

1958 | ECA – 60 YEARS
2018 | IN STEP WITH
AFRICAN DEVELOPMENT



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COVER PHOTOS

(Left to right) The Founding Fathers; General view of Niger building in UNECA; Member states flags; general view of the UNECA compound.

Back cover (left to right) : Member states flags; middle part of the stained glass triptych Total Liberation of Africa by Afework Tekle, Africa Hall; right part of the stained glass triptych Total Liberation of Africa by Afework Tekle; United Nations Conference Centre (UNCC).



1958
2018

**ECA – 60 YEARS
IN STEP WITH
AFRICAN DEVELOPMENT**



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PREFACE



It is only through economic cooperation and coordination of effort that African states can hope to maintain and strengthen their independence while ensuring the rapid progress of their peoples. In order to achieve this common goal of strength through progress, it becomes necessary for us to abandon once and for all petty differences and artificial barriers that tend to perpetuate a state of division and confusion between our countries.

Emperor Haile Selassie (6th Session of the ECA, February 20, 1964)

Overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. While poverty persists, there is no true freedom. The steps that are needed from the developed nations are clear: The first is ensuring trade justice.

Nelson Mandela (London, 3 February 2005)

Over the last six decades, there have been many developments on the continent and a shift from a doctrine of political liberation through one of self-determination, to a pan African Economic Agenda uniting all the children of the African soil.

ECA in these six decades has been at the front row seat in Africa's development agenda: from the establishment of the Organization of African Unity to the creation of the African Development Bank and today, the African Agency for Development.

ECA's contribution to the development of long term planning processes at the dawn of Africa's independence; its resolute rejection of the structural adjustments policies; its contribution to Africa's harmonized trade and infrastructure agenda; gender equality; statistical development; the climate debate; and the science innovation and technology agenda has impacted Africans from Cape Town to Cairo and Djibouti to Dakar.

In our sixth decade we are called upon to accompany the continent on the journey from the Millennium Development Goals crafted by one of our own sons of the soil turned Secretary General of the United Nations and a global statesman, H.E Kofi Annan to the Sustainable Development Goals on leaving no one behind and the African Union Agenda 2063 on building the Africa we want!

This book takes you through our privileged story made possible through the confidence of our continental leaders, the hospitality of our host country, and the trust of young men and women who have shaped our thinking, challenged our views and inspired us to continue walking with Africa towards *an inclusive free, integrated and just Africa*.

Vera Songwe
Executive Secretary
Economic Commission for Africa



1 | HOW ECA CAME TO BE

Secretary-General Dag Hammarskjöld
greeting His Imperial Majesty, Emperor Haile
Selassie I. At centre back is Mr. Mekki Abbas,
Executive Secretary of ECA. 29 December
1958 Addis Ababa, Ethiopia.



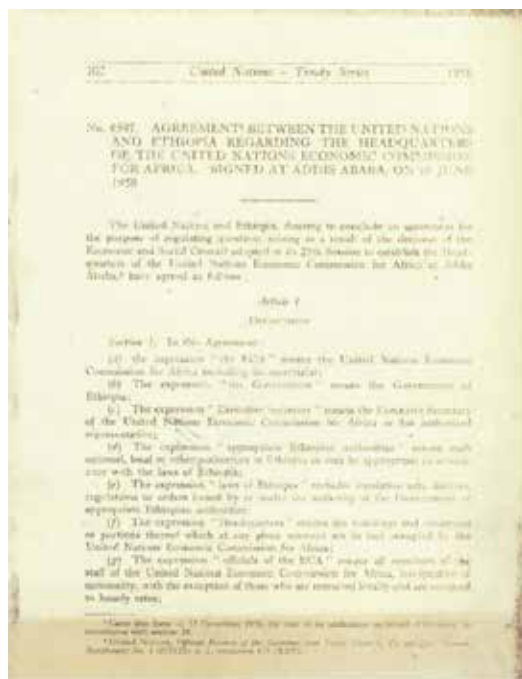
In efforts to support African Governments to raise their economic activity and improve the living standards of their citizens, the United Nations Economic and Social Council (ECOSOC) established the Economic Commission for Africa (ECA) under resolution 671A (XXV).

Upon gaining independence, Ghana sponsored a draft resolution – which 28 other countries supported – for the establishment of ECA and, after a protracted campaign in the United Nations General Assembly backed by other African countries that had already gained independence Ethiopia, Ghana, Liberia, Morocco, Sudan, Tunisia and Egypt, ECOSOC considered their views to establish the Commission on 29 April 1958.

The first session of the Commission was held in its new headquarters in Addis Ababa, from 29 December 1958 to 6 January 1959, and was attended by the then Secretary-General of the United Nations, Mr. Dag Hammarskjöld.

ECA was Africa's first international, continent-wide organization. For five years from its establishment to the founding of the Organization of African Unity in 1963, it was one of the regional forums for waging critical battles for economic progress on the continent and against colonialism, racism and racial exploitation.

Sixty years on, the Commission continues to promote economic and social development in Africa, with a focus on collecting up-to-date and original regional statistics on various economic and social aspects to help African Governments base their policy research and advocacy on objective evidence.



FIRST SESSION OPENS: Emperor Haile Selassie delivering his speech to open the first session of the United Nations Economic Commission for Africa in the parliament building in Addis Ababa on December 29, 1958.

DEAL: The MOU agreement signed between the United Nations and Ethiopia regarding establishment of ECA's headquarters signed at Addis Ababa, on 18 June 1958.

2 HOW ECA WORKS



CONVENING POWER: Eighth Joint Annual Meetings of 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 between 25 March to 31 March 2015. PHOTO: ECA



H.E. Alpha Konare, Koffi Annan, and Abdoulaye Jannet sign 'Enhancing AU-UN Cooperation' Declaration.



The Conference of African Ministers of Finance, Planning and Economic Development is the legislative organ of the Commission mandated to review programme implementation and approve the programme of work for the succeeding biennium, among other functions. It currently holds its meetings on an annual basis and reports to the General Assembly through ECOSOC.

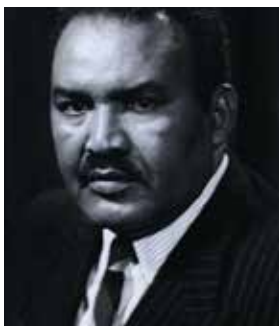
ECA has five Subregional Offices, which are located in: Yaoundé, Cameroon (Central Africa); Kigali, Rwanda (East Africa); Rabat, Morocco (North Africa); Lusaka, Zambia (Southern Africa); and Niamey, Niger (West Africa), all of which assist in supporting the socioeconomic transformation of the member States.

While its basic mandate has not changed substantially over the years, the Commission has undergone considerable changes in order to carry out its mandate as a regional commission guided by and adapting to the changing development realities and requirements of its member States.

ECA services to its clients are grouped within four knowledge-based areas, namely: (i) policy advocacy and analysis, to promote sound policies and dissemination of best practices in economic and social development; (ii) convening power and consensus building to organize major high-level conferences and meetings, including the annual Conference of African Ministers of Finance, Planning and Economic Development; (iii) enhancing the role of the United Nations in Africa to facilitate coordination and synergies among United Nations programmes; and (iv) technical cooperation and capacity-building to provide on-demand regional advisory services to member States and their intergovernmental organizations, training workshops, seminars and fellowships, institution building and field projects.

The fourth session of the General Assembly of the Forum for Former African Heads of State and Government, 2 April 2016.

3 | 60 YEARS OF ECA EXECUTIVE SECRETARIES



**MR. ABBAS
MEKKIS**

Sudan, 1959 to 1961

Mr. Mekki Abbas is from Sudan. He was the first Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1959 to 1961



**MR. ROBERT K.A.
GARDINER**

Ghana, 1961 to 1975

Mr. Robert Gardiner is a national of Ghana. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1961 to 1975.



**PROF. ADEBAYO
ADEDEJI**

Nigeria, 1975 to 1991

Professor Adebayo Adedeji is from Nigeria. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1975 to 1991



**M. ISSA BEN YACINE
DIALLO**

Guinea, 1991-1992

Mr. Issa Ben Yacine Diallo is a national of Guinea. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1991 to 1992.



**MR. LAYASHI
YAKER**

Algeria, 1992-1995

Mr. Layashi Yaker is from Algeria. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from



**MR. KINGSLEY
Y. AMOAKO**

Ghana, 1995 to 2005

Mr. Kingsley Y. Amoako is a national of Ghana. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1995 to 2005



**MR. ABDOULIE
JANNEH**

The Gambia, 2005 to 2012

Mr. Abdoulie Janneh is from the Gambia. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 2005 to 2012.



**MR. CARLOS
LOPES**

Guinea-Bissau, 2012 to 2016

Mr. Carlos Lopes is from Guinea-Bissau. He was the Under- Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 2012 to 2016

4 | TIMELINE OF LANDMARK DECISIONS, REGIONAL POLICES AND FRAMEWORKS

1957

Second Committee of the General Assembly by resolution 155 (XII) requests the Economic Social Council (ECOSOC) to establish an economic commission for Africa.

1961

The Africa Hall building was formally opened and donated by His Imperial Majesty on behalf of the people of Ethiopia to ECA as its headquarters. It would become the venue for the signing of the Charter of the Organization of African Unity by the Heads of African States in 1963, when the Organization was inaugurated.



1964

African Development Bank (AfDB) was established. ECA Subregional Office for East Africa and Southern African was established in Lusaka at the first Conference of African Planners, which was convened in late 1964.



1969

Conference of Ministers was established by resolution 188 (IX) as the highest legislative organ of the Commission and comprised the Ministers of Governments of the member States responsible for economic and social development planning.

1977

The General Assembly proclaimed in resolution 32/160 on the Transport and Communications Decade in Africa, calling upon the international community to provide technical and financial assistance to Africa for implementing the Decade programme.

1981

Pan-African Documentation and Information System for social and economic development was launched following recommendations from a feasibility study prepared by a joint mission composed of ECA, Organization of African Unity and International Development Research Centre in collaboration with UNESCO, the United Nations Department of International Economic and Social Affairs (now the Department of Economic and Social Affairs), and UNDP.

Preferential Trade Area for Eastern and Southern African Countries was established.

United Nations Programme of Action for African Economic Recovery and Development 1986-1990 was adopted.

1958

ECOSOC through resolution 671A (XXV) of 29 April 1958 establishes the Economic Commission for Africa and lays down its terms of reference.

ECA is formally inaugurated on 29 December 1958 in Addis Ababa. His Imperial Majesty Haile Selassie I, Emperor of Ethiopia, the Secretary-General of the United Nations, Mr. Dag Hammarskjöld and the first Executive Secretary of ECA, Mr. Mekki Abbas address the first session of the Commission, which was attended by full members.

1963

ECA Subregional Office for West Africa was established in Niamey and ECA Subregional Office for North Africa was established in Tangier, Morocco.

African Institute for Economic Development (IDEP) was established.

1965

ECA Subregional Office for Central Africa was established in Kinshasa.

1968

Association of African Central Banks (AACB) was created to promote monetary and financial integration in Africa. All African Central Banks belong to AACB.

1972

Regional demographic training institutes set up in Accra, Ghana – the Regional Institute for Population Studies (RIPS), and in Yaoundé – the Institut de formation et de recherches démographiques (IFORD).

1975

African Training and Research Centre for Women established under Conference of Ministers resolution 269 (XII).



1978

Multi-National Programming and Operational Centres were established in Niamey, Lusaka, Gisenyi (Rwanda), Tangier and Yaoundé.

1980

Lagos Plan of Action for the Economic Development of Africa, 1980-2000 was adopted by the African Heads of State and Government.

1986

Africa's Priority Programme for Economic Recovery (APPER) was prepared jointly by ECA and the Organization of African Unity and adopted by African Heads of State and Government.

1989

African Charter for Social Action was adopted by African Ministers of Social Affairs.

1990

African Charter for Popular Participation in Development and Transformation was adopted.





1991

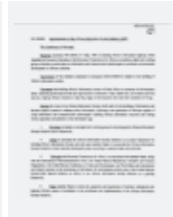
Second Industrial Development Decade for Africa (IDDA II): 1991 – 2000 was instituted.

Second Transport and Communications Decade in Africa (UNTACDA II): 1991 – 2000 was instituted.



1996

Serving Africa better: strategic directions for the Economic Commission for Africa (strategic framework document outlining ECA's reform and renewal process) was endorsed by the thirty-first session of the Commission.



2001

NEPAD is formally adopted as an integrated socioeconomic development framework for Africa by the 37th Ordinary Session of the Assembly of the then Organization of African Unity held in Lusaka, in July 2001.

2006

ECA starts a process, through the then Food Security and Sustainable Development Division, to establish the African Climate Policy Centre (ACPC) with a view to integrating climate change into policies affecting climate sensitive sectors, and focusing on food security.



2009

The Africa Mining Vision (AMV) was endorsed to offer a unique, pan-African pathway to finally reverse the old paradigm regarding the management of Africa's mineral wealth.

2015

The African Centre of Meteorological Application for Development (ACMAD) was designated to host the World Meteorological Organization Regional Climate Centre (RCC) to serve the Africa region.

2018

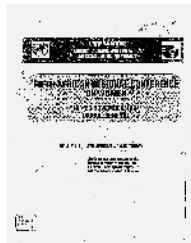
Establishment of the agreement on the African Continental Free Trade Area (AfCFTA) – a major milestone in the long march towards African economic integration.

1994

Fifth African Regional Conference on Women (preparatory Conference to the Fourth World Conference on Women, Beijing) was held in Dakar, Senegal. The African Platform for Action: African common position for the advancement of women was adopted.

By its resolution 791(XXIX) the Conference of Ministers changed the name of the African Training and Research Centre for Women (ATRCW) to African Centre for Women (ACW).

Treaty Establishing the African Economic Community (commonly known as the Abuja Treaty) entered into force.



1997

Africa Regional Coordinating Committee for the Integration of Women in Development, eighteenth meeting was held in Addis Ababa.

Resolution 826(XXXII) on reform of the intergovernmental machinery of the ECA was adopted.

Resolution 827(XXXII) on rationalization and harmonization of ECA-sponsored institutions was adopted.

2004

ECA member States endorse the African Gender Development Index (AGDI), during the Beijing Plus Ten Review in Addis Ababa in October 2004.

2008

Conference of Ministers endorses the creation of the Climate Information for Development in Africa (ClimDev-Africa) initiative.



2012

Decision and Declaration to establish a Continental Free Trade Area made, during the 18th Ordinary Session of the Assembly of Heads of State and Government of the African Union, held in Addis Ababa in January 2012.

2013

The African Minerals Development Centre (AMDC) was set up to implement the Vision and its Action Plan, in response to the need for a central and strategic organization.

2016

Conference of Ministers requested a tool to facilitate the integration of the 2030 Agenda and Agenda 2063 in national development plans and simultaneously track performance on the two agendas leading to the development of the Integrated Planning and Reporting Toolkit.

An aerial, black and white photograph of a large, circular, tiered assembly hall. The seating is arranged in concentric, curved rows, creating a bowl-like shape. A curved stage is visible at the bottom right, with a single person standing on it. The overall perspective is from directly above, looking down into the hall. A semi-transparent blue rectangular overlay is positioned on the left side of the image, containing the page number and title.

5 | 60 YEARS OF ECA PROGRAMMATIC ORIENTATION



Sixth Session of the Commission,
Africa Hall, ECA.



INDEPENDENCE: Students of Somalia's Islamic cultural center hold a parade at Mogadishu football stadium on 1 July 1960. PHOTO: UN

1958-1968 INSTITUTIONAL DEVELOPMENT

The first decade coincided with the independence of the majority of countries in Africa and during its first decade, ECA placed special emphasis on laying the foundations for institutional and human resource development in Africa and focused its initial programme on development issues of the time: building capacities through training in development planning, agriculture, industrial development, transport and natural resources management, underpinned by the development of statistics for social and economic research and development planning. Furthermore, ECA promoted the creation of numerous regional and subregional institutions, such as the African Development Bank and established its own subregional offices for West Africa in Niamey in 1963, North Africa in Tangiers, Morocco in 1963, East and Southern Africa in Lusaka in 1964, and Central Africa in Kinshasa in 1965.



SOCIAL DEVELOPMENT: The Economic commission for Africa's standing committee on social welfare and community development opened a six-day session on 4 February 1963, Leopoldville (Kinshasa), Congo. PHOTO: ECA

1968-1978 REGIONAL ECONOMIC COOPERATION AND INTEGRATION

During the second decade, ECA focused on promoting continued human resource development, economic cooperation and integration, industrialization, natural resources development, population, social development (almost exclusively in relation to problems affecting women in development), international trade, finance, agriculture, transport and communications.



COLLECTIVE RESPONSE: Opening Ceremony of the combined meeting of the Trans-African Highway authorities on 6 October 1986. From (R-L): Mr. Yusuf Ahmed, Minister of Transport and Communication for Ethiopia; ECA Executive Secretary Adebayo Adedeji ; Bongoy Mpekesa, chief of ECA's Transport, Communication and Tourism Division PHOTO: ECA

1978-1988 ARTICULATING AND ADVOCATING A COLLECTIVE RESPONSE TO AFRICA'S CRISES

Owing to a marked deterioration in the socioeconomic conditions of Africa and a need for a unique African response and solution to the situation, the third decade focused on conceptualizing key economic and social strategies and programmes, which made up the policy framework for Africa's socioeconomic development. These included the Lagos Plan of Action, the United Nations Transport and Communications Decade in Africa and the Industrial Development Decade for Africa.



HUMAN RESOURCE DEVELOPMENT: H.E Ambassador Ousman Nafie of Sudan and the ECA Executive Secretary Adebayo Adedeji after signing an agreement for the 3rd conference of African ministers be held in Khartoum. PHOTO: ECA

1988-1998 PROMOTING GOVERNANCE AND HUMAN AND SOCIAL DIMENSIONS OF DEVELOPMENT

The fourth decade saw attempts to arrive at a more holistic approach to development policy formulation and implementation on the continent, emphasizing institutional and people-centered initiatives to catalyse change. ECA led in this effort, focusing on the importance of human and social objectives, promoting gender issues, good governance and the “capable State”.



ENHANCED PARTNERSHIPS: AU Symposium A pre-ADF event to examine the current status of the transition from OAU to AU (left to right: Salim Ahmed Salim, Secretary General, OAU and ECA Executive Secretary K.Y. Amoako. PHOTO: ECA

1998-2008 ADAPTING TO THE EVOLVING INSTITUTIONAL LANDSCAPE AND BUILDING ENHANCED PARTNERSHIPS

During its fifth decade, ECA adjusted and reoriented its strategic directions in response to the changed institutional landscape in Africa following the coming into force of the Abuja Treaty establishing the African Economic Community (AEC). Among the key decisions was the significant rationalization of its programme orientation and governance structure in keeping with United Nations reforms, the establishment of the Millennium Development Goals and in enhanced partnership with the African Union New Partnership for Africa’s Development (NEPAD) programmes and structures. The programme of work of ECA focused on the following themes: economic and social policy; food security and sustainable development; development management; information for development; regional integration; and gender issues.



INTEGRATING AFRICA: Moussa Faki Mahamat, the Chairperson of the African Union Commission celebrates the signing of AfCFTA on March 21, 2018 where 43 countries also signed the Kigali declaration while 27 countries signed the protocol of the free movement of people.

2008 ONWARDS: INTEGRATING AFRICA INTO THE GLOBAL ECONOMY

Following the adoption of NEPAD as the framework for social and economic development for achieving the Millennium Development Goals, in the sixth decade, ECA restructured its programme in support of the African Union vision, which focused on promoting regional integration and meeting Africa’s special needs and emerging global challenges. It designed 10 sub-programmes around the theme of finance and economic policy; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development among others.

6 | ECA'S PROGRAMMATIC SUCCESS STORIES





AFRICAN CONTINENTAL FREE TRADE AREA CREATING ONE AFRICAN MARKET

#AfCFTA2018 | 17-21 March 2018 | Kigali, Rwanda



6.1 TRADE, FINANCE AND ECONOMIC POLICY

Opening up Africa for business without borders: ECA's contribution towards realization of the African Continental Free Trade Area

The establishment of the African Continental Free Trade Area (AfCFTA) in 2018 is a major milestone in the long march to enhancing regional and continental economic integration, to expanding trade, and to promoting structural transformation and overall socioeconomic development in Africa. The Abuja Treaty envisioning the establishment of the African Economic Community to enhance regional and continental economic integration and to expand trade, made more concrete the objectives of the Lagos Plan of Action and the Final Act of Lagos, which in 1980 reaffirmed national and collective self-reliance, including the creation of an African Common Market as a prelude to the African Economic Community.

ECA has been supporting Africa's economic integration efforts by providing intellectual groundwork with research and reports to assess regional integration. The report series, Assessing Regional Integration for Africa (ARIA), covers topical issues at the heart of African regional integration in alternating years. Specifically, ARIA V focused on the expected benefits of AfCFTA leading to the landmark Decision and Declaration to establish a Continental Free Trade Area reached during the African Union's 18th Ordinary Session of the Assembly of Heads of State and Government in January 2012. ARIA VIII has become a critical report to guide the negotiations for trade in goods under phase I. The ARIA series will continue to support the process of regional integration in Africa with robust analytical work.

Negotiations to establish AfCFTA began in June 2015 at the 25th African Union Heads of State and Government Summit held in Johannesburg, South Africa. Today, 49 African countries have signed the Agreement establishing AfCFTA, 12 countries have so far ratified it with 10 more expected to ratify it for the agreement to come into force. ECA has intensified its work to ensure that the potential of AfCFTA is fulfilled by providing advocacy and technical assistance for more African countries to sign the agreement, ratify and implement it.



Rwanda's President Paul Kagame addresses the audience at the AfCFTA Business Forum, Kigali, 20 March 2018



Mark Eddo, Moderator of the meeting; Executive Secretary of ECA, Vera Songwe; President Mahamadou Issoufou of Niger and Rwanda's President Paul Kagame at African Continental Free Trade Area Business Forum, Kigali, 20 March 2018



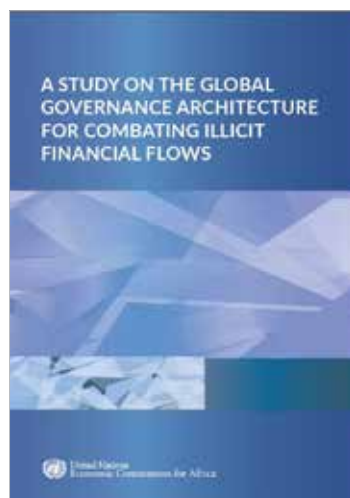
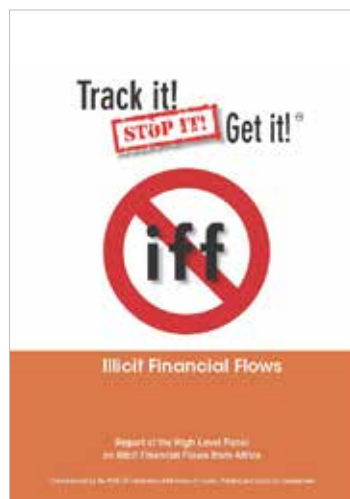
High level Panel on Illicit financial flows. Shown from (R-L) Abdalla Hamdok, Former Deputy Executive Secretary of ECA, Thabo Mbeki former south Africa's President and other delegates

Curtailing illicit financial flows from Africa: Keeping Africa's wealth within

A High-Level Panel to curb illegal financial flows from Africa was established in March during the 2010 joint annual meetings of the African Union Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development in Lilongwe, Malawi. The Former President of South Africa, Mr. Thabo Mbeki, was handed the task of leading the war on illicit financial flows from the region. ECA served as the panel's secretariat, providing analytical and technical support. The African Union Assembly of Heads of State and Government adopted the panel's recommendations in full after its report in 2015.

Following this, a consortium bringing together international and regional organizations and civil society organizations working on illicit financial flows from Africa was formed, to coordinate efforts, pursue partnerships and joint resource mobilization as well as regional and global advocacy.

ECA's groundbreaking research work on illicit financial flows methodology on trade mis-invoicing inspired similar estimates by the other regional commissions of the United Nations, in particular ECLAC, ESCAP and ESCWA. ECA also produced reports on illicit financial flows in the extractive sector, the global governance architecture for combating illicit financial flows and base erosion and profit shifting in Africa, while the African Mineral Development Centre at ECA offered training to national officials on transfer pricing in the extractive sector.



Integrated Planning and Reporting Toolkit: Implementing and reporting on the 2030 Agenda and Agenda 2063 in tandem

ECA gives innovation the place it deserves towards supporting Africa's inclusive growth and sustainable development in Africa, which is anchored on two Agendas: the global 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union. Following the adoption of the two mutually inclusive development frameworks, African countries requested support to have the goals, targets and indicators of both Agendas in sync and incorporated into their national development plans for effective and concurrent implementation.

To simplify the alignment between the two Agendas, ECA has supported the design of an innovative solution - the Integrated Planning and Reporting Toolkit which aligns the two Agendas for harmonized implementation and reporting. The Toolkit which was designed at the request of the Conference of Ministers in 2016. It facilitates integration of both agendas in national development plans and simultaneously track performance on the two Agendas thus enhancing efficiency and reducing transaction costs of reporting.

High level ministerial dialogue on the theme of
the conference (COM 2016), 4 April 2016

Executive Secretary of ECA, Carlos Lopez and
Minister of state for Budget and national
planning of Nigeria, H.E Zaineb Shasuna-Ahmed
at High level ministerial dialogue on the theme of
the conference (COM 2016), 4 April 2016

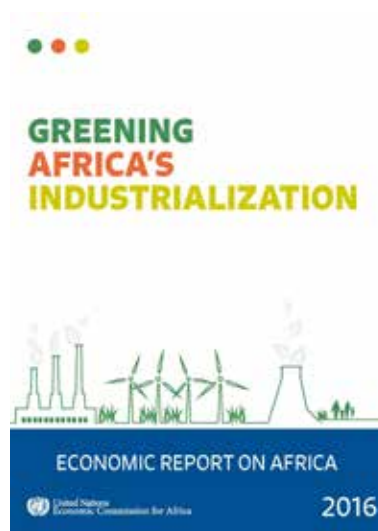
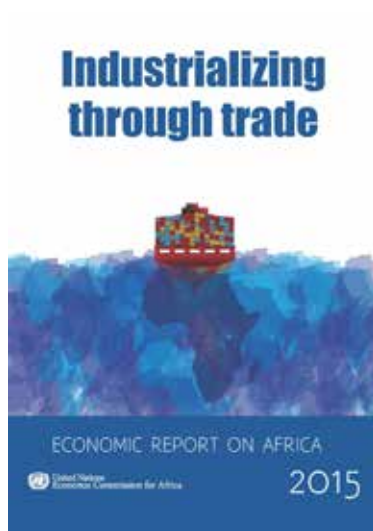


Africa Sustainable Development

Tracking Progress on Agenda 2063 and
the Sustainable Development Goals







Putting back Africa's industrialization and structural transformation in the development policy discourse

Over the last 10 years, industrialization has gained traction in Africa. ECA's advocacy has been the bedrock on which major infrastructure developments across the continent are anchored. The negotiations to establish agreements on AfCFTA, for example, underpin a vibrant new trade agenda. Various policy options are presented in the *Economic Report on Africa (ERA)* series jointly published by the African Union Commission and ECA, from 2013 to 2017.

ERA 2013 presented its findings on how Africa could industrialize further, based on the availability of its abundant natural resources, which underpin its transformation and advocated for the adoption of coherent industrial policy to promote value addition to Africa's primary commodities as an engine of growth for Africa. *ERA 2014* focused on how to advance Africa's transformation agenda through industrialization, calling on African countries to adopt dynamic industrial policies with flexible processes and mechanisms to transform their economies and bring about inclusive and sustainable economic and social development, while *ERA 2015* delved more deeply into the role of trade in supporting Africa's industrialization, both at the regional and at the global level and providing a solid foundation for AfCFTA. *ERA 2016* complemented the earlier reports by focusing both on the quality of industrialization and on the opportunities for upgrading throughout the value chain. Reconnecting urban and industrial development in Africa through deliberate policies and strategies was at the heart of ERA 2017.

ERA 2017 launched in Dakar; calls on Africa to take advantage of rapid urbanization. The Economic Report on Africa (ERA2017) which examines how the continent can accelerate industrialization as a vehicle for Africa's structural transformation by harnessing opportunities arising from rapid urbanization, was officially launched in Dakar, Senegal.

ECA's contribution to private sector development and innovative finance in Africa

The private sector generates an estimated 70 per cent of Africa's output, approximately two-thirds of its investment and 90 per cent of employment on the continent. ECA's work in promoting the development of the sector in Africa and leveraging innovative sources of financing the 2030 Agenda and Agenda 2063 gained momentum in 2018. For the first time, a department is being created to focus on the private sector, finance and capital markets leveraging on existing work programme in the commission while adding new elements.

Through the newly created Private Sector Section, ECA produced two studies in 2018, one on the role of pension funds in financing infrastructure in Africa and another on the structure and regulations of African pension fund systems. Both studies sought to better understand how pension funds are uniquely positioned to engage in long-term, high-return impact investments in the infrastructure sector.

ECA has also significantly strengthened its partnerships and promoted strategic alliances to mobilize private capital for financing infrastructure in Africa. These include Partnerships with the NASP-USAID Investment Partnership for Mobilizing Institutional Investors to develop Africa's Infrastructure (MiDA), International Finance Corporation, African Risk Capacity, China Public Private Partnership Center, World Bank, African Development Bank, other United Nations agencies and bilateral donors enabling ECA to reinforce its engagement towards African Governments and private sector actors. It is also engaging with selected governments in East and West Africa to promote the pension fund industry and explore investment opportunities for viable infrastructure projects.



Low-cost housing in Africa.



Closing ceremony of Financing for Development conference in July 2015.



تحت الرعاية السامية لصاحب الجلالة الملك محمد السادس
Sous le Haut Patronage de Sa Majesté le Roi Mohammed VI
Under the High Patronage of His Majesty the King Mohammed VI

CAPITAL INVESTISSEMENT PRIVATE EQUITY

Nations Unies
Commission économique pour l'Afrique

United Nations
Economic Commission for Africa

Nations Unies
Commission économique pour l'Afrique

United Nations
Economic Commission for Africa





Woman picking tea. Tea Estate Nandi Hills, Western Kenya highlands. Shutterstock/Jen Watson

African Land Policy Centre: Setting and coordinating implementation of the African unified agenda on land

In 2006, ECA collaborated with the African Union Commission and the African Development Bank to establish the Land Policy Initiative, which was testimony to the central role of effective land governance in achieving equitable and sustainable development, making Africa the only region with a defined land policy agenda. A secretariat for the Land Policy Initiative was also established at ECA to lead Africa's unified efforts to push the agenda on land.

The first phase of the Initiative took place between 2006 and 2009. It oversaw the development of a Framework and Guidelines on Land Policy in Africa, which was adopted by the African Ministers responsible for agriculture and land in April 2009. In July 2009, the Declaration on Land Issues and Challenges in Africa, adopted during the Thirteenth Ordinary Assembly of the African Union, brought to the forefront the commitment of Heads of States. The Framework and Guidelines on Land Policy in Africa was developed in close collaboration with the regional economic communities and informed by regional assessments and consultations in all five regions of the African Union.

The second phase of the Initiative contributed to land governance and management through various interventions at continental, regional and national level. It enhanced the generation of knowledge on land governance and administration in numerous thematic areas, including large-scale land-based investments, women's land rights and land-related conflicts. In addition, the Conference on Land Policy in Africa was established to promote knowledge dissemination.

The Land Policy Initiative carried out rigorous advocacy efforts at the regional level to ensure two things: that land remained a priority on the continental development agenda; and that the Initiative generated commitments on key land issues, most notably, the Nairobi Action Plan on Large Scale Land Based Investments and the African Union commitment on a 30 per cent target for women's documented rights to land. Moreover, it enhanced key

stakeholders' capacity to support the implementation of the African Union Declaration on Land, including establishing the Network of Excellence on Land Governance in Africa and a land governance programme at the Intergovernmental Authority on Development.

The secretariat of the Initiative transitioned to the African Land Policy Centre. The transition was officially launched at the Ministerial segment of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment on 5 October 2017, fulfilling key African Union decisions.



Delegates at the Conference on Land Policy in Africa (CLPA-2017). The Conference was held under the theme 'The Africa We Want: Achieving socioeconomic transformation through inclusive and equitable access to land by the youth' on 14-17 November 2017 in Addis Ababa, Ethiopia.



Ethiopia's newly appointed ministers taking their oath after the 50-50 cabinet reshuffle that ensured a 50% men 50% women cabinet in October 2018.
PHOTO: PUAL, SCHEMM

6.2 PROMOTING THE ADVANCEMENT OF WOMEN AND SOCIAL DEVELOPMENT

Reducing Africa's Gender Gap and its Costs:

The African Gender and Development Index (AGDI)

In 11 African countries, women hold close to one-third of the seats in parliaments, more than in Europe. But even with such progress, severe disparities remain. To help inform policymaking to further mainstream gender, which will lead to more inclusive human development and economic growth, ECA introduced the African Gender Development Index (AGDI). The tool supports the Commission's member States to measure the gap in the relative status of African men and women, and to assess progress made in implementing government policies to promote gender equality and the empowerment of women and girls.

Between 2004 and 2016, AGDI was launched across Africa in three phases and sex-disaggregated data collected in over 40 countries to demonstrate gender gaps in 44 indicators spanning social, economic and political domains. The tool also tracked government progress in ratifying numerous regional and international conventions, documents, treaties regarding gender equality and women's empowerment and in incorporating the principles of these conventions and documents in national laws, programmes and policies. AGDI has since realized some key results. First, African countries have substantially improved their ability to collect sex-disaggregated data even though there is still more to be done, particularly in the economic domain to assess gaps in wages and incomes by sector. Second, gender gaps in social domain have narrowed down, thanks to the substantial reductions in gender gaps in health indicators.

ECA recently witnessed the active use of AGDI with the Commission for Gender Equality in South Africa in mainstream gender on harnessing demographic dividend and many African countries now use AGDI in their review of progress toward Beijing Platform of Action. Some countries, such as Uganda, are considering moving beyond national-level into regional-level AGDI.



Ellen Johnson Sirleaf is a Liberian politician who served as the 24th President of Liberia from 2006 to 2018. Sirleaf was the first elected female head of state in Africa



AU 50th Anniversary Youth Forum, Addis Ababa. Photo: ECA



The African Social Development Index (ASDI)

High levels of poverty and inequality persist, caused by differences in income, gender, ethnicity and age tend to skew development dynamics. As a result, large segments of the population are excluded from development processes.

In 2013–2014, ECA developed the African Social Development Index (ASDI) that estimates the magnitude of human exclusion in Africa over a life cycle following a request of the statutory Committee on Human and Social Development in 2011. Between 2015 and 2016, ECA in collaboration with national teams developed 34 country reports and 5 subregional reports using ASDI. Some key findings indicate that income poverty and undernutrition are the major drivers of human exclusion in most countries; human exclusion in rural areas is higher than in urban areas and women and men appear to experience the same level of exclusion on average. In most countries human exclusion at the subnational level showed significant variation in magnitude

Morocco has applied the Index to improve the integration of Sustainable Development Goals in its national development plan. In Kenya, the Index was used to assess their fiscal decentralization policies and more inclusive social spending. ASDI was endorsed by the African Union in 2014 and has increased buy-in from United Nations agencies (United Nations Development Programme and the International Labour Organization) and research institutes, all of which are keen to apply the Index in their planning processes.

ASDI has contributed to enhanced capacities of member States in monitoring progress towards 2030 Agenda and ECA as part of its outreach activity has developed a website (<https://knowledge.uneca.org/ASDI/>) that allows information sharing and peer learning on inclusive social policies.



Youth Forum, AU 50th Anniversary, Addis Ababa. Photo: ECA.





Rabat, Morocco: Morocco has applied the African Social Development Index to improve the integration of SDGs in Morocco's national development plan.



Photo: Shutterstock/Sunshine Seeds

6.3 SUSTAINABLE DEVELOPMENT

Implementing the Africa Mining Vision

Africa's mineral resources have been exploited with little benefits to the continent leading to the endorsement of the Africa Mining Vision (AMV) in 2009, designed to support African Governments in addressing the complex linkages that must be unlocked to make mineral resources truly developmental and play role in improving livelihoods in the continent.

The African Minerals Development Centre (AMDC) was set up in 2013 as a central and strategic organization to implement the Vision and Action Plan. The Country Mining Vision (CMV) dependent on the particular country's mineral sector development trajectory or typology, is one of AMDC's main pathways towards domesticating the Vision. Some member States opt for targeted interventions in specific areas, a number combine both the targeted and comprehensive approach, and in a few countries the CMV engagement is more of a social movement.

Following sustained technical assistance and substantive engagement by AMDC in the development of Lesotho's new mining legislation, the Cabinet approved the drafting process for Lesotho's new mining legislation. AMDC also provided technical advice to facilitate the integration of AMV tenets into the first revision of Kenya's mining legislation in over 70 years (Kenya Mining Act of 2016) and the launching of a National Steering Committee as the CMV coordinating body. Furthermore, AMDC is helping to strengthen Malawi's capacity for complex contracts negotiations and providing advisory services for Malawi to optimize its CMV process. In collaboration with public and private stakeholders, AMDC is conducting an in-depth diagnosis of the mineral sector in Ghana and has also offered technical support for new minerals policy to Sierra Leone and Rwanda.



Launch of the African Minerals Development Center in Maputo, Mozambique. December 2013

"Ghana is working very closely with the African Mineral Development Centre to indigenise the AMV, through a Country Mining Vision."

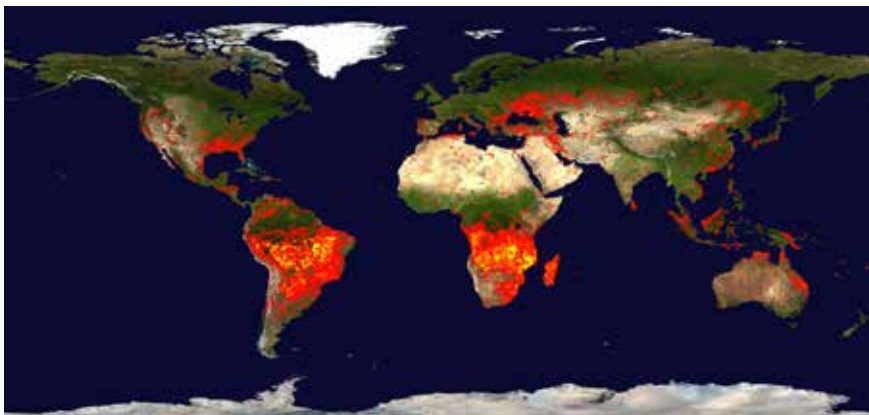
H.E. President Mahama of the Republic of Ghana, Keynote Address, First ECOWAS Mining & Petroleum Forum

"Lesotho's new minerals policy harmonises with the Africa Mining Vision, the continent's roadmap for using the exploitation of mineral resources for socioeconomic development."

Hon Tlali Khasu, Minister of Mining, Lesotho



Deforestation and habitat degradation are continuing and population pressure is increasing. Both are affecting the integrity of the watersheds that provide critical water supplies. ClimDev-Africa's objective is to ensure effective integration of climate information and services into development planning and to ensure the mainstreaming of climate considerations in policies and programme aimed at achieving the MDGs. PHOTO: GREENBELT MOVEMENT



The Moderate Resolution Imaging Spectroradiometer (MODIS) on NASA's Terra satellite shows fires around the world. Credit: NASA



The Fourth session of the African Regional Forum on Sustainable Development, Dakar, Senegal. Photo: ECA.

Climate Change and Africa's Socio-Economic Development: African Climate Policy Centre (ACPC) makes climate change action count

In 2006, ECA started a process to establish the African Climate Policy Centre (ACPC) with a view to integrating climate change into policies affecting climate sensitive sectors and with a focus on food security. The was established with a specific objective of providing climate policy guidance to member States and contribute to poverty reduction through successful mitigation and adaptation to climate change in Africa, as well as improve the capacity of African countries to participate effectively in multilateral climate negotiations.

ACPC was mandated to be Climate Information for Development in Africa (ClimDev-Africa) initiative secretariat when the 2008 COM endorsed ClimDev-Africa. ClimDev-Africa's objective is to ensure effective integration of climate information and services into development planning and to ensure the mainstreaming of climate considerations in policies and programme aimed at achieving the Millennium Development Goals. ACPC played a critical role in preparing the participation of African member States in COP21, and in the formulation of an African common position together with the African Group of Negotiators, and the African Ministerial Conference on the Environment.

It has also made a case for Climate Information Services, and development of Young African Lawyers Programme on Climate Change to ensure long-term sustainability of African negotiators to defend African position in the climate negotiations. The Young African Lawyers Programme has to date trained and mentored young lawyers from over 30 countries on climate negotiations, shadowing the African Group of Negotiators at various United Nations climate change conferences.

Statistics and Statistical Capacity:

Numbers don't lie – 60 years Building Statistical Capacity to Monitor Africa's Development

ECA's work in promoting the importance of statistics started as early as 1959, when it organized the first Conference of African Statisticians and has since continued to hold its role as a think tank in advancing Africa's statistical development. The development of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s is one of ECA's notable achievements. Others include the implementation of the Reference Regional Strategic Framework for Statistical Capacity Building in Africa, development of the African Charter on Statistics, production of the Africa data consensus and the "Africa Data Revolution Report" and the development of the Statistical Development Index (StatDI).

The Commission has been instrumental in the establishment of capacity-building institutions in the field of statistics such as the North African Demographic Research and Training Centre, Regional Centre for Mapping of Resources for Development and the African Regional Institute for Geospatial Science and Technology.

Through the Commission's African Household Survey Capability Programme, which was launched in 1978 to strengthen African capacities in national accounts and underlying economic statistics, ECA started the assisted countries in the Population and Housing Census of 1980. All with the exception of seven African countries implemented the 2010 round of population and housing.

ECA has been at the forefront in providing advocacy and strengthening the national statistical systems for member States, starting with the initiation of the African Statistics Day in 1990 and the creation of the Statistical Commission for Africa (StatCom-Africa). The Commission has supported the design and implementation of the National Strategies for the Development of Statistics since 2000 and to date, 40 countries have designed NSDs. The Commission's advocacy work on civil registration contributed to the creation in 2010 of the Civil Registration and Vital Statistics (CRVS). A significant result is the notable increase

in birth registration rate in Africa from 40 per cent to 56 per cent between 2012 and 2015. The Commission's mission to drive the development of spatial-data infrastructure across the continent has been essential in driving development and progress in Africa. The Commission has been helping member States to formulate geospatial policies and strategies and the development and implementation of National Spatial Data Infrastructures and already 30 countries have already embarked on developing and implementing these policies and strategies.



Launch of Revenue Statistics in Africa: First edition, 3 April 2016, Addis Ababa.



The 3rd Conference of African Ministers responsible for Civil Registration, Addis Ababa.

6.4 SUCCESS STORIES FROM THE SUBREGIONAL PROGRAMMES (ECA'S SUBREGIONAL OFFICES)

Reducing climate change impacts in West Africa: A success story from the Subregional Office for West Africa and the African Centre of Meteorological Applications for Development

Aware of the continent's vulnerability, African leaders have long supported international efforts to combat global warming and climate change. Through its subregional offices in the region, ECA has sponsored initiatives to help these Governments build more resilient and climate-smart economies.

In 1987, ECA's Conference of Ministers and the World Meteorological Organization (WMO), established the African Centre of Meteorological Applications for Development (ACMAD) in Niamey, following a devastating drought in the subregion between 1983 and 1985. The Centre has been operational since 1992 and has been contributing to strengthen Africa's resilience to extreme weather events by improving the understanding of atmospheric and climatic processes over the continent. Of the 54 member States of ECA, 27 have endorsed the ACMAD status.

In May 2015, ACMAD was designated to host WMO's Regional Climate Centre (RCC) serving the Africa region. RCC was a result of the implementation of the Global Framework for Climate Services, which accelerates and coordinates the technical and scientific implementation of measures to improve climate-related outcomes at national, regional and global levels. They serve as a backbone for a given region, together with National Meteorological and Hydrological Services, by creating regional climate products, including regional long-range forecasts and helping governments meet national climate information needs.

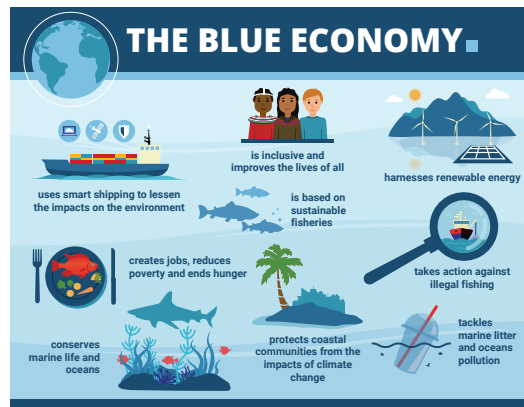


A bone-dry part of the River Niger at Mopti, a major town in the Sudano-Sahelian zone of Mali. 01 April 1986, Mali.



Cocoa pods in Ivory Coast. Climate models suggest that West Africa, where much of the world's cocoa is grown, will get drier, which could affect supply. African Centre of Meteorological Applications for Development (ACMAD) in Niamey, Niger was established to strengthen Africa's resilience to extreme weather events by improving the understanding of atmospheric and climatic processes over the continent PHOTO/Shutterstock/BOULENGER Xavier.

Harnessing Africa's Ocean Resources for Sustainable Development: Subregional Office for East Africa takes the lead in exploring Africa's blue economy



ECA Subregional Office for East Africa (SRO-EA), based in Kigali, Rwanda, has played a key role in development through impactful studies and the setting up of specialized institutions such as the Great Lakes Development Bank, the Institute for Agricultural Research and Zootechnics and the Organization of Energy in the Economic Community of the Great Lakes Countries. The methane exploitation in Lake Kivu that is currently under way originated from a study of the office in 1988, which resulted from the 1986-1987 Programme of Work identifying support to the exploitation and management of resources from seas, lakes and rivers.

The office published the *Blue Economy Policy Handbook for Africa*, 30 years later, which was used to lead the formulation of the first Blue Economy policy frameworks in Comoros and Madagascar. The Handbook and the subsequent study on key blue economy sectors in Eastern Africa have become popular knowledge products and have contributed to the strategic positioning of ECA at continental and global level as illustrated by the organization's involvement in the Global Blue Economy Conference hosted in Kenya between 26 and 28 November 2018.

The number of countries covered by the office has been steadily increasing over the years to 14 member States, including landlocked, coastal and island countries as well as numerous regional economic communities and intergovernmental organizations in Eastern Africa. Other key achievements from the office over the past decade include the development of national Tourism Satellite Accounts and the tourism and energy policy frameworks for the East African Community. The office will also focus on AfCFTA while its Intergovernmental Committee of Experts meetings continue to provide a forum for experts from the region to discuss strategic and emerging areas of interest.

Launch of the Blue Economy Policy Handbook for Africa 3 April, 2016, Addis Ababa, Ethiopia



Photo: Shutterstock/Myroslava Bozhko

Instinctive Check on SDG Progress in North Africa:

Subregional Office for North Africa publishes first report on achievements in the Maghreb

ECA's Subregional Office for North Africa (SRO-NA) has tabled a report taking stock of the implementation of the 2030 Agenda and progress in Maghreb countries. The report, which responds to the request of the Arab Maghreb Union, discusses Algeria, Mauritania, Morocco and Tunisia. The report focused on Sustainable Development Goal 2 (zero hunger), Goal 7 (affordable and clean energy), Goal 8 (decent work and economic growth), Goal 9 (industry, innovation and infrastructure), Goal 13 (climate action) and Goal 15 (life on land).

The report also identifies Maghreb countries' needs on accelerating implementation and integration of the Sustainable Development Goal into planning frameworks, finalizing mechanisms to coordinate national efforts to implement the Goals, as well as stakeholder efforts and strengthening the coordination of national and regional statistical systems to improve data availability and coherence.

ECA recommends in the report that additional efforts be made to align national priorities with the 2030 Agenda, increase cross-sectoral partnerships across stakeholder groups, and take the Goals into account in national budgeting processes. It further calls on the Arab Maghreb Union to direct efforts towards: capacity-building and knowledge sharing efforts, a Maghreb-wide sustainable development strategy; and implementation of subregional programmes that support African Union-sponsored initiatives.

SRO-NA is supporting the preparation Mauritania's voluntary national report, which will be submitted by the Government of Mauritania to the High-Level Political Forum on Sustainable Development in 2019. The office is also supporting efforts to implement and monitor progress on the 2030 Agenda in Tunisia.



GREEN ENERGY: A newly commissioned wind turbine for electricity generation in Mauritania. SRO-NA is supporting preparation Mauritania's voluntary national report, which will be submitted by the Mauritanian government to the High-Level Political Forum on Sustainable Development (HLPF) in 2019.



ECA launches first report on SDG implementation in Maghreb countries, Rabat, 2018.



REPUBLIQUE DU CAMEROUN
Paix - Travail - Patrie

REPUBLIC OF CAMEROON
Peace - Work - Fatherland

PROJET D'AMENAGEMENT DE LA ROUTE KETJA-DJOM
ET DE FACILITATION DU TRANSPORT SUR LECORRIDOR
BRAZZAVILLE-VAOUNGUE

MINISTERE DES TRAVAUX PUBLICS MINISTRY OF PUBLIC WORKS

TRAVAUX DE CONSTRUCTION DE LA ROUTE SANGMELIMA-DJOM-
MINTOM-FRONTIERE DU CONGO RND LOT 2: Djom Mintom
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MAITRE D'OUVRAGE Le Ministre des Travaux Publics, MINTIP

CHIEF SERVICE DU MARCHE Le Directeur des Investissements
et de la Protection de l'Environnement Routier (DIPER)
INGENIEUR DU MARCHE Le Chef de la Cellule de suivi de
l'Execution des Projets Routiers BAD-BAM

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FINANCEMENT:
1. Fonds Africains de Développement (FAD) Accord de prêt N° 21001/50026794 du 11 Janvier 2011
2. République du Cameroun Budget d'investissement public, Année 2011 et suivant

DURÉE DE LA CONSTRUCTION: Trente (30) MOIS

Developed from the PDCT-AC framework: A stretch of the Sangmelima (Cameroon) to Ouesso (Republic of Congo) road project to link the capitals of both countries. Photo by Cameroon Tribune.

Supporting Infrastructure development for Africa's Economic Transformation: A compelling transport master plan to connect Central Africa

ECA Subregional Office for Central Africa (SRO-CA) has taken the lead to dismantle transport barriers in the subregion in line with the objectives of the imminent AfCFTA. The office has developed the Central Africa Consensual Transport Master Plan (PDCT-AC), supported by a solid, reliable and widely accessible transport infrastructure linking all capitals of the Economic Community of Central African States (ECCAS) member States. From the plan, which was adopted by ECCAS Heads of State and Government in January 2004, a total of 55 projects were prioritized for immediate roll-out.

A total of 36 roadways have been developed to ease transport integration in Central Africa, covering 6,008 km (or 51 per cent of the priority road projects), and the ongoing paving of 1,169 km. Already, the cost of transporting agricultural produce such as tomatoes, onions and plantains from Cameroon to Chad has significantly decreased, owing to the paving of the Douala-N'Djamena corridor.

Users of the Douala-Bangui corridor with improved road stretches developed from the PDCT-AC framework, have reported similar fluidity in delivery of agricultural products from Cameroon to the Central African Republic and timber products from the Central African Republic destined for the port of Douala.

Meanwhile, the Government of Cameroon and the Government of the Congo have shown absolute commitment in realizing PDCT-AC's Development Corridor No. 29 (CD29) for the 1,612 km link between their capitals, Yaoundé and Brazzaville. Much of the 651 km needing tarring on both sides of the Sangmelima (Cameroon)-Ouessou (the Congo) road to complete this corridor has been done, facilitated by funding from multiple partners (BADEA, IDB, AfDB, Saudi Development Fund, Kuwait Fund) and the concerned Governments. When completed, it will give a free rein to new opportunities to boost subregional trade and AfCFTA.



The first meeting of the new Central African sub-commission of the Economic Commission for Africa (ECA) took place here from 18 to 24 April 1966. The group is composed of six nations - the Democratic Republics of the Congo and of Congo-Brazzaville, Gabon, Cameroon, the Central African Republic, and Chad.

View of the opening ceremonies of the conference, during the inaugural address by Alphonse Massamba-Debat, President of Congo-Brazzaville (standing in background). Seated listening are (left to right) Almany Sylla, Special Assistant to the Executive Secretary of ECA; Gratien Pognon (Dahomey), Assistant Secretary-General of the Organization of African Unity; Robert Gardiner, Executive Secretary, ECA; and Aime Matshika, Minister of Planning and Industry and Chief of the delegation, Congo-Brazzaville.



Photo: Shutterstock/Lucian Coman

Accelerating Industrialization in Southern Africa

Manufacturing production has been increasing faster in sub-Saharan Africa than in the rest of the world. ECA, in an interdivisional approach led by its Subregional Office for Southern Africa (SRO-SA) has supported Southern African Development Community (SADC) in developing the Industrialization Strategy and Road Map 2015-2063, which offers a long-term perspective and is aligned to national, regional, continental and international dimensions. The strategy recognizes that for trade liberalization to contribute to sustainable and equitable development, and thus result in poverty reduction, it must be complemented by the requisite capacities to produce and to trade effectively and efficiently. The strategy is anchored on three pillars namely, industrialization as a champion of economic and technological transformation, competitiveness as an active process of moving from comparative to competitive advantage and regional integration and geography as the context for industrial development and economic prosperity. In addition, ECA also supported the SADC secretariat in developing a Costed Action Plan (2015-2030) which was approved by the SADC Summit in Lozitha, Swaziland on 18 March 2017.

In implementing the SADC Industrialization Strategy and Roadmap, ECA has continued to provide technical support to the SADC secretariat. These include the development of a framework on improving the role of small and medium-sized enterprises in the industrialization process in Southern Africa, and the domestication of the Strategy by member States in their industrial policies and national development plans.

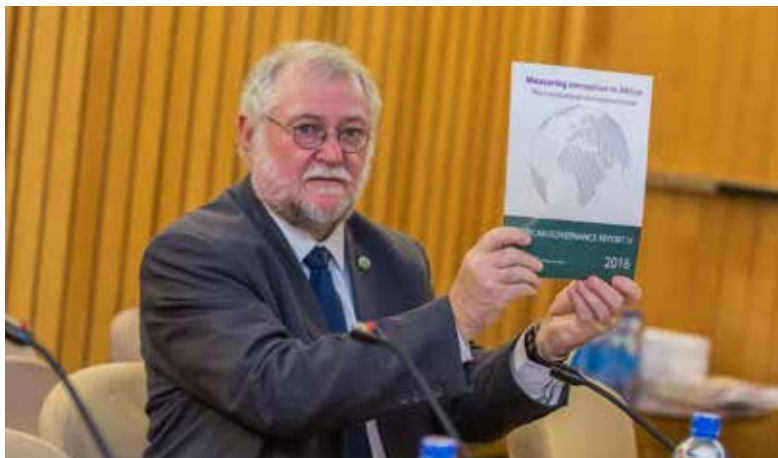
Other related industrialization initiatives of SADC supported by ECA include developing the draft SADC Mining Vision, Mining Sector Skills Audit for Southern Africa, and an Intellectual Property Rights (IPR) Framework. ECA's technical advisory services on industrialization, is complemented by its analytical studies and reports including the *Economic Report on Africa* series (2014-2017) focusing on different themes on industrialization



Regional Forum on Developmental Regionalism, Peace and Economic Transformation in Southern Africa. September 28-30, 2016 at the Royal Swazi Spa Resort in Ezulwini, Swaziland. Photo/African Peacebuilding Network

“The SADC Industrialization Strategy and Roadmap is the first of its kind. It has a long-term perspective and is aligned to national, regional, continental and international dimensions. The strategy recognizes that for trade liberalization to contribute to sustainable and equitable development, and thus to poverty reduction, it must be complemented by the requisite capacities to produce, and to trade effectively and efficiently”.

The Executive Secretary of SADC, Dr. Stergomena Tax



Calle Schlettwein, Namibian Minister of Finance, launching the Africa Governance Report IV.

Scaling up the Fight Against Corruption: SRO-SA oils the anti-graft works in Southern Africa

2018 was declared the year of anti-corruption in Africa under the theme, “Winning the fight against corruption, a sustainable path to Africa’s transformation”, during the African Union 38th Assembly of Heads of State and Government in January 2018.

In the Southern Africa subregion, the war against corruption is afoot. ECA Subregional Office for Southern Africa (SRO-SA), in collaboration with the African Union’s Southern Africa Office launched two major initiatives, a regional Conference on Corruption and the Challenge of Economic Transformation in Southern Africa, and a Consultative Meeting of National Anti-Corruption Institutions in Southern Africa held from 18 to 22 June 2018, both hosted by the Government of Botswana.

The regional anti-corruption conference convened over 120 participants including scholars, policymakers, private sector and civil society organizations, heads of anti-corruption institutions across the region and the African Union Advisory Board on Corruption. The conference provided a platform to promote robust intellectual policy debate and discussions on graft in the region; identify its scale, magnitude, dimensions and manifestations and implications on sustainable socioeconomic growth.

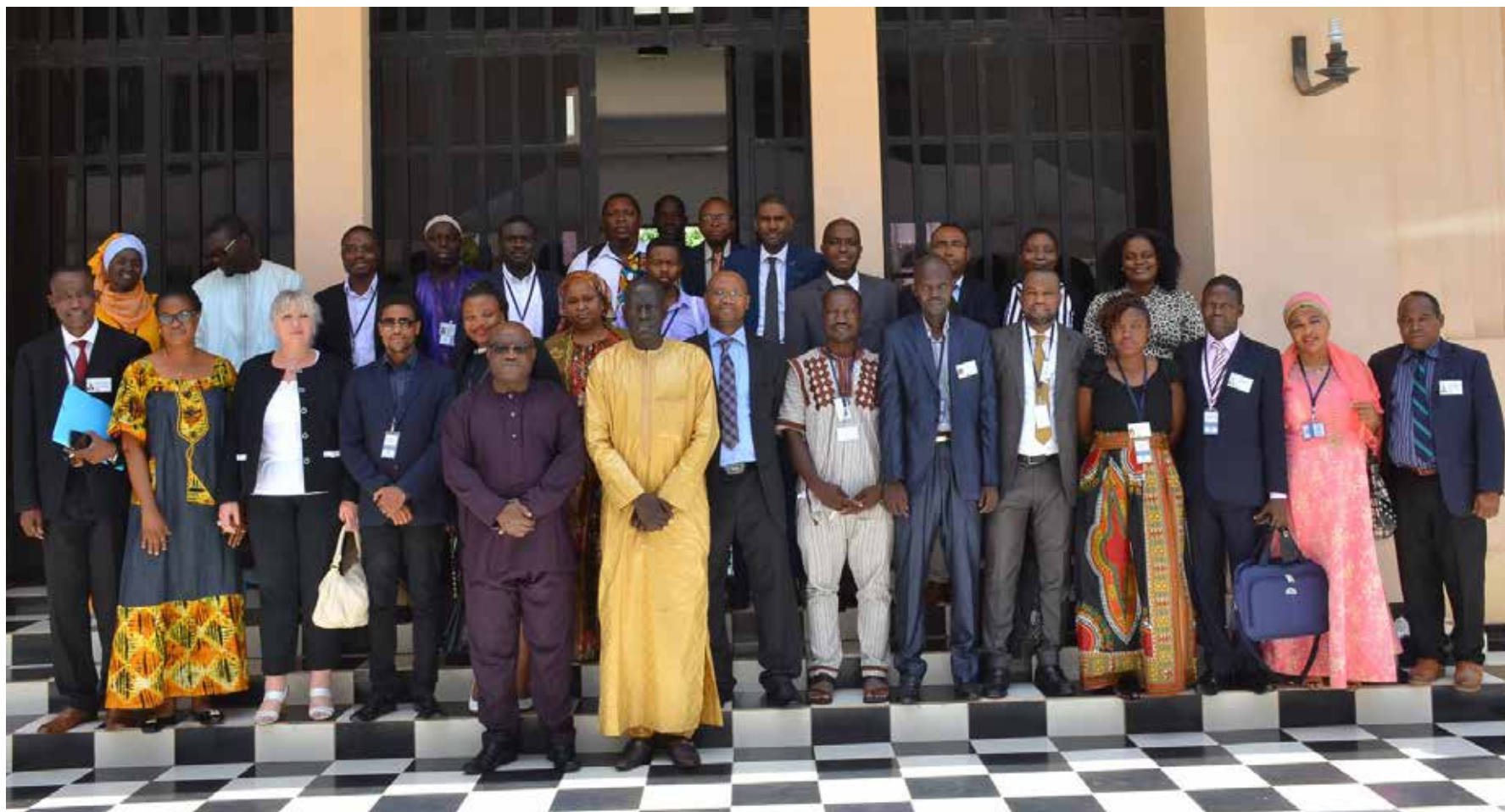
A second initiative convened a Consultative Meeting of National Anti-Corruption Institutions in Southern Africa between 21 and 22 June 2018. The meeting provided an interactive platform focused on how practically anti-corruption institutions can better carry out their mandates through sharing information, experiences, lessons and best practices. The meeting led to the establishment of a Network of Anti-Corruption Stakeholders in Southern Africa, aimed at promoting continued engagement and cooperation in upscaling the fight against corruption in the Sub-Region through coalition building and collective action by anti-corruption institutions, the civil society, private sector and the media.

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IDEP training graduates. Photo: ECA.

6.5 ECA SPONSORED INSTITUTIONS - SUCCESS STORIES

United Nations Pan-African Institute for Development and Economic Planning: Strengthening Development Planning Capacities of African countries towards the effective implementation of the 2030 Agenda and Agenda 2063

The Pan-African Institute for Planning and Economic Development (IDEP) is Africa's premier African institution for the building, upgrading and updating the technical skills and competencies of mid-career and senior government officials in economic management and development planning.

The institution offers training anchored around economic policymaking, economic management, and development planning with a special focus on areas that are consistent with Africa's development priorities such as policy analysis, revenue mobilization, trade policy and negotiations, data and statistics, natural resources management, infrastructure development, regional integration, migration, environmental sustainability, employment creation, regulatory oversight, the green and blue economies, and industrialization.

Demand for IDEP support has risen rapidly. IDEP's skills trainings have more than doubled since 2011, thanks to the introduction of online courses as well as the rising interest of member States in the Institute's capacity development programme.

Between 2012 and 2017, about 2800 development planners and policymakers benefited from full scholarships to attend skills training, which illustrates IDEP's contribution to capacity development necessary for Africa's structural transformation and development.

On top of IDEP's quality training, the institution's Knowledge Centre and Library has been a rich resource providing quality information and documentation services to a large and diversified audience. More than 2,000 users visit the library each year, including 1,200 scholars and researchers and over 45,000 annual visitors to the Library's online platform.



IDEP development seminar on the Theme: “Winning the fight against corruption in Africa” - Dakar, 24 May 2018.

6.6 ECA LEVERAGING ON PARTNERSHIPS

African Peer Review Mechanism (APRM): Finding African solutions to African problems

The African Peer Review Mechanism (APRM) was established as an instrument for monitoring governance performance for African Union's member States through voluntary and comprehensive self and external reviews towards achieving socioeconomic development. Having been appointed as a strategic partner, ECA has been, since 2000, the nuts and bolts in designing of the APRM tools as well as its implementation and revitalization. Because of its technical expertise on political and economic governance as well as socioeconomic development, ECA's strategic role has been special, robust and energetic.

The Commission contributed to all country reviews, undertook research on APRM cross-cutting developmental issues and provided tailor-made trainings to APRM participant countries to ensure a robust, competent, open and inclusive mechanism. ECA's assessment guidelines and governance benchmarks for APRM have been relevance in setting norms and standards for assessment. By the beginning of 2018, 37 of the African Union's 54 member States had acceded to APRM, with 21 passing their first review and implementing their national programmes of actions while two countries went through the second review generation. ECA's substantive inputs to the national sensitization and external assessments guaranteed the independence and credibility of the reviews.

APRM's mandate has been expanded to include tracking, implementation and overseeing monitoring, evaluation and reporting of the continent's key governance areas, specifically the 2030 Agenda and Agenda 2063, after successful reviews were recorded in 2017. The developments have further consolidated the position of APRM to drive the governance agenda in Africa and have reinforced confidence in the value and credibility of the process.



Press Conference on "Agenda 2063: Africa's Fifty Year Transformation Plan"
Mustapha Mekideche (centre), Chairperson of the African Peer Review Panel of Eminent Persons, addresses a press conference on "Agenda 2063: Africa's Fifty Year Transformation Plan". Also briefing journalists with him were (from left): Maged Abdelaziz, the Secretary-General's Special Adviser on Africa; Ibrahim Assane Mayaki, Chief Executive Officer of the African Union's NEPAD (New Partnership for Africa's Development) Planning and Coordinating Agency and Interim Chief Executive Officer of the African Peer Review Mechanism Secretariat; Habiba Mejri Cheick, Director, Directorate of Information and Communication, African Union Commission; and Anthony Mothae Maruping, African Union Commissioner of Economic Affairs.
14 October 2015, United Nations, New York



9th Joint Annual Meetings of 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 was held on from march 31 to April 5, 2016 , Addis Ababa, Ethiopia under the theme Towards an Integrated and Coherent Approach to Implementation, Monitoring and Evaluation of Agenda 2063 and the SDGs.

A voter casts her ballot at the polling station at Odangwa in Ovamboland in November 1989. In November 1989, 23 years after the United Nations terminated South Africa's mandate to administer Namibia, the Territory took its first step towards independence. Aspiration 3 of the AU Agenda 2063 calls for an Africa of good governance, democracy, respect for human rights, justice and the rule of law. In January 2017, Namibia acceded to the African Peer Review Mechanism (APRM), making it the 36th African Union member state to do so. Photo: UN





SADC Senior Policy and Technical Coordinator Maxwell Mkumba makes his remarks during the official opening of the Sub-Regional Coordination Mechanism Meeting for Eastern and Southern Africa. With him are (L-R) Prof. Said Ademujobi (UNECA Sub-Regional Office for Southern Africa), Ms. Giovanie Biha (UNECA Deputy Executive Secretary) and Dr. Enos Bukuku (EAC Deputy Secretary General in charge of Planning and Infrastructure)

Regional Coordination Mechanism in support of Africa (RCM-Africa)

2018 marks two decades since the landmark Economic and Social Council (ECOSOC) resolution 1998/46 in 1998 was passed to recognize the role of team leadership in regional commissions. The Regional Coordination Mechanism for Africa (RCM-Africa) was established as a result to ensure that United Nations agencies working in Africa, the African Union Commission and its NEPAD institutions hold annual sessions for coordination and consultation.

RCM-Africa has continued to support the African Union and its bodies, including the NEPAD Agency, regional economic communities and other intergovernmental organizations, in implementing the Millennium Development Goals and its successor, the Sustainable Development Goals, the NEPAD Programme and Agenda 2063.

The eighteenth and nineteenth sessions of RCM-Africa held in 2017 and 2018, respectively, were organized jointly with the regional United National Sustainable Development Groups for Eastern and Southern, and West and Central Africa, a partnership that demonstrates the commitment of the United Nations system to enhancing coordination and collaboration in supporting Africa's development priorities. The partnership also paves the way for implementing the ongoing United Nations reforms and a merger of the meetings of the RCM-Africa and the regional United National Sustainable Development Groups is envisaged in 2020. The resulting strengthened linkages and synergies among the mechanisms at the different levels will ensure a more effective support for the implementation of global, regional and subregional development frameworks, including the 2030 Agenda and Agenda 2063.



Participants at the 19th Session of the Regional Coordination Mechanism for Africa meeting in Addis Ababa under the theme: "UN support to AU in winning the fight against corruption" in May 2018.



7 | PROGRAMME SUPPORT

7.1 STRATEGIC PLANNING, EVALUATION AND QUALITY ASSURANCE: Advancing accountability and learning at ECA

The Division of Strategic Planning, Evaluation and Quality Assurance was established in 2013 as part of ECA reforms to transform itself into a think tank of reference on African development policy issues. The core function of the Division is to promote a culture of accountability and transparency across all streams of work at the Commission. To respond to the shifting development landscape in Africa, ECA's think tank, convening and operational activities have grown substantially under the overarching frameworks of the 2030 Agenda and Agenda 2063.

The Division has contributed a range of innovative instruments coupled with an active engagement across the Commission to engender its accountability and learning capability. In 2015, the Division designed a first-ever programme of research for ECA, to accelerate Africa's structural transformation through generating and disseminating contextually viable, country-owned, integrated and innovative policy ideas in the areas of smart industrialization, transformative macroeconomic policy and natural resource management.

To support tracking progress and evidence thereof, the Division developed an innovative and cutting-edge Performance Management Dashboard, conceptualized around the following four pillars for measuring performance at the Commission: policy influence; production and dissemination of credible knowledge products; accountability and learning; and operational effectiveness.

The ECA Dashboard supports a sustained, integrated and coherent management of performance by identifying and correcting negative trends on time; generating detailed financial reports; decision-making; and providing timely recommendations to address gaps and challenges. The Dashboard integrates data and information generated from

multiple sources into a harmonized reporting system, breaking the silo reporting culture and contributing to evidence-based results monitoring and reporting.

Since the Division's establishment, ECA has positioned evaluation as a central strategic management function to provide the basis for critical inquiry as an integral part of its efforts to continuously improve performance and results as well as strengthening the oversight, transparency, accountability and collective learning arrangements of the Commission. Guided by its evaluation policy of 2014, and the United Nations Evaluation Group norms and standards, the evaluation function ensures impartial, credible and useful evaluations that enhance organizational learning, transparency and accountability.

The Quality Assurance Policy and Plan of 2014 enhances the use of the results from the quality assurance system to support accountability, programme learning, quality improvements and resource allocation, which has contributed to benchmark best practices, such as the case of the establishment of AfCFTA. It also promotes the use of quality assurance frameworks such as the Standard Operating Procedure for the ECA Databank, the ECA Capacity Development Strategy and the ECA Knowledge Networks.

Overall, ECA's progress and efforts towards becoming a learning and more accountable institution have been acknowledged by member States, including the Permanent Representatives in Addis Ababa, development partners, and the Fifth Committee (focusing on administrative and budgetary concerns, it is one of the six Main Committees of the General Assembly). Moving forward, ECA strives to capitalize on these early achievements in the context of broader repositioning of the United Nations development system, United Nations management reforms and the Umoja Extension 2.



Construction of ECA Library in 1970.



First Batch of translator arrive for training at UNECA



Opening of ECA Library in 1970.

7.2 PUBLIC INFORMATION AND KNOWLEDGE MANAGEMENT DIVISION:

Anchoring the vision of repositioning ECA as premier think tank in Africa

ECA undertook a reprofiling exercise in 2012 with the vision of repositioning the Commission as “the premier think tank in Africa”, which led to the establishment of the Public Information and Knowledge Management Division to provide a strategic role in the repositioning of ECA as a think tank. The Division brought together four sections, namely, External Communications and Media Relations, Publications and Documentation, Information Technology and, Knowledge and Library Services.

The Communications service has evolved over the years, adjusting to the realities of Africa’s changing media landscape. Consequently, ECA has experienced an increased external presence on multiple social media platforms, reaching 13,000 followers on Facebook and 75,000 on Twitter. New innovative internal communications mechanisms have also been introduced increasing staff engagement. An average of 20 press releases and media advisories per month are distributed to a vast community of media contacts. Coverage of major events has shifted in the last five years, with more attention to media engagement, multimedia, webcasting, advertising and broadcasting across Africa.

The Publications function strives to maintain a service par excellence in terms of the quality of ECA’s publications, client responsiveness and publishing capacity. The particular focus of the Publications service is shared between parliamentary documentation and policy research, published to the highest standards. Over the past several decades, the Publications function has contributed to the secretariat’s effort to ensure that the collective works of the Commission are produced attractively and efficiently, are published in a timely manner and to “green” standards, and are strategically disseminated for maximum policy influence. The positive feedback from member States, decision makers, academia, partners and ECA’s readership is trending upward every day.

The Information Communication Technology Services ensures alignment of the ECA’s ICT assets, business model, operations and strategy with current and future needs while providing shared services and developing partnerships with United Nations collocated agencies to reduce the cost of operations and improve client services. ECA has witnessed several transformative accomplishments with its Information Technology in support of its core operations and mandate and is working to improve its partnerships with various business units Commission-wide to provide ICT services that respond to their specific business needs. The section has also developed an integrated Information Security framework that encompasses technical, physical, and human dimensions to protect ECA information asset and reputation.

The ECA Library (currently the Knowledge and Library Services) responsible for the Knowledge services of ECA has morphed from basic library services into a modern knowledge center in the twenty-first century, ensuring reliable access to high-quality information resources and knowledge services. A notable service is the ECA Knowledge Repository (<http://repository.uneca.org>), which clocks over 40,000 unique ECA titles published since 1958 and has world-wide access with monthly usage statistics averaging 150,000 hits and 40,000 downloads. The ECA knowledge hub (<http://knowledge.uneca.org>) acts as a one-stop shop and facilitates seamless access to ECA’s wealth of knowledge. The Archives and Records Management service provides an institutional framework for the management of administrative records. The Library has monthly patronage of 1,000 external users.



Deputy Executive Secretary of ECA with retire staff during staff recognition ceremony on 29 January 2014, Addis Ababa

7.3 DIVISION OF ADMINISTRATION: The backbone of organizational support - Six decades of improving operational efficiency for programme delivery

ECA's Division of Administration provides the backbone of services for day-to-day operations of the ECA secretariat. Its primary mission is to provide guidance, direction and support on policies and procedures to all ECA programme Divisions, the five subregional offices and the African Institute for Economic Development and Planning. The support is in the following diverse management areas: conference services, including managing the United Nations Conference Centre in Addis Ababa; human resources services; finance and budget; supply chain management services, including procurement; facilities management and operations; medical services, including managing the United Nations Healthcare Centre. The Division also focuses on the effective and efficient implementation of United Nations system-wide mandated initiatives.

As the main programme support pillar of the Commission, the Division has been instrumental in the many historic achievements of ECA in support of the African development agenda. A good example of this support is in conferences and meetings, which are central to the Commission's mandate and convening power. Historically, the Division of Administration has provided the tools and services for all the meetings and conferences that are vital to the intergovernmental processes among United Nations member States. In addition, this Division provides a full range of conference services and technical support to intergovernmental bodies.

ECA has also witnessed significant expansion over the past 60 years in the number of buildings and other physical facilities and assets, and is currently ranked third in real estate holdings, after New York and Geneva. The Division is responsible for overseeing the Strategic Capital Master Plan, a major project to refurbish over 20 buildings and infrastructure facilities in the ECA headquarters compound and the implementation of the multi-million dollar landmark Africa Hall restoration and reconstruction project with a completion target date of 2021–2022 and in the process, to comply with life safety and building codes and address technology and security needs.

Throughout its existence over the past 60 years, ECA strives to recruit qualified staff, bearing in mind gender and geographic considerations, with the primary objective of mobilizing the required resources for programme delivery in support of Africa's development. To its credit, the Division of Administration at ECA is often cited as one of the places where the late Kofi Annan began his long and successful career in the United Nations, which culminated in his selection as Secretary-General in 1997.



Inauguration of New Office Facility at ECA, October 2014. Secretary General Ban ki-moon and Ethiopian Prime Minister Hailemariam Desalegn.

8 THE WAY FORWARD: Responding to the aspirations of an evolving continent



Africa finds itself in a global environment where multilateralism is under threat, globalization is in retreat and democratic values are questioned. Achieving the 2030 Agenda for Sustainable Development – and especially while leaving no one behind – has become more challenging. The continent's ability to respond to new and emerging challenges will depend on its ability to create much-needed jobs and grow its economies sustainably and inclusively. These changes call for a reorientation of ECA's strategic direction and programmes to ensure that it can respond to the evolving needs of member States. In this climate, ECA's vision will be to work in partnership with member States in order to deliver *ideas for a prosperous Africa*.

The 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union provide blueprints for Africa to achieve inclusive sustainable development. Rapid technological change and the digital economy present new opportunities for Africa's young and innovative population to promote accelerated growth. To sufficiently harness these opportunities, African countries need to raise trillions of dollars to finance development. Consequently, by leveraging the private sector and increasing market power through the African Continental Free Trade Area, Africa can shift the production frontiers, create sustainable economies, generate additional jobs and contribute to global prosperity.

Moving towards a new decade, ECA is repositioning itself to respond to the priorities and aspirations of Africans. This process also takes into account the ongoing reforms of the United Nations development system and the Secretary-General's emphasis on stronger collaboration for Delivering as One.

Thus, the mission of ECA is to deliver ideas and actions for an empowered, inclusive and transformed Africa, consistent with the 2030 Agenda and Agenda 2063. This process is cognizant of the need to link development priorities with issues of peace and security and the importance of the Commission's engagement with regional institutions and with the African Union.

To deliver on its mission, ECA's programmatic focus will concentrate on five strategic directions:

- (1) Advancing ECA's position as a premier knowledge institution by strengthening the knowledge profile of the staff;
- (2) Developing macroeconomic and structural policy options to accelerate economic diversification and job creation;
- (3) Designing and implementing innovative financing models for infrastructure, human, physical and social assets for a transforming Africa;
- (4) Contributing solutions to regional and transboundary challenges, with a focus on peace, security and social inclusion as an important development nexus;
- (5) Advocating Africa's position at the global level and developing regional responses as a contribution to global governance issues.

To effectively implement these strategic directions, ECA's work will centre on nine interdependent and complementary areas:

- (a) Macroeconomic and governance;
- (b) Regional integration and trade;
- (c) Private sector development and finance;
- (d) Data and statistics;
- (e) Climate change;
- (f) Environment and natural resource management;
- (g) Gender and women in development;
- (h) Subregional activities for development;
- (i) Economic development and planning;
- (j) Poverty, inequality and social policy.

Furthermore, a strong emphasis on partnerships underpins the new strategic directions, both across the United Nations family, the African Union, the African Development Bank, and the broader development community including the private sector and civil societies.

ECA will deliver its programmes through its three core facets on: convening; think tank; and operational functions, to support member States build strong institutions for economic and social development.

