(0.4)	3 267.4
3. Subregional activities in Central Africa	3 510.8	4 254.2	—	—	(75.8)	(75.8)	(1.8)	4 178.4

Part V Regional Cooperation for Development

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
4. Subregional activities in East Africa	2 525.5	3 464.2	—	—	(16.6)	(16.6)	(0.5)	3 447.6
5. Subregional activities in Southern Africa	2 734.1	3 412.4	—	—	(34.0)	(34.0)	(1.0)	3 378.4
8. Economic development and planning	1 239.8	1 299.9	—	—	—	—	—	1 299.9
9. Poverty, inequality and social policy	2 751.8	3 164.3	—	—	(4.5)	(4.5)	(0.1)	3 159.8
Total	35 378.9	40 699.4	96.6	—	(146.0)	(49.4)	(0.1)	40 650.0
Financial resources by main category of expenditure								
Post	27 378.2	29 110.2	96.6	—	57.8	154.4	0.5	29 264.6
Non-post	8 000.7	11 589.2	—	—	(203.8)	(203.8)	(1.7)	11 385.4
Total	35 378.9	40 699.4	96.6	—	(146.0)	(49.4)	(0.1)	40 650.0
Post resources by subprogramme and component								
1. Macroeconomic policy and governance		25	—	—	—	—	—	25
2. Regional integration and trade		21	—	—	1	1	0.4	22
3. Private sector development and finance		18	—	—	—	—	—	18
4. Data and statistics		36	—	—	—	—	—	36
5. Climate change, environment and natural resources management		21	—	—	(1)	(1)	(0.4)	20
6. Gender equality and women's empowerment		6	—	—	—	—	—	6
7. Subregional activities for development								
1. Subregional activities in North Africa		19	—	—	—	—	—	19
2. Subregional activities in West Africa		18	—	—	—	—	—	18
3. Subregional activities in Central Africa		23	—	—	—	—	—	23
4. Subregional activities in East Africa		20	—	—	—	—	—	20
5. Subregional activities in Southern Africa		20	—	—	—	—	—	20
8. Economic development and planning		—	—	—	—	—	—	—
9. Poverty, inequality and social policy		21	—	—	—	—	—	21
Total		248	—	—	—	—	—	248

Figure 18.VIII
Distribution of proposed resources for 2020 by subprogramme and component

(Millions of United States dollars)



Subprogramme 1 Macroeconomic policy and governance

18.145 The proposed regular budget resources for 2020 amount to \$3,621,600 and reflect a decrease of \$46,800 compared with the appropriation for 2019. Additional details are reflected in table 18.23 and figures 18.IX and 18.X.

Table 18.23
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 670.0	3 019.3	—	—	—	—		3 019.3
Non-post	766.6	649.1	—	—	(46.8)	(46.8)	(7.2)	602.3
Total	5 436.6	3 668.4	—	—	(46.8)	(46.8)	(1.3)	3 621.6
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		10	—	—	—	—	—	10
Total		25	—	—	—	—	—	25

Figure 18.IX
Subprogramme 1: distribution of proposed resources for 2020 (before recosting)
 (Number of posts/thousands of United States dollars)

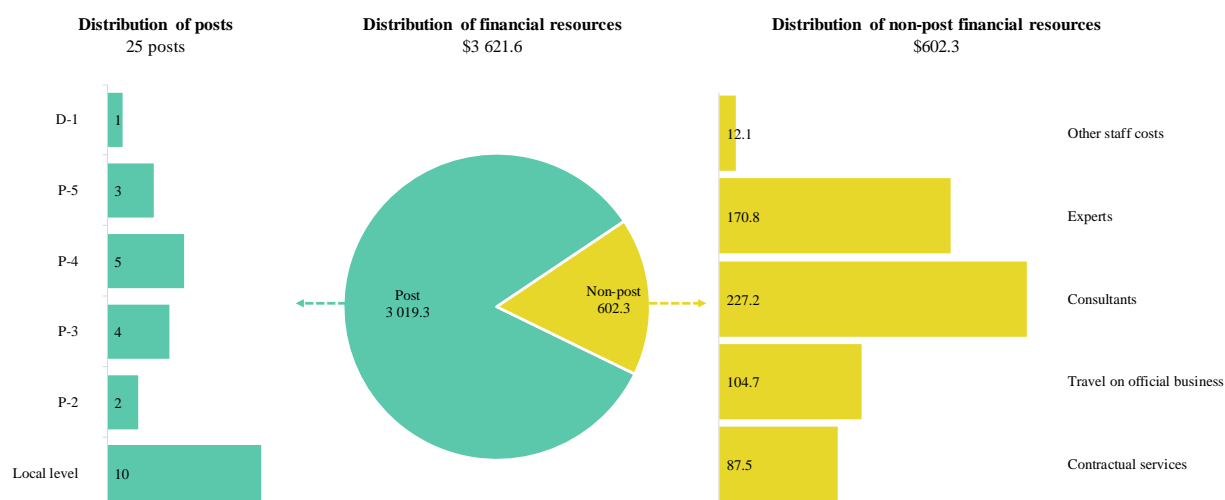
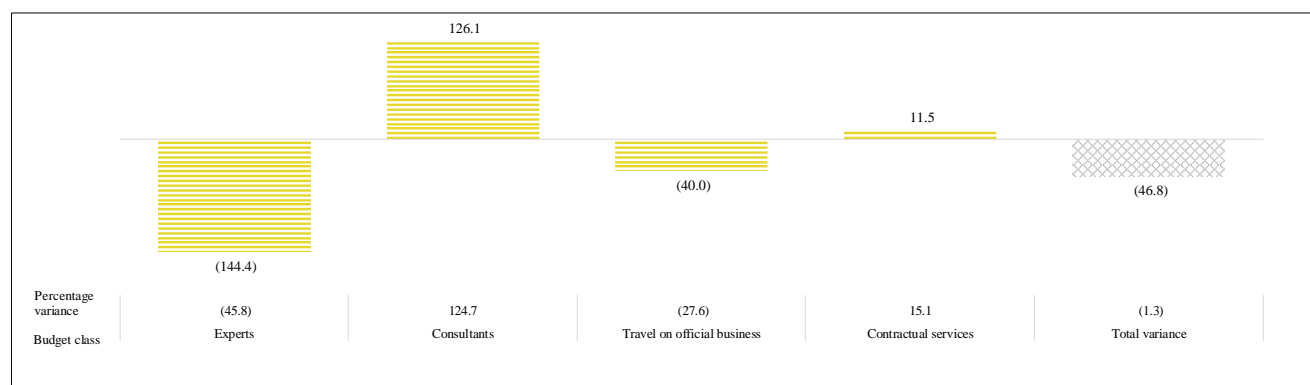


Figure 18.X
Subprogramme 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class
 (Thousands of United States dollars)



- 18.146 The variance of \$46,800 reflects mainly a net decrease under non-post resources relating primarily to lower provisions under experts and travel on official business, which were made possible in part by the review and rationalization of services and the leveraging of information and communications technology, including through the use of videoconferencing. The reductions were partly offset by increases, mainly under consultants. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.
- 18.147 The subprogramme is supported by extrabudgetary resources estimated at \$944,200 and would provide for one post and non-post resources, as reflected in table 18.14. The resources would support ECA in providing broad substantive guidance and management with respect to the implementation of the subprogramme with regard to the production of the *Economic Report on Africa*, the *African Governance Report*, the African Economic Conference and various field projects. The projected increase of \$752,900 is due mainly to the increase in the programme implementation by supporting countries in the development of institutions that facilitate the macroeconomic stability necessary for

long-term development in the implementation of the African Continental Free Trade Area and the use of extrabudgetary resources by development partners in support of that work.

Subprogramme 2 Regional integration and trade

18.148 The proposed regular budget resources for 2020 amount to \$3,185,200 and reflect an increase of \$247,100 compared with the appropriation for 2019. Additional details are reflected in table 18.24 and figures 18.XI and 18.XII.

Table 18.24

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 402.0	2 687.7	—	—	211.7	211.7	7.9	2 899.4
Non-post	104.5	250.4	—	—	35.4	35.4	14.1	285.8
Total	3 506.5	2 938.1	—	—	247.1	247.1	8.4	3 185.2
Post resources by category								
Professional and higher		15	—	—	1	1	6.7	16
General Service and related		6	—	—	—	—	—	6
Total		21	—	—	1	1	4.8	22

Figure 18.XI

Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

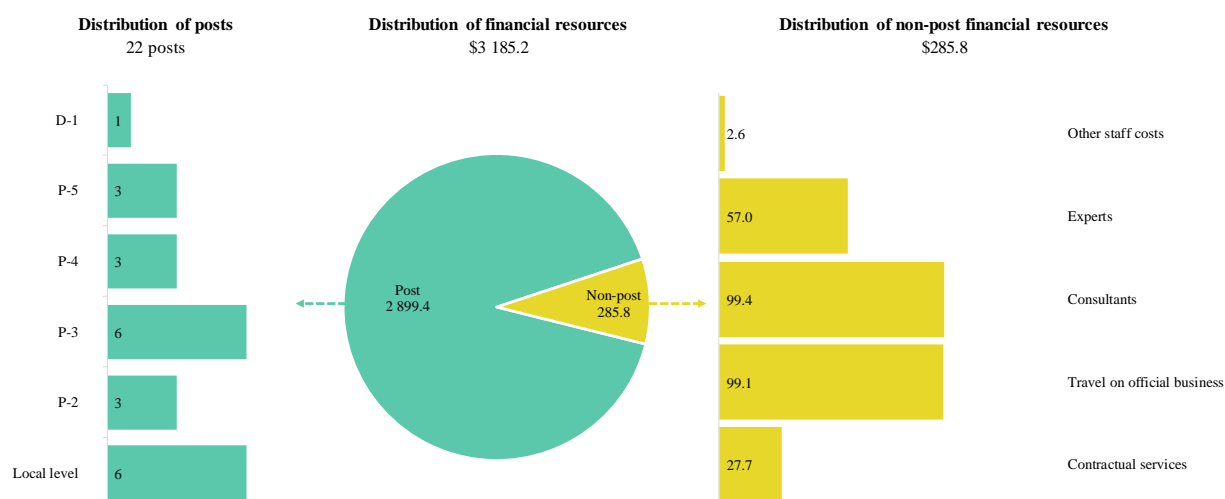
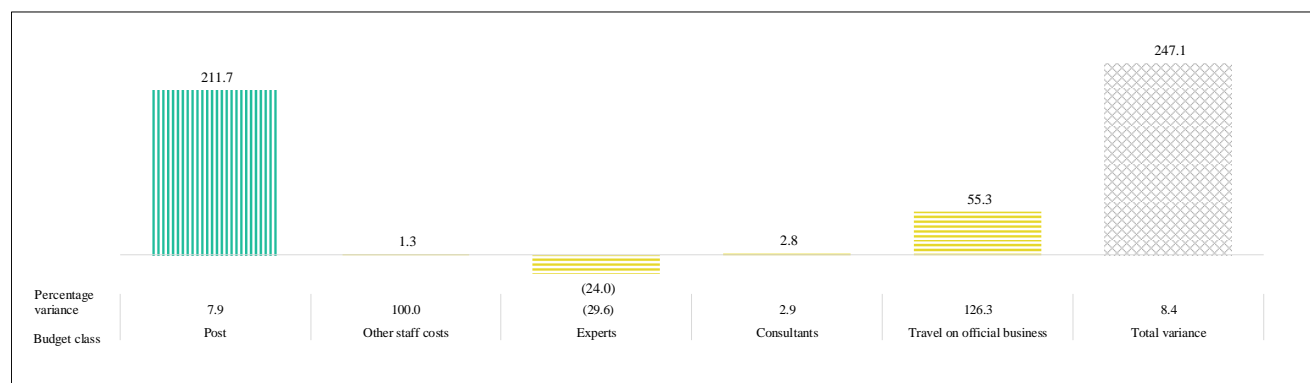


Figure 18.XII

Subprogramme 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.149 The variance of \$247,100 reflects an increase under posts of \$211,700 relating to the inward redeployment of a post of Interregional Adviser (P-5) from executive direction and management in line with the new strategic direction of ECA. The net increase of \$35,400 under non-post resources results mainly from additional resources under travel on official business, offset partly by a decrease under experts. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

18.150 The subprogramme is complemented by extrabudgetary resources, estimated at \$4,239,400, as reflected in table 18.14. The resources would provide for four posts and non-post resources and strengthen the capacity of ECA to implement its objectives and priorities. The projected decrease of \$544,700 is due mainly to reduced requirements under general operating expenses.

Subprogramme 3

Private sector development and finance

18.151 The proposed regular budget resources for 2020 amount to \$2,881,800 and reflect an increase of \$92,300 compared with the appropriation for 2019. Additional details are reflected in table 18.25 and figures 18.XIII and 18.XIV.

Table 18.25

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	2 359.9	96.6	—	—	96.6	4.1	2 456.5
Non-post	—	429.6	—	—	(4.3)	(4.3)	(1.0)	425.3
Total	—	2 789.5	96.6	—	(4.3)	92.3	3.1	2 881.8

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		6	—	—	—	—	—	6
Total		18	—	—	—	—	—	18

Figure 18.XIII

Subprogramme 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

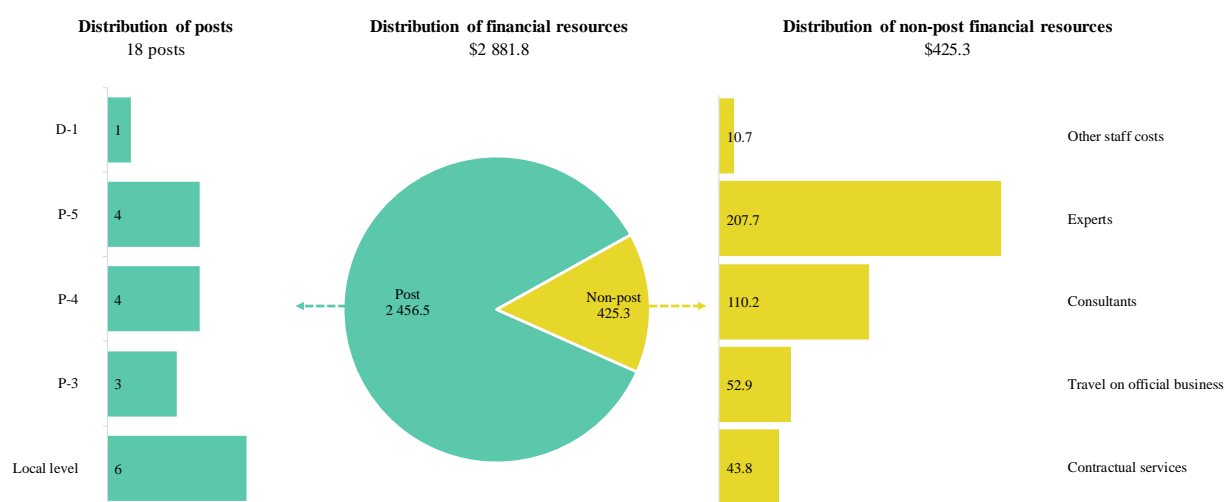
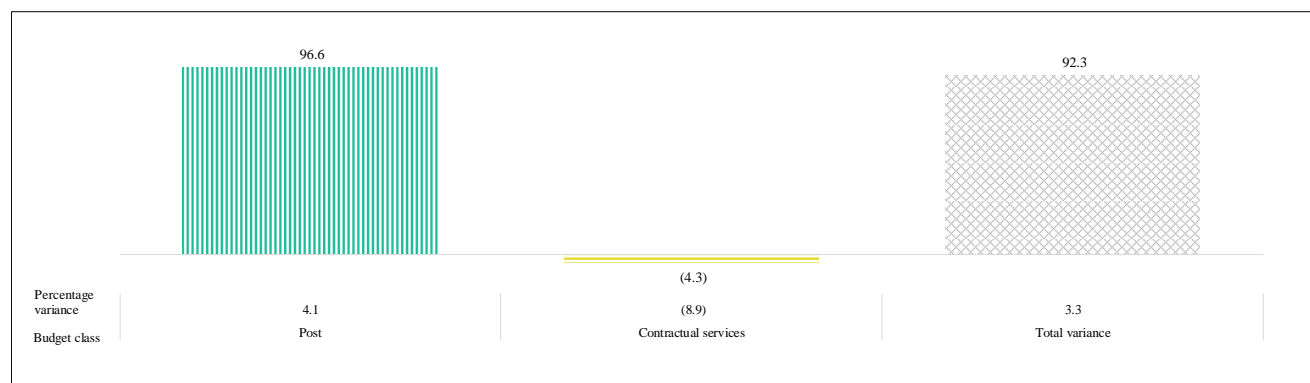


Figure 18.XIV

Subprogramme 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.152 The variance of \$92,300 reflects:

- (a) **Technical adjustments.** The increase of \$96,600 under posts reflects the annual provision for one P-5 post established in the biennium 2018–2019, effective 1 January 2019, pursuant to section 1 of General Assembly resolution [73/279](#). The cost of the post was approved with a 50 per cent vacancy rate for 2019, whereas the current proposal reflects a lower vacancy rate, which is used for continuing posts;
- (b) **Other changes.** The decrease under contractual services is due to the leveraging of economies of scale in contract management.

18.153 The subprogramme is complemented by extrabudgetary resources, estimated at \$1,489,300, as reflected in table 18.14. The resources would provide for five posts and non-post resources and support ECA in providing broad substantive guidance and management with respect to the implementation of the subprogramme's work. The projected increase of \$75,300 is due mainly to the additional requirement for consultants.

Subprogramme 4 Data and statistics

18.154 The proposed regular budget resources for 2020 amount to \$4,752,900 and reflect a decrease of \$4,800 compared with the appropriation for 2019. Additional details are reflected in table 18.26 and figures 18.XV and 18.XVI.

Table 18.26

Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 106.3	4 033.9	—	—	—	—	—	4 033.9
Non-post	539.1	723.8	—	—	(4.8)	(4.8)	(0.7)	719.0
Total	4 645.4	4 757.7	—	—	(4.8)	(4.8)	(0.1)	4 752.9
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		15	—	—	—	—	—	15
Total		36	—	—	—	—	—	36

Figure 18.XV

Subprogramme 4: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

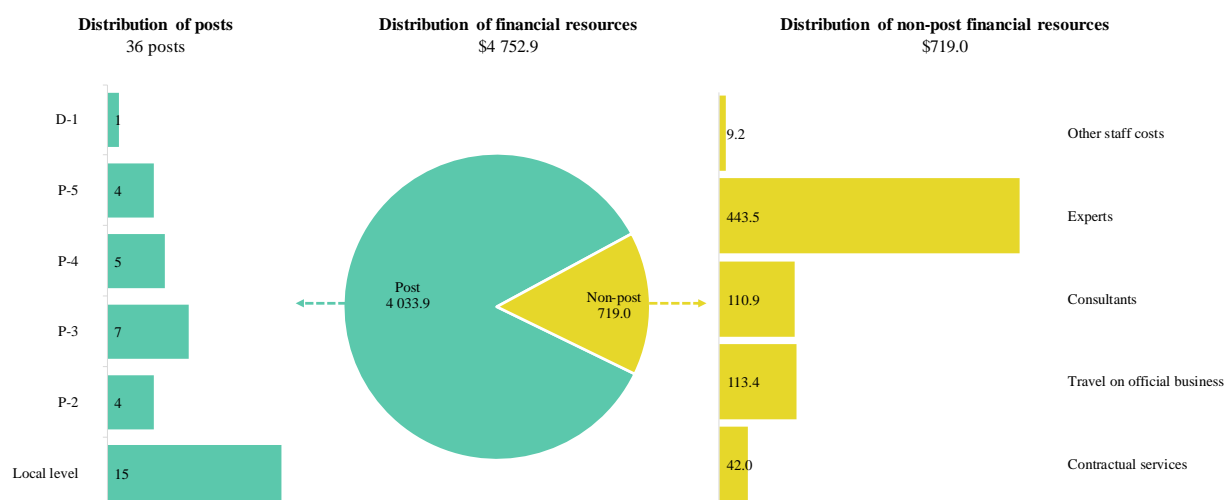
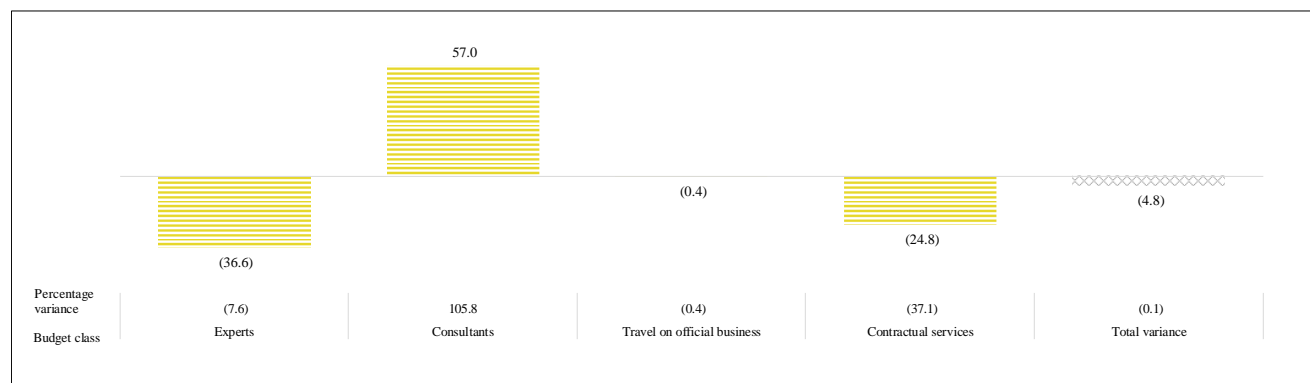


Figure 18.XVI

Subprogramme 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.155 The variance of \$4,800 reflects a net decrease under non-post resources owing to reduced requirements for contractual services, made possible by the leveraging of economies of scale in contract management. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

18.156 The subprogramme is complemented by extrabudgetary resources, estimated at \$3,999,200, as reflected in table 18.14. The resources would provide for seven posts and non-post resources and support ECA in providing broad substantive guidance and management with respect to the implementation of its work. The projected increase of \$1,418,900 is due mainly to additional requirements for consultants and experts, various field projects and training and seminars.

Subprogramme 5

Climate change, environment and natural resources management

18.157 The proposed regular budget resources for 2020 amount to \$3,148,100 and reflect a decrease of \$163,000 compared with the appropriation for 2019. Additional details are reflected in table 18.27 and figures 18.XVII and 18.XVIII.

Table 18.27

Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 872.6	2 602.7	—	—	(153.9)	(153.9)	(5.9)	2 448.8
Non-post	251.2	708.4	—	—	(9.1)	(9.1)	(1.3)	699.3
Total	2 123.8	3 311.1	—	—	(163.0)	(163.0)	(4.9)	3 148.1
Post resources by category								
Professional and higher		13	—	—	(1)	(1)	(7.7)	12
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	(1)	(1)	(4.8)	20

Figure 18.XVII

Subprogramme 5: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

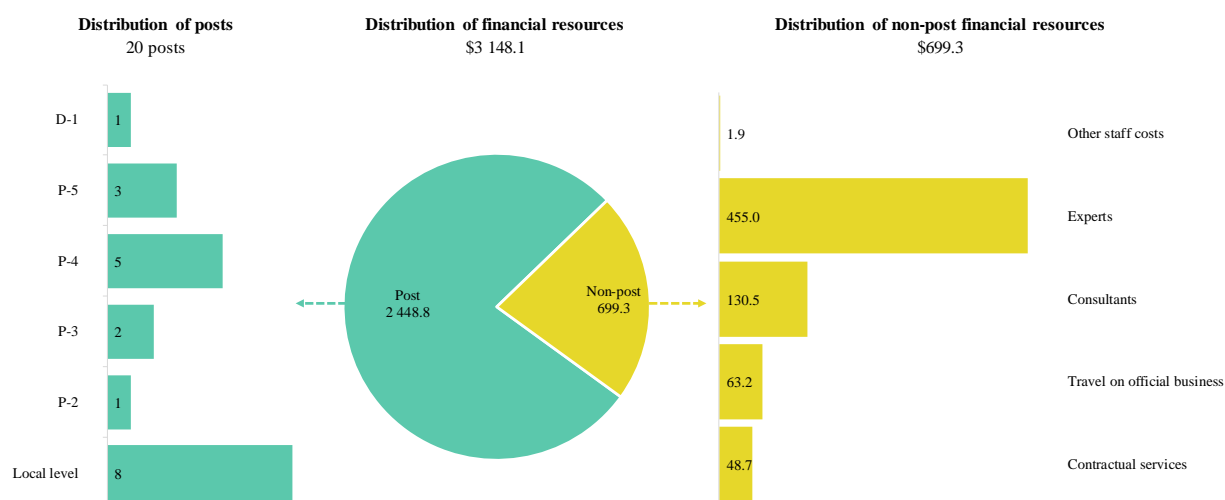
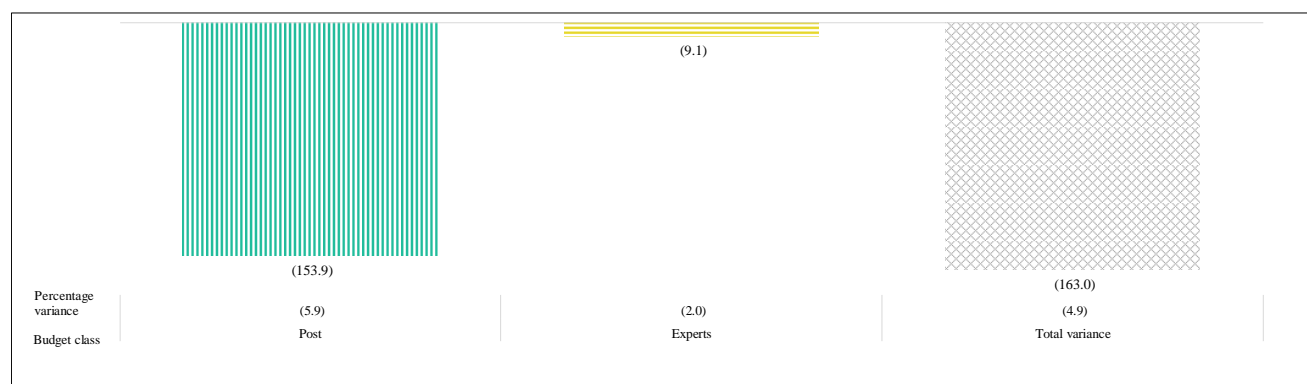


Figure 18.XVIII

Subprogramme 5: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.158 The variance of \$163,000 reflects: (i) a decrease under posts of \$153,900 relating to the outward redeployment of a post of Protocol Officer (P-3) to the Protocol, Travel and Transport Unit under programme support, in line with the new strategic direction of ECA; and (ii) a decrease in non-post resources under consultants and experts made possible in part through the review and rationalization of services.

18.159 The subprogramme is complemented by extrabudgetary resources, estimated at \$4,121,800, as reflected in table 18.14. The resources would provide for nine posts and non-post resources and support ECA in carrying out its activities. The projected decrease of \$303,100 is due mainly to the transfer of the African Minerals Development Centre to the African Union, as agreed at the time of the Centre's inception.

Subprogramme 6

Gender equality and women's empowerment

18.160 The proposed regular budget resources for 2020 amount to \$1,077,700 and reflect a decrease of \$14,200 compared with the appropriation for 2019. Additional details are reflected in table 18.28 and figures 18.XIX and 18.XX.

Table 18.28

Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	598.0	697.6	—	—	—	—	—	697.6
Non-post	153.7	394.3	—	—	(14.2)	(14.2)	(3.6)	380.1
Total	751.7	1 091.9	—	—	(14.2)	(14.2)	(1.3)	1 077.7

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		2	—	—	—	—	—	2
Total		6	—	—	—	—	—	6

Figure 18.XIX
Subprogramme 6: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

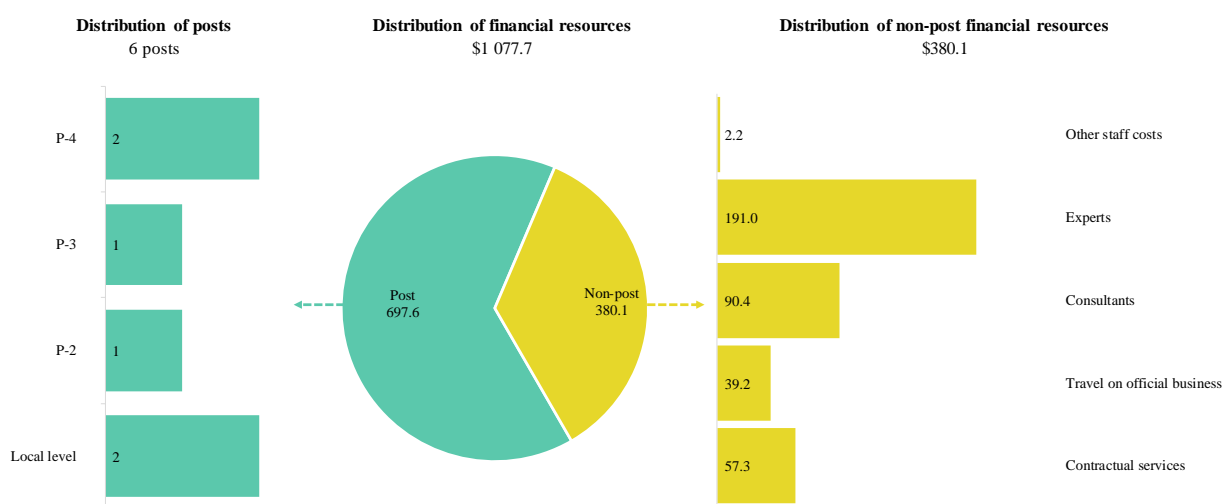
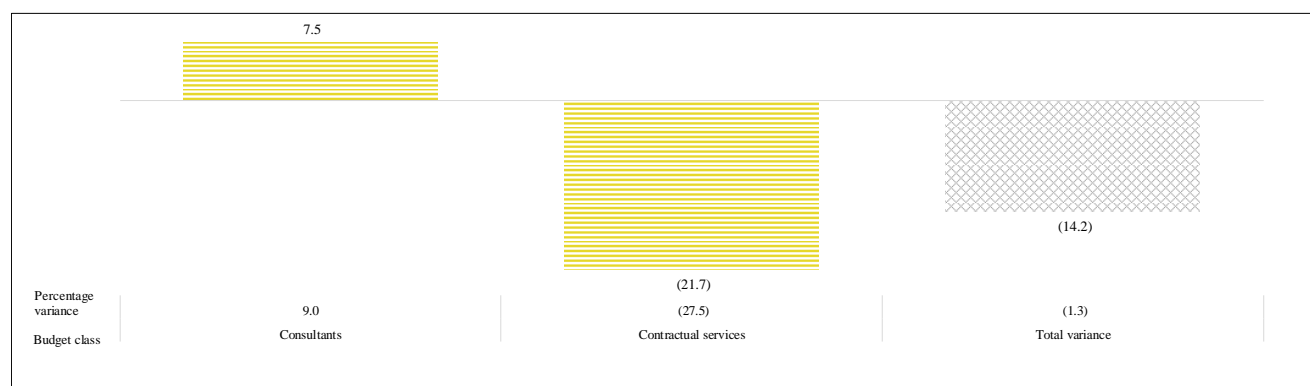


Figure 18.XX
Subprogramme 6: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.161 The variance of \$14,200 reflects a decrease in non-post resources relating to reductions under contractual services, made possible in part by the leveraging of economies of scale in contract

management and the rationalization of services. The decrease is offset partly by an increase under consultants.

- 18.162 The subprogramme is complemented by extrabudgetary resources estimated at \$177,800, as reflected in table 18.14. The resources would provide for one post and non-post resources and support ECA in managing and providing broad substantive guidance with respect to its work on the African Gender and Development Index and the *African Women's Report*. The projected increase of \$175,500 is due mainly to additional requirements for staff and consultants.

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

- 18.163 The proposed regular budget resources for 2020 amount to \$3,251,200 and reflect a decrease of \$15,500 compared with the appropriation for 2019. Additional details are reflected in table 18.29 and figures 18.XXI and 18.XXII.

Table 18.29

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

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 040.1	2 094.1	—	—	—	—	—	2 094.1
Non-post	788.7	1 172.6	—	—	(15.5)	(15.5)	(1.3)	1 157.1
Total	2 828.8	3 266.7	—	—	(15.5)	(15.5)	(0.5)	3 251.2
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		10	—	—	—	—	—	10
Total		19	—	—	—	—	—	19

Figure 18.XXI
Subprogramme 7, component 1: distribution of proposed resources for 2020 (before recosting)
 (Number of posts/thousands of United States dollars)

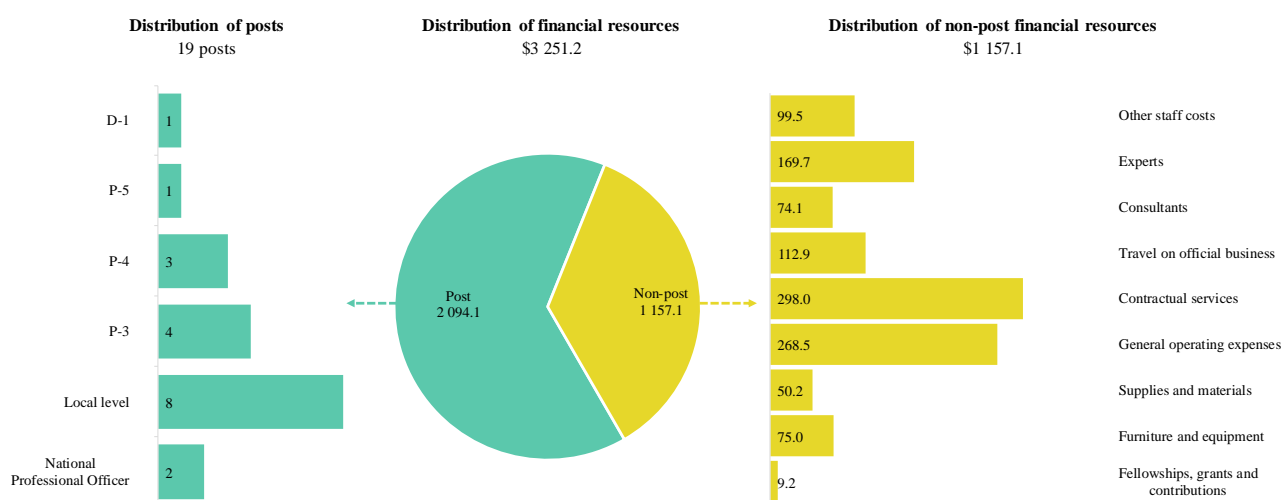
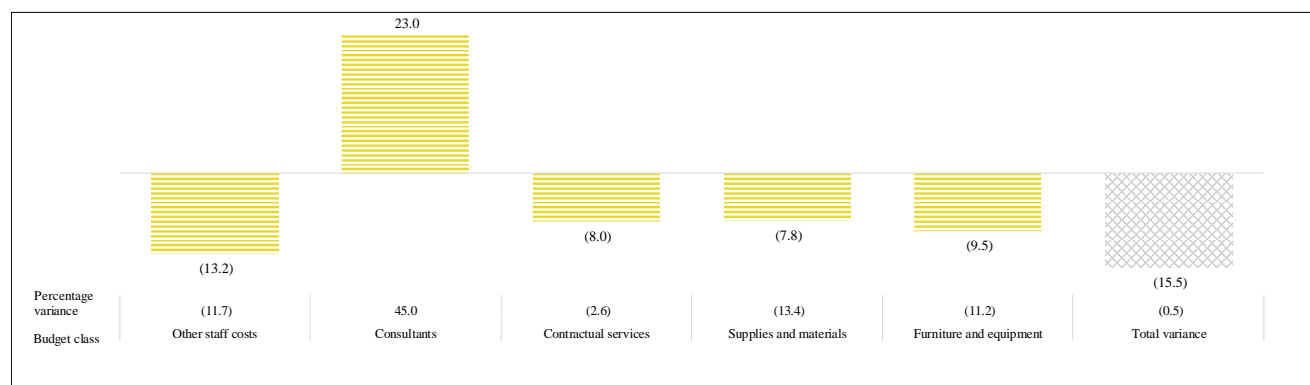


Figure 18.XXII
Subprogramme 7, component 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class
 (Thousands of United States dollars)



- 18.164 The variance of \$15,500 reflects a decrease in non-post resources, mainly under other staff costs, contractual services and furniture and equipment, made possible in part by the streamlining of processes and the leveraging of economies of scale in contract management. The decrease is offset partly by an increase under consultants. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.
- 18.165 The component is complemented by extrabudgetary resources, estimated at \$15,000, as reflected in table 18.14. The resources would provide for non-post resources and support ECA in strengthening its impact at the policy level by financing an international colloquium to facilitate an exchange of perspectives and experiences among a wide range of actors on priority development issues in North Africa. The projected increase of \$12,700 is due to new requirements for consultants and contractual services.

Component 2

Subregional activities in West Africa

18.166 The proposed regular budget resources for 2020 amount to \$3,267,400 and reflect a decrease of \$13,600 compared with the appropriation for 2019. Additional details are reflected in table 18.30 and figures 18.XXIII and 18.XXIV.

Table 18.30

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

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 316.9	2 025.2	—	—	—	—	—	2 025.2
Non-post	1 007.2	1 255.8	—	—	(13.6)	(13.6)	(1.1)	1 242.2
Total	3 324.1	3 281.0	—	—	(13.6)	(13.6)	(0.4)	3 267.4
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		9	—	—	—	—	—	9
Total		18	—	—	—	—	—	18

Figure 18.XXIII

Subprogramme 7, component 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

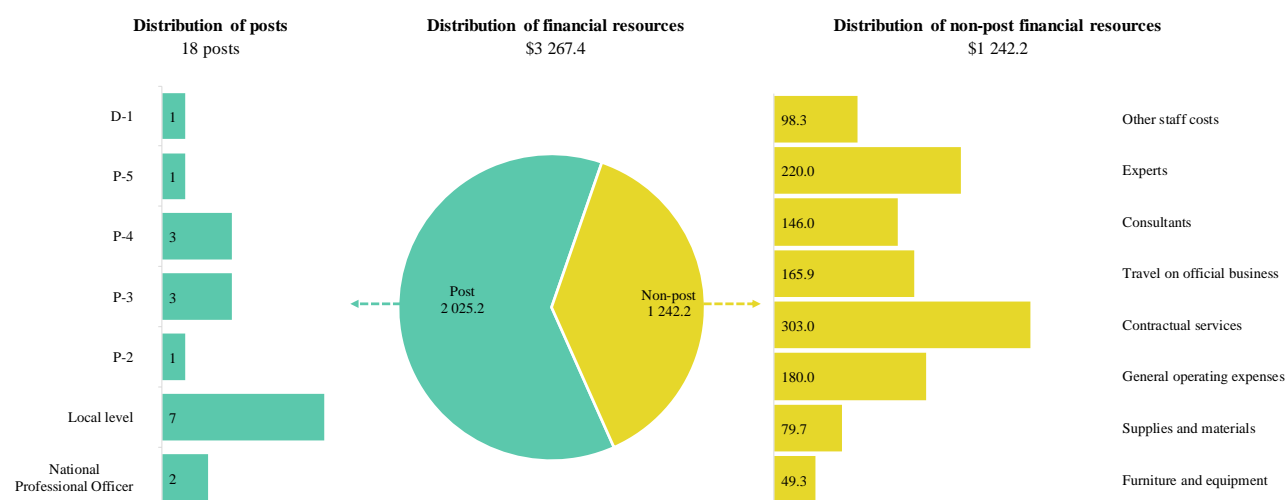
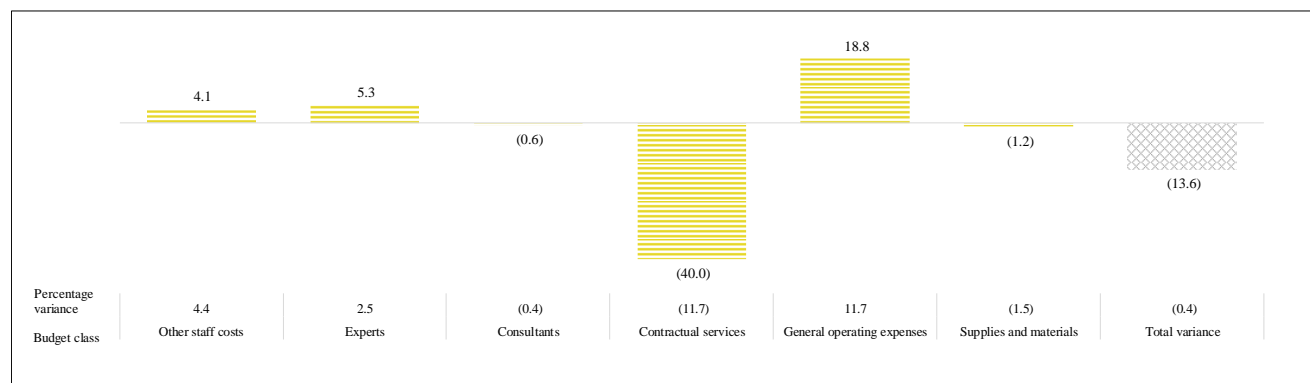


Figure 18.XXIV

Subprogramme 7, component 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.167 The variance of \$13,600 reflects a decrease in non-post resources under contractual services resulting from the leveraging of economies of scale in contract management. The decrease is partly offset by increases, mainly under general operating expenses. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

18.168 The component is complemented by extrabudgetary resources estimated at \$800,600, as reflected in table 18.14. The resources would provide for non-post resources and support the work of the ECOWAS Bank for Investment and Development and a new multilateral surveillance department of the Commission of the Economic Community of West African States, which will continue to work on convergence criteria. The projected increase of \$800,600 is due mainly to additional requirements for general operating expenses, seminars and workshops.

Component 3

Subregional activities in Central Africa

18.169 The proposed regular budget resources for 2020 amount to \$4,178,400 and reflect a decrease of \$75,800 compared with the appropriation for 2019. Additional details are reflected in table 18.31 and figures 18.XXV and 18.XXVI.

Table 18.31

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

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 302.5	2 593.9	—	—	—	—	—	2 593.9
Non-post	1 208.3	1 660.3	—	—	(75.8)	(75.8)	(4.5)	1 584.5
Total	3 510.8	4 254.2	—	—	(75.8)	(75.8)	(1.8)	4 178.4

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Post resources by category							
Professional and higher		12	—	—	—	—	12
General Service and related		11	—	—	—	—	11
Total		23	—	—	—	—	23

Figure 18.XXV

Subprogramme 7, component 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

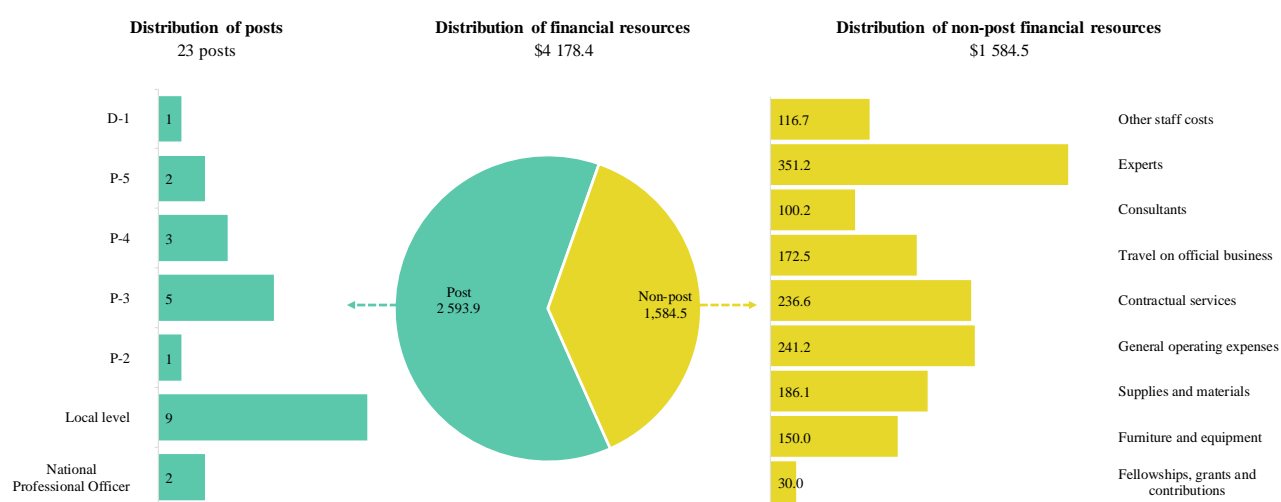
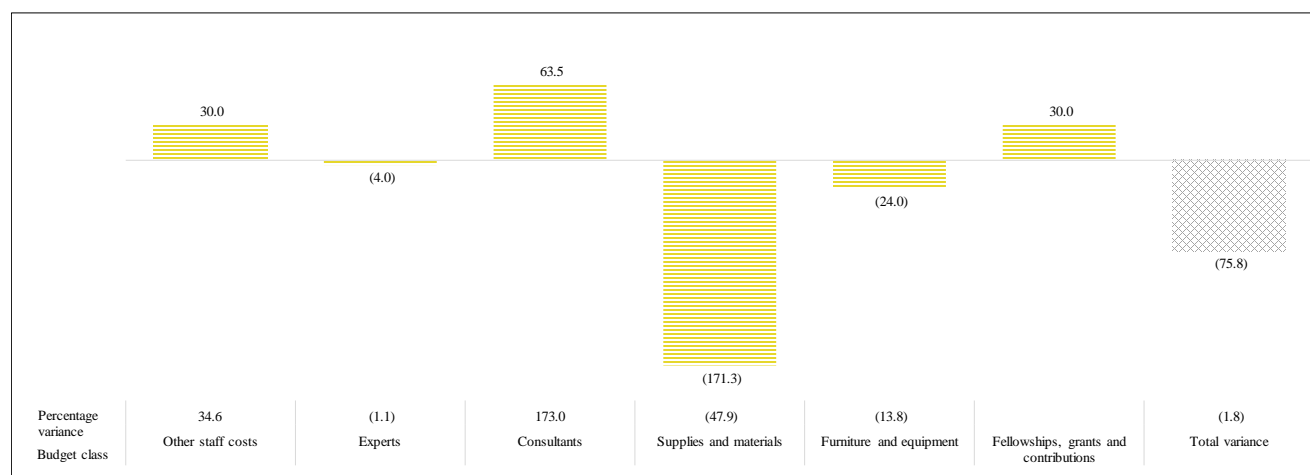


Figure 18.XXVI

Subprogramme 7, component 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



- 18.170 The variance of \$75,800 reflects a decrease under non-post resources, mainly under supplies and materials, resulting from the rationalization of services and lower consumption of consumable supplies. The decrease is partly offset by increases under consultants, other staff costs and fellowships, grants and contributions. In addition, the proposal reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

Component 4 Subregional activities in East Africa

- 18.171 The proposed regular budget resources for 2020 amount to \$3,447,600 and reflect a decrease of \$16,600 compared with the appropriation for 2019. Additional details are reflected in table 18.32 and figures 18.XXVII and 18.XXVIII.

Table 18.32

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

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 877.6	2 179.2	—	—	—	—	—	2 179.2
Non-post	647.9	1 285.0	—	—	(16.6)	(16.6)	(1.3)	1 268.4
Total	2 525.5	3 464.2	—	—	(16.6)	(16.6)	(0.5)	3 447.6
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		10	—	—	—	—	—	10
Total		20	—	—	—	—	—	20

Figure 18.XXVII

Subprogramme 7, component 4: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

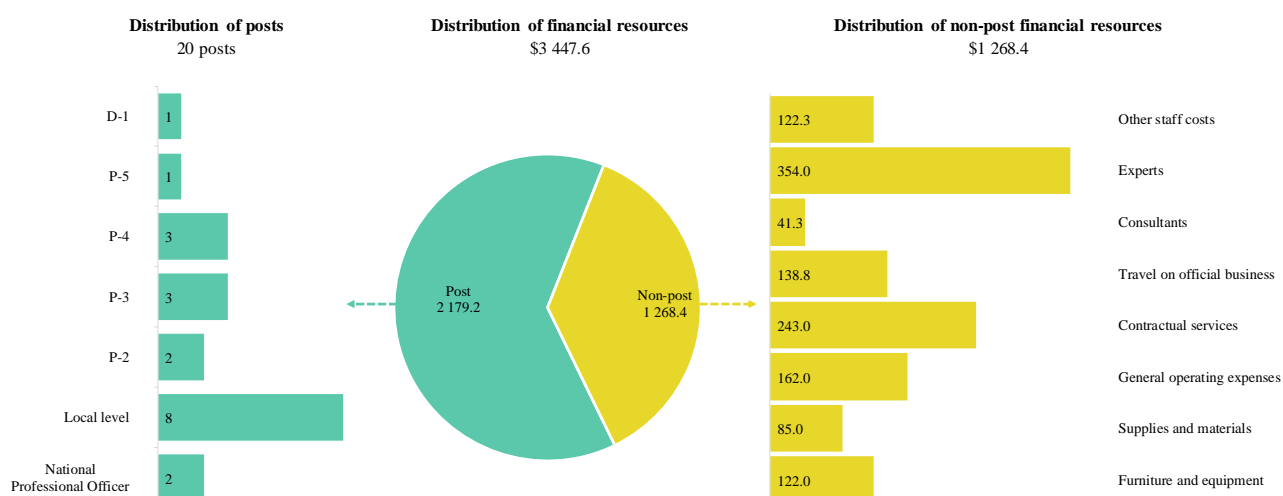
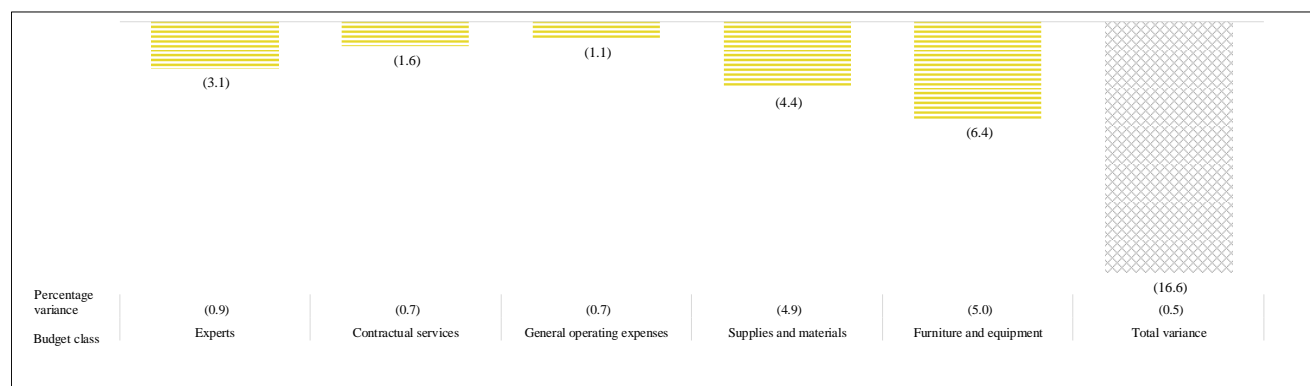


Figure 18.XXVIII

Subprogramme 7, component 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



- 18.172 The variance of \$16,600 reflects a decrease in non-post resources, mainly under furniture and equipment and supplies and materials, resulting primarily from the extension of the useful life of some equipment and the rationalization and reduction of the consumption of consumable supplies.

Component 5

Subregional activities in Southern Africa

- 18.173 The proposed regular budget resources for 2020 amount to \$3,378,400 and reflect a decrease of \$34,000 compared with the appropriation for 2019. Additional details are reflected in table 18.33 and figures 18.XXIX and 18.XXX.

Table 18.33

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

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 896.9	2 135.7	—	—	—	—	—	2 135.7
Non-post	837.2	1 276.7	—	—	(34.0)	(34.0)	(2.7)	1 242.7
Total	2 734.1	3 412.4	—	—	(34.0)	(34.0)	(1.0)	3 378.4
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		11	—	—	—	—	—	11
Total		20	—	—	—	—	—	20

Figure 18.XXIX

Subprogramme 7, component 5: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

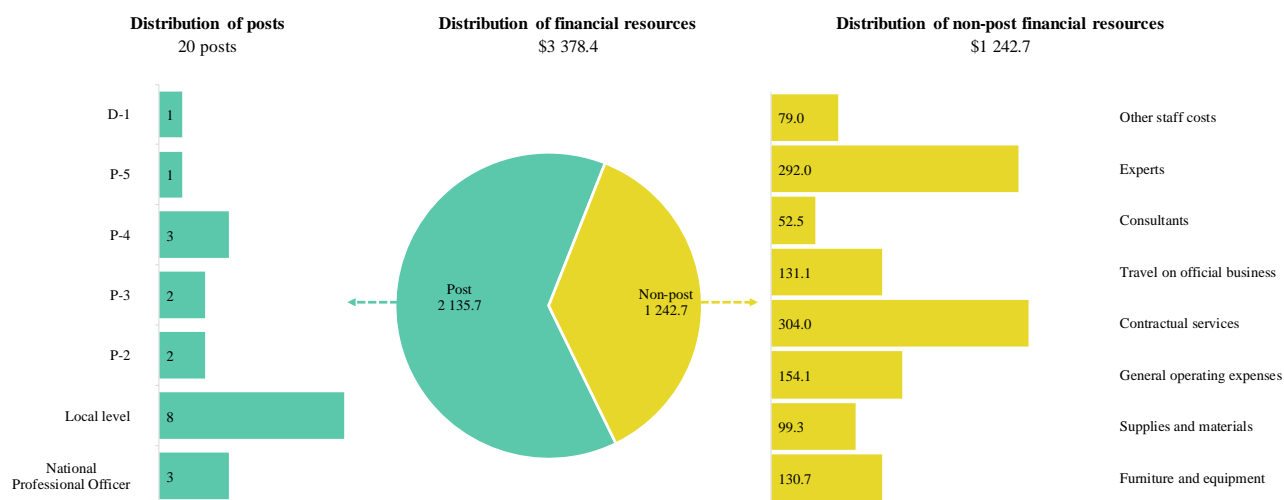
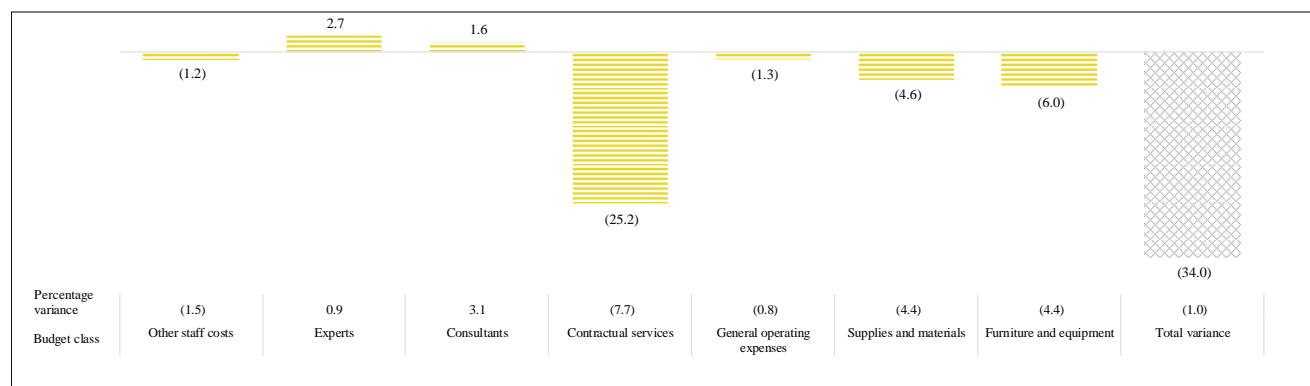


Figure 18.XXX

Subprogramme 7, component 5: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.174 The variance of \$34,000 reflects a decrease under non-post resources, mainly under contractual services and furniture and equipment, made possible in part by the leveraging of economies of scale in contract management. The decrease is partially offset, mainly by an increase under consultants and experts. The proposal also reflects the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

18.175 The subprogramme is complemented by extrabudgetary resources, estimated at \$321,500, as reflected in table 18.14. The resources would provide for non-post resources and support the implementation of planned capacity-development activities for member States, regional economic communities and intergovernmental organizations in Southern Africa. The projected increase of \$320,000 is due mainly to additional requirements for workshops, seminars and meetings.

Subprogramme 8

Economic development and planning

18.176 The proposed regular budget resources for 2020 amount to \$1,299,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 18.34.

Table 18.34

Subprogramme 8: evolution of financial resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 239.8	1 299.9	—	—	—	—	—	1 299.9
Total	1 239.8	1 299.9	—	—	—	—	—	1 299.9

18.177 The subprogramme is complemented by extrabudgetary resources, estimated at \$386,900, as reflected in table 18.14. The resources would provide for non-post resources and support the subprogramme in providing substantive assistance to member States. The projected increase of \$386,900 is due mainly to the advent of the 2030 Agenda and Agenda 2063, leading to a significant rise in demand by African countries for capacity-development services.

Subprogramme 9

Poverty, inequality and social policy

18.178 The proposed regular budget resources for 2020 amount to \$3,159,800 and reflect a decrease of \$4,500 compared with the appropriation for 2019. Additional details are reflected in table 18.35 and figure 18.XXXI.

Table 18.35

Subprogramme 9: evolution of financial and post resources

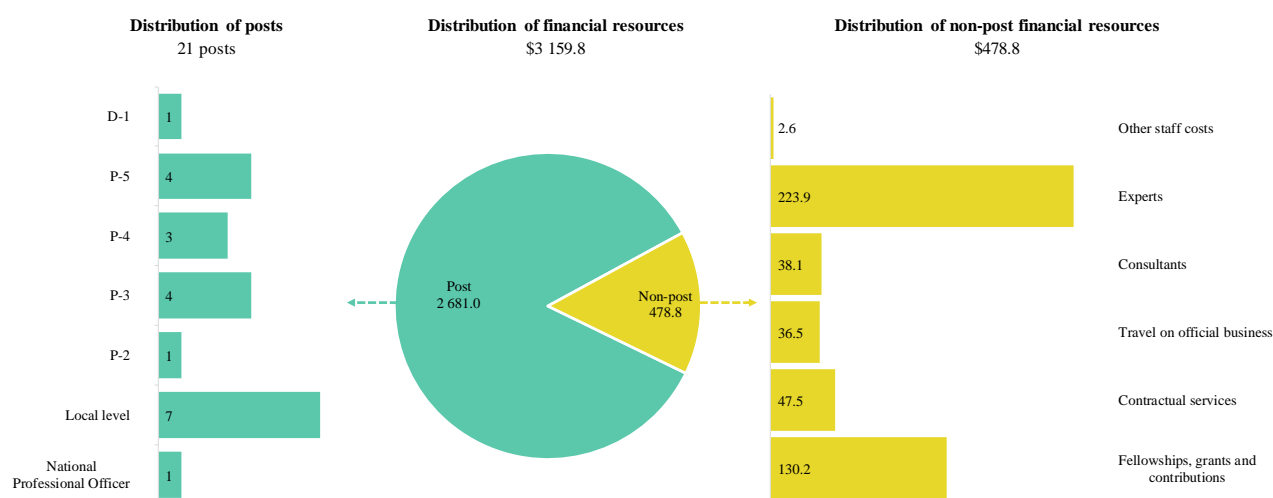
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 295.5	2 681.0	—	—	—	—	—	2 681.0
Non-post	456.3	483.3	—	—	(4.5)	(4.5)	(0.9)	478.8
Total	2 751.8	3 164.3	—	—	(4.5)	(4.5)	(0.1)	3 159.8
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 18.XXXI

Subprogramme 9: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



18.179 The variance of \$4,500 reflects a decrease under consultants made possible by the review and rationalization of services.

18.180 The subprogramme is complemented by extrabudgetary resources, estimated at \$499,300, as reflected in table 18.14. The resources would provide for one post and non-post resources and support ECA in the implementation of its substantive activities. The estimated increase of \$408,100 is due mainly to additional requirements for staff, consultants and staff travel.

Programme support

18.181 The programme support component comprises two divisions: the Division of Administration and the Publications, Conference and Knowledge Management Division. The Division of Administration ensures the effective implementation of the Commission's mandate by providing administrative and financial support, guaranteeing compliance with United Nations rules, policies and procedures and spearheading business continuity initiatives. It encompasses the Office of the Director of Administration, the Human Resources Services Section, the Health-Care Centre, the Supply Chain Management Section, the Facilities Management Section and the Finance and Budget Section. The Publications, Conference and Knowledge Management Division promotes the visibility and impact of the Commission's work through its Conference Management Services Section, Publications and Documentation Section, Knowledge Management Services Section and Information and Communications Technology Services Section. Visibility is promoted through the sharing of the Commission's knowledge and library services with professional groups and the rendering of professional conference services to United Nations and non-United Nations entities. Impact is promoted through strategic investments in information and communications technology aimed at maximizing productivity and facilitating communication and by sustaining the Commission's policy research and publishing capacity at the level of a world-class think tank.

18.182 In 2020, the programme support entities will continue to ensure efficient support for the functions and services performed at ECA headquarters in Addis Ababa, the five subregional offices and the African Institute for Economic Development and Planning. The Division also coordinates with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework through the Operations Management Team.

- 18.183 The key focus will be on supporting the implementation of United Nations system-wide projects, including the strategic capital plan, the provision of effective career advancement and development support to staff members, the further delegation of authority to the subregional offices in the areas of human and financial resources management, the supervision of the \$57 million Africa Hall project, the coordination of business continuity and organizational resilience initiatives, coordination with the 28 United Nations agencies serving in Ethiopia on business continuity and operational matters and coordination with member organizations and offices to further strengthen the medical services provided at the Health-Care Centre. In addition, the entities will participate actively in the Secretariat-wide implementation of the global service delivery model planned to begin in 2020, the cost-recovery initiative and other Umoja-related activities and initiatives.
- 18.184 The proposed regular budget resources for 2020 amount to \$31,830,300 and reflect a decrease of \$994,200 compared with the appropriation for 2019. Additional details are reflected in figures 18.XXXII to 18.XXXIV and table 18.36.

Figure 18.XXXII

Resources for programme support as a percentage of the regular budget

(Millions of United States dollars)

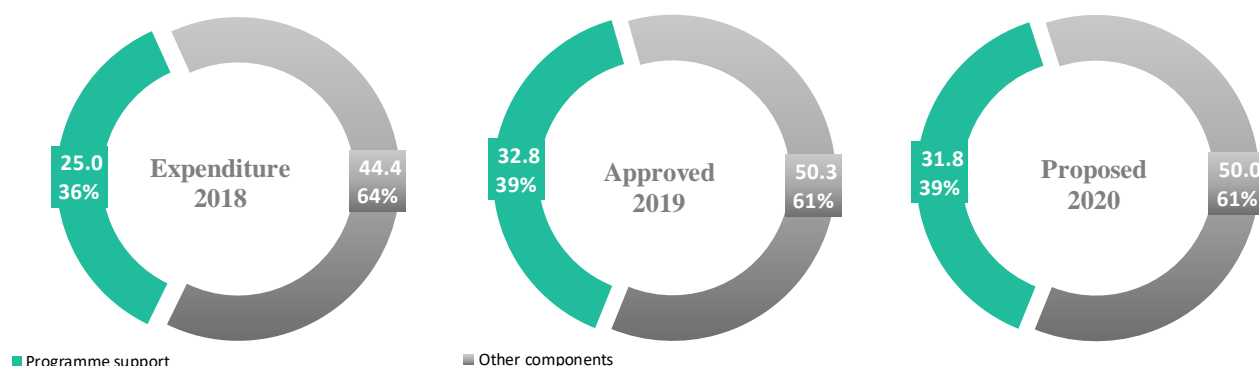


Table 18.36

Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	13 700.2	16 128.6	–	–	153.9	153.9	1.0	16 282.5
Non-post	11 284.8	16 695.9	(964.5)	–	(183.6)	(1 148.0)	(6.9)	15 547.8
Total	24 985.0	32 824.5	(964.5)	–	(29.7)	(994.2)	(3.0)	31 830.3
Post resources by category								
Professional and higher		57	–	–	1	1	1.7	58
General Service and related		176	–	–	–	–	–	176
Total		233	–	–	1	1	0.4	234

Figure 18.XXXIII

Programme support: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

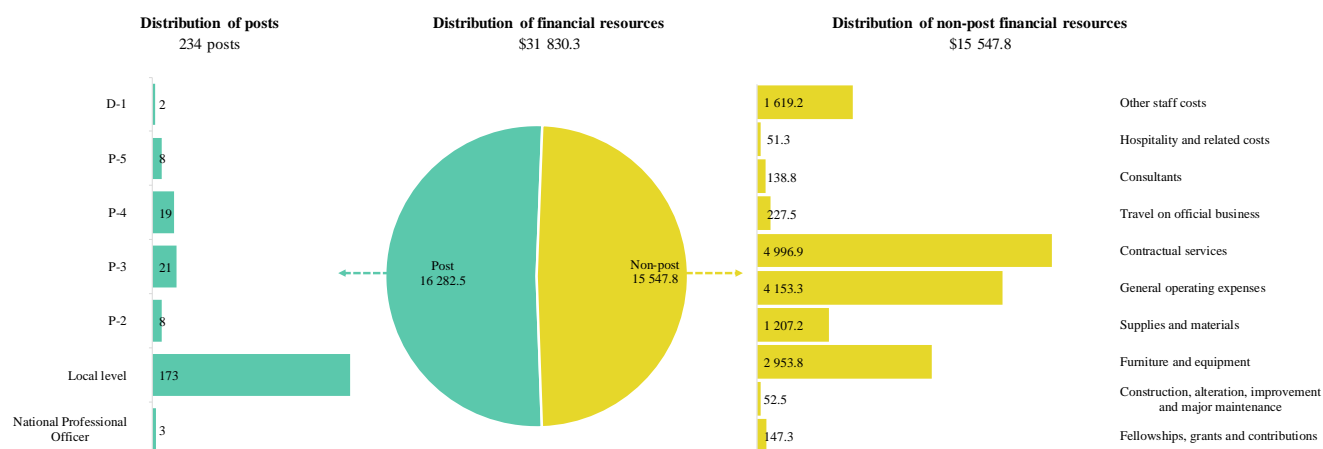
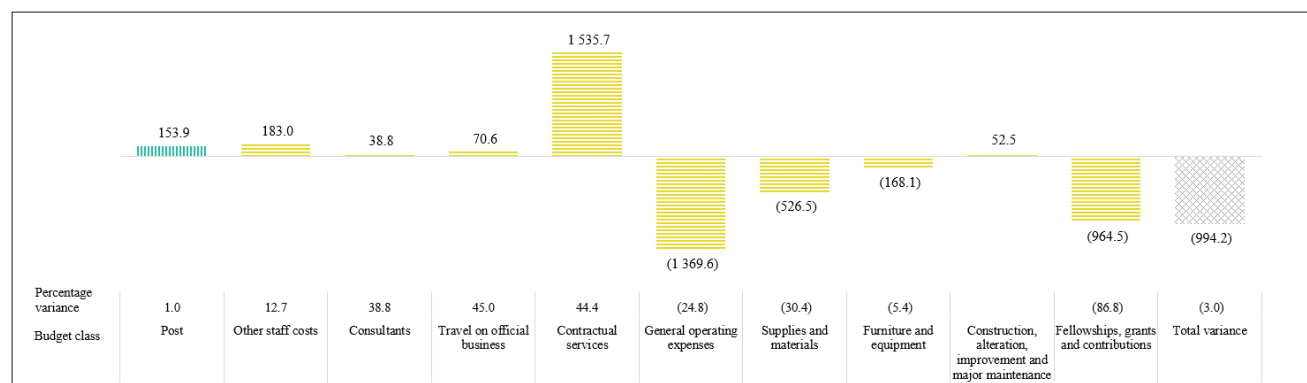


Figure 18.XXXIV

Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



18.185 The variance of \$994,200 reflects:

- Technical adjustments.** The decrease in non-post resources of \$964,500 under fellowships, grants and contributions reflects the removal of non-recurrent provisions approved by the General Assembly in its resolution [73/279 A](#) for the renovation of Africa Hall at ECA. In line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions ([A/70/7](#), para. XI.17), endorsed by the Assembly in its resolution [70/247](#), which advised against the inclusion in the proposed programme budget of preliminary estimates for projects identified in the strategic capital review, such provisions are not included in the proposed programme budget for 2020. They will be proposed in the context of the upcoming progress report to be submitted to the Assembly for its consideration during the main part of its seventy-fourth session;
- Other changes.** The net decrease of \$29,700 relates to: (i) reductions in non-post resources of \$183,600, which reflect the net effect of decreases, mainly under general operating expenses and supplies and materials, made possible in part through the rationalization of services and the lower consumption of consumable supplies, and increases, mainly under contractual services, which reflect a realignment of resources from general operating expenses and

furniture and equipment to contractual services; (ii) an increase in post resources of \$153,900, which reflects the inward redeployment of a post of Protocol Officer (P-3) from subprogramme 5 to the Protocol, Travel and Transport Unit under programme support, in line with the new strategic direction of ECA; and (iii) the redeployment of non-post resources on a cost-neutral basis to better support operational activities.

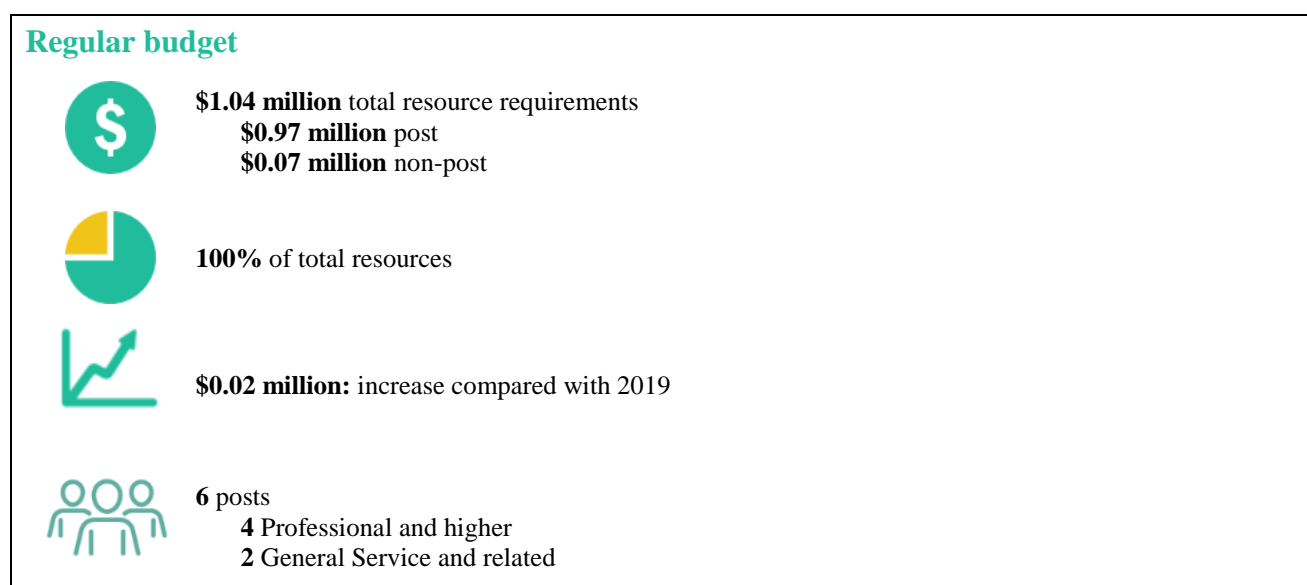
- 18.186 The programme support component is complemented by extrabudgetary resources estimated at \$6,563,300, as reflected in table 18.14. The resources would provide for 44 posts and non-post resources and enable ECA to provide broad administrative support, guidance and management with respect to the implementation of the Commission's mandate. The projected increase of \$122,900 is due mainly to additional requirements for the acquisition of equipment.

Section 18B. Regional Commissions New York Office

Overview

- 18.187 The total resource requirements for 2020, under the regular budget, are reflected in figure 18.XXXV.

Figure 18.XXXV
2020 in numbers



Note: Estimates before recosting.

Overview of resources for the regular budget

- 18.188 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, is reflected in table 18.36. The proposals reflect an increase of \$18,500 compared with the appropriation for 2019, reflecting the proposed reclassification of the post of the Director, Regional Commissions New York Office (D-1), to the D-2 level. Further details are provided below. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- 18.189 The Regional Commissions New York Office is a joint office representing, coordinating and providing policy advice to the five regional commissions, namely, ECA, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe and the Economic and Social Commission for

Western Asia. Its overall objective is to support the effective implementation of legislative mandates at the regional level through the provision of strategic policy advice to the regional commissions on relevant global developments that have a bearing on their positioning and implications for their programmes of work.

- 18.190 In pursuing that objective, the Office assumes the following interrelated key functions: providing strategic policy advice to the regional commissions on United Nations deliberations and global policy frameworks that have a bearing on their positioning and the effective implementation of their programmes of work; supporting and ensuring representation and outreach vis-à-vis relevant intergovernmental and inter-agency bodies with a view to informing and influencing decision-making from a regional perspective; and enhancing and promoting coordination and interregional cooperation among the regional commissions.
- 18.191 In the area of policy advice, the Office carries out analysis and produces policy papers, concept notes and other documents on a multitude of topics. In particular, it continues to play an active role in the reform of the United Nations development system, promoting the alignment of programmes with the 2030 Agenda and participating in the dialogue in the Economic and Social Council on the repositioning of the system. In 2018, the Office was a critical driver of regional reform measures. It was assigned a leading role in conceptualizing, drafting and reporting on the implementation of the optimization phase of development system reform at the regional level, which was adopted by the United Nations Sustainable Development Group principals. It also led the drafting of a protocol for country engagement between the resident coordinators, Secretariat entities and non-resident agencies to ensure that resident coordinators were informed in advance, for coordination purposes, of all in-country United Nations development activities. The Office played a critical role in framing the regional commissions' internal reflections, collective thinking and position on the longer-term restructuring of the regional assets of the United Nations in the context of the second phase of the reform plan and remains actively involved in the design and implementation of phase 2 in 2019.
- 18.192 The Office plays a central role in supporting the follow-up and review of the 2030 Agenda, notably by strengthening coherence and interaction among actors at the global, regional and national levels. Specifically, it has ascertained that the outcomes of the regional forums on sustainable development would be brought before the high-level political forum on sustainable development, that adequate space would be dedicated to the regional dimension at the high-level political forum and that resident coordinators and United Nations country teams would actively participate in the regional forums. In that context, the Office has ensured harmonization of the design of regional forums and reporting at the global level, including to the high-level political forum and the Economic and Social Council, and steered ideas for joint analytical products, outreach activities and side events. The Office continues to participate actively in internal mechanisms of the development system supporting the preparation of the 2019 high-level political forum to be convened under the auspices of the Council and the General Assembly, and in that regard is supporting the preparation of a joint report of the regional commissions. The Office plays an important role in articulating the deliverables of the Secretary-General's strategy for financing the 2030 Agenda, including through the proposal of regional elements for the road map to implement the strategy and ideas on the development of global initiatives in that framework.
- 18.193 The Office advises the regional commissions on emerging regional discussion topics. For example, having served as the representative of the commissions to the discussions of the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination on the role of technology for sustainable development and related issues, such as the future of work and of food, the Office was a key driver in bringing the global discussion on frontier issues to the commissions. As a result, some of those topics were strongly reflected at the commissions' sessions.
- 18.194 On representation and outreach, the Office represents the regional commissions in intergovernmental forums on most of the issues described above. For example, in the context of the 2030 Agenda and the reform of the United Nations development system, the Office has actively participated in and contributed to the work of multiple reform streams and advisory bodies of the United Nations Sustainable Development Group in such areas as strategic results, the implementation of the

Sustainable Development Goals, strategic financing, partnerships, the redesign of the United Nations Development Assistance Framework (UNDAF), the updating of the management and accountability framework and the formulation of the funding compact. This resulted in the strong recognition of the regional dimension of development in many of the reform initiatives and outcomes, such as in the redesigned UNDAF. With respect to the 2030 Agenda, the Office has participated in technical workshops, voluntary national review workshops, regional forums, expert groups and meetings with academia and civil society actors.

- 18.195 In addition, during the intergovernmental consultations and negotiations on the Global Compact for Safe, Orderly and Regular Migration, in 2018, the Office advocated that the regional commissions assist in the implementation, follow-up and review of the Compact at the regional level, which was ultimately recognized in the Compact.
- 18.196 In 2018, as is the case every year, the Office prepared and introduced to the Economic and Social Council the annual report of the Secretary-General on regional cooperation in the economic, social and related fields. The Office also reached out to permanent missions of Member States to the United Nations and organized informal briefings to discuss the work of the regional commissions, thus contributing to continued recognition on the part of Member States of the regional dimension of development, resulting in the inclusion of explicit mandates for the regional commissions in more than 30 resolutions adopted by the General Assembly or the Council.
- 18.197 As part of its coordination function, the Office has promoted strategic coordination among the regional commissions through its role as Secretary of the meetings of the executive secretaries. It has also promoted coordination of and collaboration on a number of substantive issues among the regional commissions and between the regional commissions and the Department of Economic and Social Affairs of the Secretariat through its networks of focal points in such areas as support for member States in the implementation of the 2030 Agenda, financing for development, migration, South-South and triangular cooperation and social development.
- 18.198 In addition, the Office has promoted partnerships and joint projects to be financed through the Development Account and ensured that the regional dimension was well reflected in policy decisions adopted by the Steering Committee of the Development Account, on which the Director of the Office represents the regional commissions.
- 18.199 The proposed regular budget resources for 2020 amount to \$1,042,500 and reflect an increase of \$18,500 compared with the appropriation for 2019. Additional details are reflected in table 18.37 and figure 18.XXXVI.

Table 18.37

Regional Commissions New York Office: evolution of financial and post resources

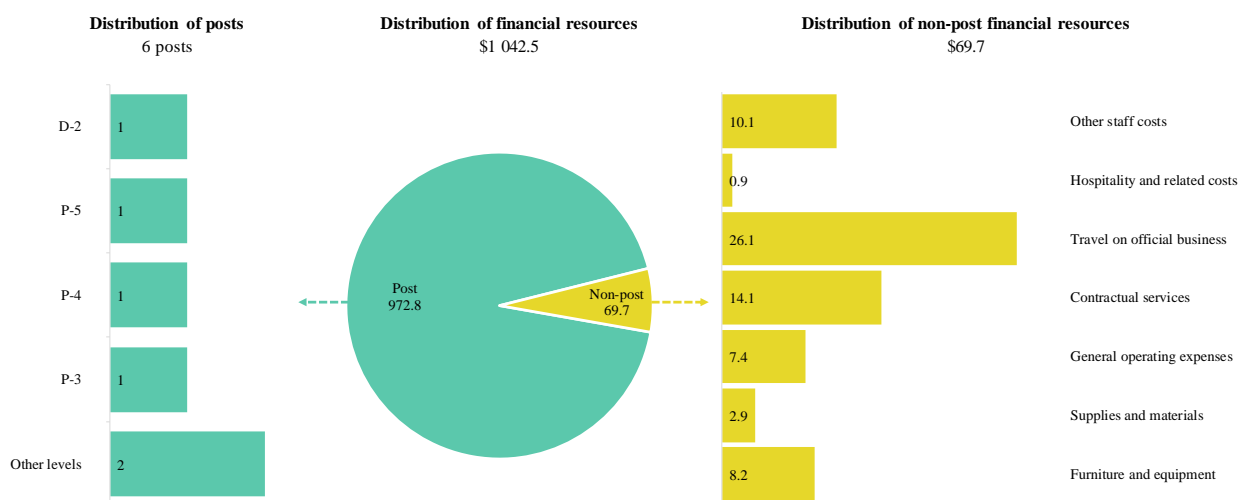
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate before recosting	Recosting	2020 estimate after recosting
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Financial resources by main category of expenditure										
Post	848.1	954.3	—	—	18.5	18.5	2.1	972.8	45.0	1 017.8
Non-post	60.1	69.7	—	—	—	—	—	69.7	3.4	73.1
Total	908.2	1 024.0	—	—	18.5	18.5	1.8	1 042.5	48.4	1 090.9
Post resources by category										
Professional and higher			4	—	—	—	—	—	—	4
General Service and related			2	—	—	—	—	—	—	2
Total			6	—	—	—	—	—	—	6

Figure 18.XXXVI

Regional Commissions New York Office: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

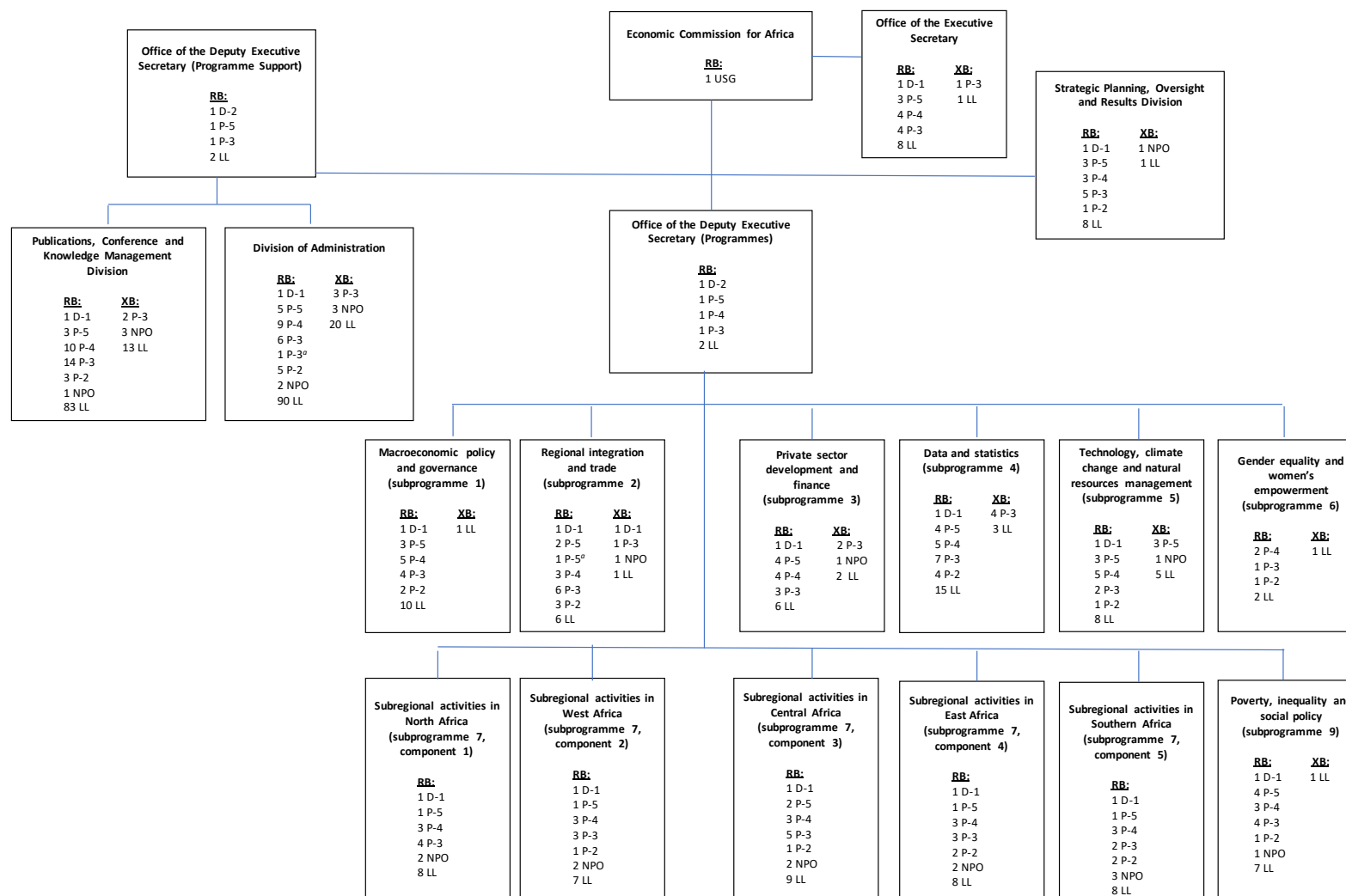


- 18.200 The variance of \$18,500 reflects the costs associated with the proposal to reclassify the post of the Director of the Regional Commissions New York Office (D-1) to the D-2 level. The proposed upgrade would raise the level of the interlocutor in discussions with Member States and senior United Nations system officials on the regional dimensions of development in the context of accelerating the implementation of the 2030 Agenda and enhancing its follow-up and review. It would also enhance the ability of the Director to integrate the regional dimension in deliberations of intergovernmental and inter-agency bodies and in decision-making processes and mechanisms, where the representation is largely at the Assistant Secretary-General level, notably in the context of revamping the regional dimensions of the work of the United Nations development system, and to deepen substantive coordination and cooperation among the regional commissions.

Annex I

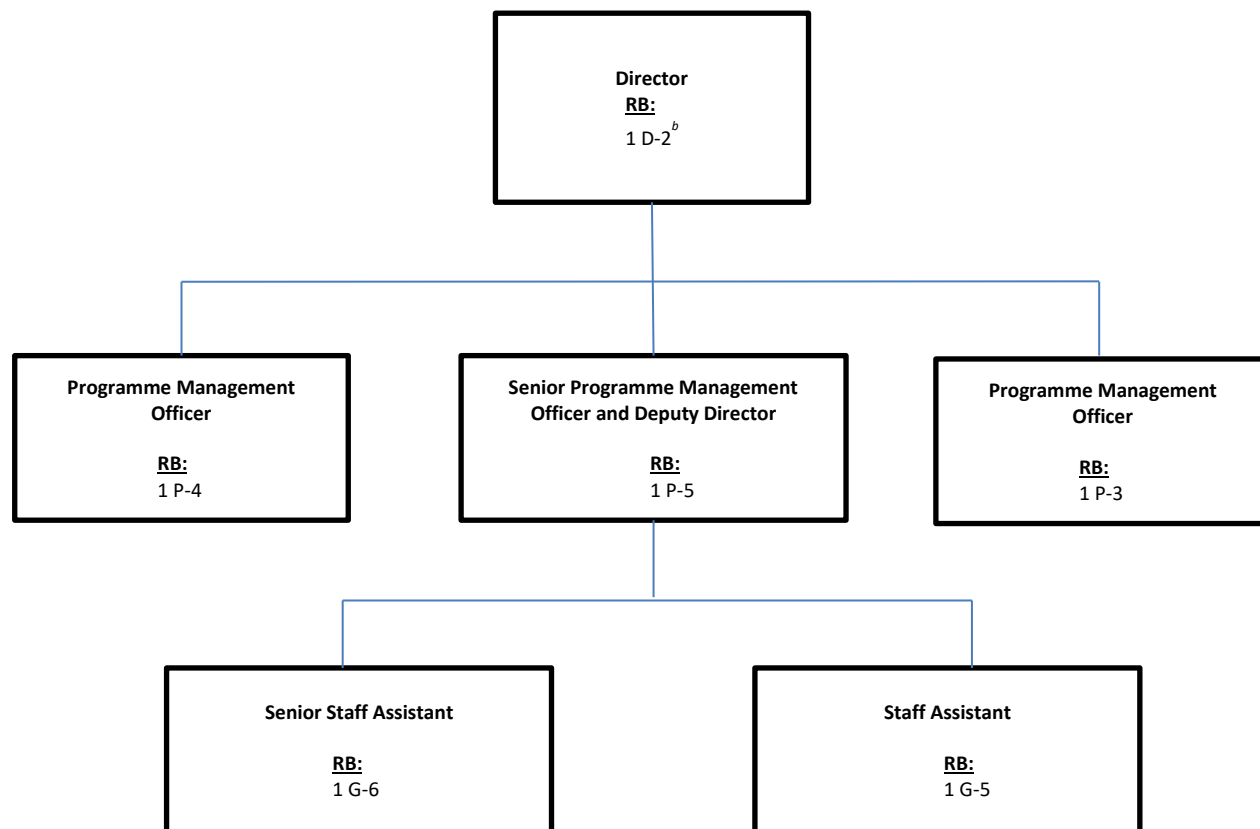
Organizational structure and post distribution for 2020

A. Regional commission in Africa



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

^a Redeployment.

B. Regional Commissions New York Office

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

^a Redeployment.

^b Reclassification.

Annex II

Summary of proposed changes in established and temporary posts, by component and subprogramme

A. Regional commission in Africa

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	(1)	P-5	Outward redeployment of 1 Interregional Adviser	To align with the new strategic direction of ECA
Subprogramme 2, Regional integration and trade	1	P-5	Inward redeployment of 1 Interregional Adviser	To align with the new strategic direction of ECA
Subprogramme 5, Technology, climate change, and natural resources management	(1)	P-3	Outward redeployment of 1 Protocol Officer	To align with the new strategic direction of ECA
Programme support	1	P-3	Inward redeployment of 1 Protocol Officer	To align with the new strategic direction of ECA
Total	—			

B. Regional Commissions New York Office

<i>Component/Subprogramme</i>	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
Regional Commissions New York Office	(1) 1	D-1 D-2	Reclassification of one post from D-1 to D-2.	With the need to accelerate implementation and enhance the follow and review of the 2030 Agenda and with the ongoing repositioning of the United Nations development system to better support this overall objective, particularly through the revamping of the regional dimensions of the work of the development system, there is a need to better integrate the regional dimensions of development in the global intergovernmental and interagency deliberations and decision-making processes and to strengthen interregional cooperation and coordination among the Regional Commissions. Reclassifying the post of the Director will raise the level of interlocutor with Member States and senior officials within the secretariat and the broader United Nations development system, allow the director to bring the regional dimensions in global intergovernmental and interagency bodies and mechanisms where the representation is largely at ASG level, and deepen substantive working interregional coordination and cooperation among the Regional Commissions by elevating it, among others, to the deputies' level.

Annex III

Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Financial resources									
Economic Commission for Africa (18A)	83 152.7	81 816.3	(1 336.4)	22 006.5	24 182.2	2 175.7	105 159.2	105 998.5	839.3
Regional Commissions New York Office (18B)	1 024.0	1 042.5	18.5	—	—	—	1 024.0	1 042.5	18.5
Total, section 18	84 176.7	82 858.8	(1 317.9)	22 006.5	24 182.2	2 175.7	106 183.2	107 041.0	857.8
Post resources									
Economic Commission for Africa (18A)	535	535	—	72	76	4	607	611	4
Regional Commissions New York Office (18B)	6	6	—	—	—	—	6	6	—
Total, section 18	541	541	—	72	76	4	613	617	4