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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

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/76/50](#).

** 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.

*** 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

Over the course of 2022, the priorities of the Economic Commission for Africa (ECA) will include restoring liquidity for African countries, managing insolvency, building the foundations for recovery and fulfilling its leadership role in coordinating the work of the United Nations system to support the African Union Commission. The coronavirus disease (COVID-19) pandemic has had an impact on every aspect of African society and across all sectors with the domino effect of destroyed jobs and livelihoods, weakened health and education systems, widened inequalities and a reversal of development gains made over the last decade, where millions have been pushed into extreme poverty.

The continent's resilience and ability to recover meaningfully, and also to meet the goals of the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union, hinge on a shared responsibility and coordinated response by policymakers at global, regional and national levels to leave no one behind. Against this backdrop and by leveraging its core functions, ECA will support its member States in building forward and building better and continue to serve as the platform for African countries to engage with international financial institutions and multilateral partners. While global growth may not be restored and sustained unless countries have access to the same financial resources for response and recovery as those enjoyed by the world's wealthiest economies, the challenge for Africa is acute, with six countries in debt distress and average debt-to-gross domestic product (GDP) ratios at an all-time high of approximately 70 per cent in 2020.

In the light of this and its commitment to accelerating recovery action, a primary goal for ECA will be to support the restoration of liquidity for the continent through, first, an extension of the Group of 20 Debt Suspension Service Initiative until the end of 2022 to include middle income countries; second, the issuance of special drawing rights with a reallocation in favour of vulnerable and least developed countries; third, establishing a liquidity and sustainability facility to lower borrowing costs for countries with access to capital markets; and, fourth, calling for the recapitalization of multilateral development banks. In addition, ECA will also support member States with policy reforms in moving beyond liquidity to recovery with a focus on green investment financing. This will necessarily also include tackling illicit financial flows head on.

ECA posits that the liquidity and financing response are the bridge to access to vaccines and the continent's recovery. Timely access to and distribution of the vaccines will be a vital determinant of how well and how fast Africa rebounds. Building the foundations for recovery will have to be entrenched in sustainability and include the following considerations. The first of these is the need to leverage the continent's demographics and to put the women and young people of Africa at the centre of all policy responses. Just by positioning African youth to be productive, the continent's potential GDP gain is estimated at \$78 billion per year. The second is the deepening of regional integration through the African Continental Free Trade Area and supporting its full operationalization following the launch of trading on 1 January 2021. This \$2.5 trillion market of 1.3 billion people offers the key to the recovery of Africa through increased intra-African investment, productivity and formal job creation across such sectors as agriculture, manufacturing and services, including through the development of regional value chains. The third is the harnessing of digital technologies and innovation to transform African societies and economies, sustain business continuity, stimulate job creation, promote the integration of Africa and foster inclusive economic growth and financial inclusion. The last, but by no means the least, of these considerations is that transitioning to and embracing a green recovery will be essential. By scaling up investments in the continent's biodiversity, global carbon sinks, blue economy and vast renewable energy potential, economic recovery will be accelerated because of the multiplier effect that they have for job creation, stimulating trade and responding to climate change.

I am committed to ensuring that ECA works closely with member States, the private sector, civil society, the United Nations family and development partners to transform ideas into actions and put the region back on the path of progress towards achieving the 2030 Agenda and Agenda 2063. This extraordinary moment in time calls for urgent and unparalleled actions to ensure that we rebuild forward differently with more sustainable and equitable pathways for the future of the region.

(Signed) Vera Songwe
Under-Secretary-General of the United Nations and
Executive Secretary, Economic Commission for Africa

I. Economic Commission for Africa

A. Proposed programme plan for 2022 and programme performance for 2020

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 the development of Africa. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution 671 A (XXV). The coronavirus disease (COVID-19) pandemic in Africa has revealed a series of dire challenges and emerging critical issues that will need to be urgently addressed to ensure attainment of the outcomes of the 2030 Agenda for Sustainable Development and Agenda 2063, The Africa We Want, of the African Union.
- 18.2 ECA has a critical role to play in providing sets of innovative solutions, and also demand-driven and tailor-made policy and technical advice to member States and regional economic communities in pursuit of accelerated post-COVID-19 recovery and the rise of more prosperous and inclusive societies. ECA interventions will include cutting-edge research and related integrated policy and capacity support focused on economic diversification, with a special focus on the design of innovative financial instruments for increased resource mobilization; the development of national and subregional strategies and the setting up of additional regional stakeholder platforms for an enhanced operationalization of the African Continental Free Trade Area; and the digital transformation.

Strategy and external factors for 2022

- 18.3 The ECA programme strategy has at its core an integrated and coherent approach whereby subprogrammes are planned and delivered together, with a focus on transformational changes across key domains and a measurable contribution to the 2030 Agenda and Agenda 2063. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:
- (a) Enhancing the capacity and relevance of ECA as a premier knowledge policy institution in Africa in deploying knowledge to support policymaking to drive the development agenda of Africa;
 - (b) Formulating policy options to accelerate economic diversification and job creation for the transformation of Africa;
 - (c) Designing and implementing financing models and leveraging them for the development of human, physical and social infrastructure assets;
 - (d) Supporting ideas and actions to foster deeper regional integration and the development of regional public goods, with a focus on social inclusion and taking into account synergies between the economic and social development programmes of Africa and its peace and security agenda;
 - (e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.
- 18.4 In pursuing these strategic directions, ECA has three core functions that cut across all its various subprogrammes. These are its convening function, its think-tank function, and its operational function, as defined below:

- (a) Convening function: provision of multilateral and multi-stakeholder platforms, helping to reinforce multilateralism regionally and globally;
 - (b) Think-tank function: conducting interdisciplinary research and analysis of key challenges facing member States and Africa as a whole, while also promoting peer learning and development;
 - (c) Operational function: provision of direct policy advice and support to member States, including through cooperation with other United Nations system entities.
- 18.5 The COVID-19 pandemic has led to the reinforcement of the long-term vision of ECA in terms of its strategic positioning as a first-class think tank, catalyst and facilitator within the framework of international negotiations involving Africa. As an illustrative example, over the past year ECA has demonstrated the multiplier effect of its voice, conveying member States' particular exigencies in respect of debt servicing, leading to substantial savings which could be repurposed towards tackling the socioeconomic impacts of the COVID-19 pandemic.
- 18.6 In this regard, ECA intends to boost collaboration with the resident coordinator system and United Nations country teams and the coordination of collective actions at national and subregional levels through its new strategic approach on working with resident coordinators and country teams and the recently launched Regional Collaborative Platform for Africa and its cluster work around opportunity and issue-based coalitions. ECA will further mainstream policy guidance and recommendations, taking into account the relevant provisions of intergovernmental policy organs and platforms and promote cooperation among the regional economic communities for a sound and expeditious implementation of regional agreements within the context of the various United Nations-African Union partnership frameworks, including on peace and security. ECA will pursue its support for member States and regional economic communities in implementing key strategic frameworks such as the African Continental Free Trade Area. ECA will also continue to harness the private sector as a driver for job creation and alternative means of development financing and endeavour to support policies to ensure that the sector thrives.
- 18.7 Although it has posed serious threats to the sustainable development and growth of the continent, the COVID-19 pandemic has also opened up a number of new opportunities. ECA will enhance its facilitating role in terms of identifying and proposing innovative financing tools to boost domestic resource mobilization, and address debt servicing, as a main mitigating measure. ECA will focus its interventions in 2022 on building forward and building better by harnessing the multiple opportunities offered by, among others, the digital revolution, the implementation of the Agreement Establishing the African Continental Free Trade Area since 1 January 2021 and the blue economy, by amplifying its pioneering role in producing and disseminating quality knowledge products, providing tailor-made policy and technical advice and convening policy dialogues on emerging sustainable development issues in line with the 2030 Agenda and Agenda 2063. As part of the United Nations reform agenda, ECA will use the Africa Regional Collaborative Platform and opportunity and issue-based coalitions, together with direct support for the resident coordinator system and United Nations country teams, as the main delivery channels for its services.
- 18.8 The proposed programme for 2022 was adopted by the Conference of Ministers in its resolution 981 (LIII) of 23 March 2021. The proposal included a change in the title of subprogramme 5 from "Climate change, environment and natural resources management" to "Technology, climate change and natural resources management", to align it with the mandate, objective and work of the subprogramme.
- 18.9 For 2022, the ECA planned deliverables and activities reflect the known and unknown challenges related to the COVID-19 pandemic that are being faced by member States. Such planned deliverables and activities include enhanced support for the implementation of the Agreement Establishing the African Continental Free Trade Area as a key instrument for boosting sustainable growth on the continent; and the development of digital platforms and tools to advance a safe and sustainable development agenda on the continent with special emphasis on health-economy linkages. They will also comprise the conceptualization and provision of customized macroeconomic models, together

with knowledge products assessing the socioeconomic impacts of COVID-19, with a view to integrating related findings into policy formulation at continental, subregional and national levels.

- 18.10 Capacity-building and training activities around key emerging development issues will also be held to foster the identification of additional post-COVID-19 recovery pathways and the conceptualization of strategic policy frameworks. As an example, given the impact of the COVID-19 pandemic on national statistical systems, the upgrading of official statistics in Africa has become an urgent task to enable the tracking of progress made in respect of the implementation of the 2030 Agenda, Agenda 2063 and national development plans. As a result, technical assistance will be provided to member States in strengthening their systems, and efforts will be made to tap the potential of big data and non-traditional sources to ensure the near-real time availability of data. Specific examples of such planned deliverables and activities are provided under subprogrammes 1, 2, 3, 5, 6, 8 and 9, and also under components 1, 3, 4 and 5 of subprogramme 7. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 5, 8 and 9 and component 4 of subprogramme 7.
- 18.11 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
 - (a) Despite the fluid nature and uncertain evolution of the COVID-19 pandemic, sustainable long-term recovery pathways are identified, consolidated and followed for the delivery of ECA services;
 - (b) The Africa Regional Collaborative Platform is fully operational and is used to channel ECA contributions and support for the implementation of African Union-United Nations cooperation frameworks;
 - (c) Member States and regional economic communities continue to cooperate among and between themselves and coordinate collective and harmonized actions focusing on the implementation of the 2030 Agenda and Agenda 2063, and on operationalization of the African Continental Free Trade Area in a post COVID-19 context, with support from ECA;
 - (d) Intergovernmental policy organs and forums provide continued policy advice on emerging priorities with a view to guiding interventions by ECA.
- 18.12 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. If, however, the pandemic were to have a continued impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 18.13 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the objective of subprogramme 6 is to accelerate the pace of member States to implement, and report on, their global and regional commitments related to gender equality and the empowerment of women and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls, in order to achieve gender equality and inclusiveness in Africa. The subprogramme also provides technical support to the Commission's other subprogrammes to ensure that a gender perspective is reflected in their programme of work. The subprogramme will also strengthen the capacity of member States, through the provision of tailored technical support, advisory services and hands-on training, in gender equality, the empowerment of women and girls, inclusiveness and economic diversification, women's entrepreneurship, and the integration of a gender perspective into national policies and programmes.
- 18.14 With regard to cooperation with other entities at the global, regional, national and local levels, the joint African Union and United Nations frameworks on peace, security, human rights and development, the 2030 Agenda and Agenda 2063 will entail a need for greater and stronger coordination between United Nations agencies to deliver as one in cooperation with the African Union. Consequently, support by ECA for member States and regional economic communities will be underpinned by its leadership role in coordinating the work of the United Nations system to

support the African Union Commission within the mandate of ECA. In addition, ECA will build on its existing strategic partnership with the African Development Bank, the African Export-Import Bank (Afreximbank) and other regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations, and forge new partnerships in advancing attainment of the 2030 Agenda and Agenda 2063. With regard to South-South and triangular cooperation, ECA will continue to leverage value-adding partnerships premised on the principle of enhancing complementarity and development impact. This will also enable the Commission to respond better to the evolving needs of member States within the context of new and emerging opportunities.

- 18.15 With regard to inter-agency coordination and liaison, ECA will continue to promote collaborative delivery through cross-sectoral initiatives that cut across goals and targets and ensure effective linkages between regional, subregional and national perspectives. This will include working through the Regional Collaborative Platform for Africa and enhanced collaboration with regional United Nations entities through opportunity and issue-based coalitions to ensure more coordinated responses and a cogent collective contribution to fulfilment of the 2030 Agenda and Agenda 2063. In addition, ECA will make its knowledge products more visible and accessible to member States, resident coordinators and United Nations country teams through a more targeted effort to disseminate its knowledge resources, including through the online and on-site training services provided under subprogramme 8.
- 18.16 Joint efforts are needed to expedite the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in the context of recovery from the COVID-19 pandemic and the decade of action and delivery for sustainable development. This will require strengthening inter-agency coordination to deliver as one in cooperation with the African Union and multisectoral partnerships to identify actions, programmes and projects, and regional platforms that will contribute to achievement of the goals of the above-mentioned African Union-United Nations framework. Consequently, support by ECA for member States and regional economic communities will be underpinned by its leadership role in coordinating the work of the United Nations system in support of the African Union Commission.
- 18.17 In addition, through the recently launched Regional Collaborative Platform for Africa and its cluster work around opportunity and issue-based coalitions, there will be need for more robust coordination between United Nations agencies to deliver as one. Continued collaboration with the regional economic and social commissions will be vital in ensuring advocacy at the global level of the African position and the integration of its contributions in regional responses to global discussions. In addition, ECA will leverage its existing strategic partnerships with regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations, and forge new partnerships in advancing fulfilment of the 2030 Agenda and Agenda 2063.
- 18.18 With regard to disability inclusion, ECA will participate in the implementation of the system-wide United Nations Disability Inclusion Strategy and will include mitigating measures to overcome any challenges while operationalizing such inclusion. The strategy will cover programme design, implementation and evaluation, policies on the operational aspects; including for reasonable accommodation of related requests and consultations with persons with disabilities. In order to advance disability inclusion, the programme plans to develop a global meeting registration portal with additional accessibility features. Furthermore, specialized equipment will be provided at the headquarters compound in Addis Ababa and, in a subsequent phase, at subregional offices, with a view to enhancing widespread access. Adequate training for the use of the portal and assistive equipment will be provided to all concerned staff. The programme will also explore the development and implementation of specific joint projects with other United Nations entities.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 18.19 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of ECA, including the postponement or cancellation of deliverables and activities. These deliverables and activities included the preparation and finalization of thematic studies and reports, such as those on international migration in Africa, the state of urbanization in Africa and the Africa Human Security Index; reports of policy dialogues and ad hoc expert group meetings, on such issues as integration of statistical and geospatial information, and of technical and validation workshops, such as those related to the review of African Continental Free Trade Area strategies; reports of scoping missions to member States for data collection and analysis; and reports of capacity-building sessions for African practitioners such as regulators and investors on issues linked to the development of capital markets. Additional examples of the impact are provided under all subprogrammes. The postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance of subprogrammes 2, 6 and 9 and components 1, 2, 3 and 4 of subprogramme 7.
- 18.20 At the same time, however, some planned deliverables and activities were modified and some new activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support member States on issues related to the COVID-19 pandemic. Some deliverables were achieved through a change of approach with regard to delivery modalities and methods, as demonstrated by the shift from in situ meetings and missions to online meetings and webinars, enabling a greater number of participants to attend and contribute. All in situ training activities under subprogramme 8 were cancelled and the associated training materials were reconfigured in an e-learning format. Other modifications and new activities included the refocusing of studies and assessments on the analysis of socioeconomic impacts of the COVID-19 pandemic; the leveraging of innovative solutions such as information and communications technology and digital governance to address those impacts, fostering experience sharing on best practices among member States; the design of transformative financial instruments and the convening of new meetings and policy dialogues, such as those gathering African ministers of finance together to discuss debt issues and initiatives leading to important savings for member States; and the strengthening of the role of the private sector and its investments in the economic growth and transformation of Africa (infrastructure, land and agriculture, energy). Additional examples of the modified and new activities are provided under all subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 1, 2, 3 and 9, and components 1 and 4 of subprogramme 7.
- 18.21 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of information and communications technology for the convening of expert meetings, ministerial conferences, thematic webinars and e-learning sessions, which led to the inclusion of a much larger number of beneficiaries in 2020, with a better gender balance and more diversified, than in previous years. This entailed the need for additional flexibility and versatility by organizers and participants, reducing disruptive impacts on the business as usual activities of the Commission. Lessons learned focused on the importance of business continuity and contingency plans and the need to strengthen them with a meticulous risk assessment and identification of new mitigation measures. Subprogrammes have already started to adjust and adapt their approach accordingly and will continue to do so in 2022 through the strengthening of monitoring and evaluation mechanisms and quarterly accountability and programme performance review meetings.

Legislative mandates

18.22 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
		70/155	The right to development
52/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields	70/159	Globalization and its impact on the full enjoyment of all human rights
		70/184	Information and communications technologies for development
57/144	Follow-up to the outcome of the Millennium Summit	70/192	Follow-up to the International Conference on Financing for Development
58/220	Economic and technical cooperation among developing countries	70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
58/269	Strengthening of the United Nations: an agenda for further change	70/215	Development cooperation with middle-income countries
60/1	2005 World Summit Outcome	70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
60/222	United Nations Declaration on the New Partnership for Africa's Development		
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
64/215	Legal empowerment of the poor and eradication of poverty		
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	71/289	Cooperation between the United Nations and the International Organization of la Francophonie
65/214	Human rights and extreme poverty		
65/274	Cooperation between the United Nations and the African Union	72/234; 74/235	Women in development
		72/266	Shifting the management paradigm in the United Nations
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
66/130	Women and political participation		
66/137	United Nations Declaration on Human Rights Education and Training		
66/224	People's empowerment and development	73/195	Global Compact for Safe, Orderly and Regular Migration
68/145	Strengthening collaboration on child protection within the United Nations system	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	74/216	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
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
		74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development		

Part V		Regional cooperation for development	
74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)	75/212	United Nations Conference on the Midterm Comprehensive Review of the
74/302	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	75/213	Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	75/215	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
75/154	Inclusive development for and with persons with disabilities		Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls	75/217	Protection of global climate for present and future generations of humankind
75/180	Enhancement of international cooperation in the field of human rights	75/220	Harmony with Nature
75/194	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption	75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
		75/225	Towards a New International Economic Order
		75/226	International migration and development
		75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
75/202	Information and communications technologies for sustainable development	75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
75/203	International trade and development	75/230	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
75/204	International financial system and development	75/231	Industrial development cooperation
75/205	External debt sustainability and development	75/232	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development	75/234	South-South cooperation
		75/235	Agriculture development, food security and nutrition
75/207	Promoting investments for sustainable development	75/237	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
75/211	Entrepreneurship for sustainable development	75/239	Oceans and the law of the sea
<i>Economic and Social Council resolutions</i>			
2014/11	Follow-up to the International Conference on Financing for Development	2017/28	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2018/23	New strategic directions of the Economic Commission for Africa

Economic Commission for Africa resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa	966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
748 (XXVIII)	Population, family and sustainable development		
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities	967 (LII)	Progress in the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 and preparation for the Fifth United Nations Conference on the Least Developed Countries
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa	968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
		969 (LII)	Digitization and the digital economy initiative
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	972 (LIII)	African Continental Free Trade Area
929 (XLVIII)	Third International Conference on Financing for Development	973 (LIII)	Data and statistics
		974 (LIII)	Civil registration and vital statistics
935 (XLVII)	Least developed countries in Africa	975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes	976 (LIII)	Coronavirus disease vaccines
938 (XLIX)	Integrated reporting and follow-up on sustainable development	977 (LIII)	Economic Commission for Africa support for least developed countries in the context of the Fifth United Nations Conference on the Least Developed Countries
939 (XLIX)	Africa Regional Forum on Sustainable Development		
941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society	978 (LIII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
		979 (LIII)	African Institute for Economic Development and Planning
964 (LII)	2020 programme plan and budget		
965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock	980 (LIII)	Special drawing rights
		981 (LIII)	2022 programme plan and budget

Deliverables

- 18.23 Table 18.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 18.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	6	5	8
1. Coordination meetings on the African Union–United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	2	2
2. Annual Africa Business Forum	–	1	–	1
3. Meetings of the Regional Coordination Platform	–	–	–	2
4. Meetings of the Fifth Committee	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	2	3	2	2
7. Report on overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	—	1	—	1
8. Implementation reports on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	2	1
C. Substantive deliverables				
Consultation, advice and advocacy: support for the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: advocacy and awareness-raising with member States.				

Evaluation activities

- 18.24 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:
- (a) Final evaluation of the joint financial arrangement between ECA and the pooled fund partners;
 - (b) Final evaluation of the project to deepen African trade integration through effective implementation of the African Continental Free Trade Area, to support economic integration.
- 18.25 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the evaluations identified systemic weaknesses in the theories of change that were applied in ECA projects, as they lacked robustness while in some cases missing altogether. Similarly, the evaluation findings noted that project monitoring and evaluation frameworks could be strengthened. To address these shortcomings, theory of change and monitoring and evaluation frameworks will be made mandatory in project documents. In the terms of reference of projects, the assessment phase will henceforth include special emphasis on assessing the theory of change, along with the other evaluation criteria stipulated by the United Nations Evaluation Group prior to project approval. In that context, monitoring and reporting are being further strengthened through training measures for staff in results-based management and other skills. An internal online reporting system is currently being developed and will soon be rolled out.
- 18.26 While the joint financial arrangement between ECA and the pooled fund partners has been discontinued since the end of 2019, the recommendations from the end-of-project evaluation have provided valuable insights and lessons that ECA is actively incorporating in its future projects and programmes. The findings from the evaluation of the African Trade Policy Centre (ATPC) have resulted in the formulation of a gender strategy and recruitment of a full-time gender expert. Pursuant to another recommendation, a partnership strategy is currently being developed. To remedy the weakness of the programme review mechanism, quarterly review meetings have been organized since 2020 and, for ATPC, bimonthly team meetings are being organized. In addition, to improve overall monitoring and evaluation, a dedicated expert is being hired to strengthen all related aspects, including learning. Guidelines for national strategies for the operationalization of the African Continental Free Trade Area were revised in the light of recommendations and lessons learned from the evaluation, including the need to formulate criteria for the selection of countries to engage in the design of national strategies: such criteria have now been formulated.
- 18.27 The following self-evaluations are planned for 2022:

- (a) ECA support for member States in strengthening their national accounts;
- (b) Mainstreaming and outcomes of the Sustainable Development Goals in the ECA programme of work for 2018–2021;
- (c) Fifty-fourth session of the Economic Commission for Africa;
- (d) Eighth session of the Africa Regional Forum on Sustainable Development.

Programme of work

Subprogramme 1

Macroeconomic policy and governance

Objective

- 18.28 The objective, to which this subprogramme contributes, is to achieve structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis and enhanced public sector finance management and governance.

Strategy

- 18.29 To contribute to the objective, the subprogramme will develop knowledge products such as the annual editions of the Africa Sustainable Development Report and adopt and customize policy-relevant tools such as the integrated planning and reporting toolkit, to assist countries in the design, implementation and tracking of performance on national development plans that are aligned with the 2030 Agenda and Agenda 2063. The subprogramme will convene regional and expert group meetings for the dissemination of the knowledge products and exchange of experience and capacity-building in the area, and in addition the subprogramme also plans to provide technical assistance and to mount country-specific initiatives to strengthen development planning institutions. The subprogramme will also continue to track progress towards the Sustainable Development Goals and fulfilment of Agenda 2063 through annual reports and convene meetings of least developed countries for policy dialogue and advice on country initiatives for the implementation of the new programme of action for least developed countries to be adopted at the Fifth United Nations Conference on the Least Developed Countries. The subprogramme will also support work to create a policy framework that ensures coherence, coordination and effective resource mobilization and allocation.
- 18.30 The subprogramme will produce knowledge and policy products, such as the Africa quarterly economic performance and outlook report and the Economic Report on Africa, convene and participate in various corporate conferences and workshops, such as the annual session of the Conference of African Ministers of Finance, Planning and Economic Development, and conduct capacity-building and advisory activities that foster the exchange of knowledge and ideas. This work will support member States in their progress towards the achievement of the Sustainable Development Goals. The subprogramme will also continue its support for member States through the development and implementation of economic models for forecasting and policy simulation, to assist in the design and implementation of evidence-based policies and plans.
- 18.31 The subprogramme will further undertake policy research and produce knowledge products such as the African Economic Governance Report, convene workshops and seminars and work with internal and external partners, such as the African Peer Review Mechanism and the Consortium on Illicit Financial Flows. This work will assist member States in their progress towards the achievement of Goals 16 and 17.
- 18.32 The subprogramme plans to support member States on issues related to COVID-19 by making use of the customized ECA macroeconomic models being developed and implemented to assess the impact of COVID-19, to feed into the countries' policy formulation and implementation processes.

This will involve capacity-building and the findings and results of the impact of COVID-19 analysis will be presented to policymakers at expert group meetings.

- 18.33 The above-mentioned work is expected to result in:
- (a) A more coordinated and integrated approach to policy design and implementation;
 - (b) The accelerated and sustainable graduation of African least developed countries;
 - (c) The increased use of new ideas and macroeconomic modelling and forecasting tools in policy analysis, formulation and implementation, thereby fostering structural transformation and sustained inclusive growth;
 - (d) The increased mobilization of domestic and international public resources for development and investment in priority areas.

Programme performance in 2020

- 18.34 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Enhanced macroeconomic analysis in response to the COVID-19 pandemic

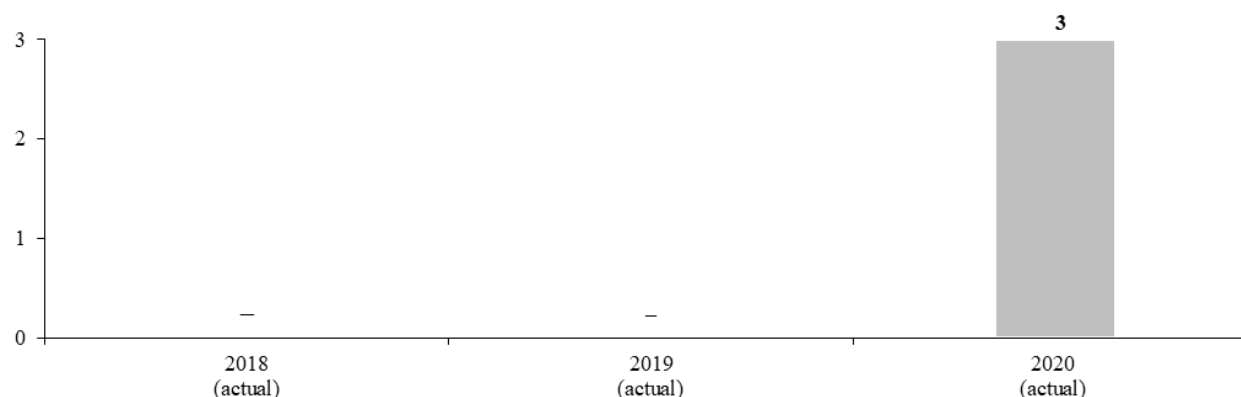
- 18.35 The subprogramme supported member States in assessing the economic impacts of COVID-19 in such countries as Ethiopia, Namibia and Rwanda. The subprogramme further developed and modified the country-specific models fed into the respective 2020 common country assessment reports with regard to the impact of COVID-19, led by resident coordinator offices.

Progress towards the attainment of the objective, and performance measure

- 18.36 The above-mentioned work contributed to the objective, as demonstrated by three countries (Ethiopia, Namibia and Rwanda) having taken steps to respond to the socioeconomic impacts of the COVID-19 pandemic, following the impact assessment through the use of the macroeconomic models (see figure 18.I). In Ethiopia, for example, the assessment led to the identification and development of a proposal on the bankable projects through which the United Nations could provide support to the Government. These areas include micro, small and medium-sized enterprises, job creation and agriculture and rural development. In Namibia, it fed into the country's Social Economic Response Plan, which is guiding United Nations support for the Government in its COVID-19 mitigation and recovery efforts.

Figure 18.I

Performance measure: annual number of countries that have assessed the socioeconomic impacts of COVID-19



Impact of COVID-19 on subprogramme delivery

- 18.37 18.1 Owing to the impact of COVID-19 during 2020, the subprogramme had to postpone the first meeting of the Economic Governance Committee, which was planned to take place in 2020. The meeting was to be organized in response to the recommendation of the Conference of African Ministers of Finance, Planning and Economic Development at its fifty-second session, held in Marrakech, Morocco, in 2019. The subprogramme also modified the roll-out process of the integrated planning and reporting toolkit, converting it to a two-track approach. An online approach has been used to introduce the tool to member States, while a second track is followed, with hands-on training and face-to-face interactions. The face-to-face training sessions were deferred to after 2020. The subprogramme also changed the approach to the workshop on public finance, from a face-to-face format to a combination of virtual and online training. The online course on illicit financial flows was conducted in cooperation with subprogramme 8, attracting a higher number of participants from more countries, although concerns arose regarding the efficacy of the approach in building the capacity of the participants.
- 18.38 At the same time, however, the subprogramme adjusted some activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme changed its approach to the development and implementation of ECA modelling work to incorporate the assessment of the impact of the COVID-19 pandemic on the target countries. This led to the development and use of the macroeconomic model for assessing the impact of COVID-19 on Africa as a whole, and also on specific countries such as Ethiopia, Namibia and Rwanda, where the outputs from the modelling work have been used to inform policy through the countries' common country assessments under the countries' respective United Nations country teams. The subprogramme modified its advisory services, by use of webinars to support member States in leveraging public governance and spearheading innovative solutions such as information and communications technology and digital governance to address the COVID-19 pandemic. This led to an exchange of information among member States on best practices, identifying challenges and how to tackle them, including through peer support, to effectively meet the objectives of public responses to the pandemic.
- 18.39 In addition, the subprogramme contributed to new activities identified to support member States on issues related to COVID-19, within the overall scope of its objectives, namely the convening of African ministers of finance to discuss debt issues and initiatives such as the Group of 20 Debt Service Suspension Initiative and the sovereign debt restructuring mechanism; convening of a meeting on special drawing rights with ministers of finance and relevant stakeholders to deliberate on debt sustainability and restructuring; an African COVID-19 finance initiative; and the liquidity and sustainability facility for African sovereign bonds. All these activities led to the production of proposals on the general allocation of special drawing rights and the voluntary redistribution of existing special drawing rights from countries that do not require them to countries facing liquidity constraints. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 18.40 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: macroeconomic model to inform policymaking and analysis¹

Programme performance in 2020

- 18.41 The subprogramme supported member States in the development and implementation of the countries' macroeconomic model for forecasting and policy simulation to aid in their policy

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

formulation and implementation processes. The subprogramme also carried out capacity-building activities to enhance the modelling and economic analysis skills of member States. Furthermore, the subprogramme convened expert group meetings to share knowledge and experience with regard to modelling and economic analysis work in different countries.

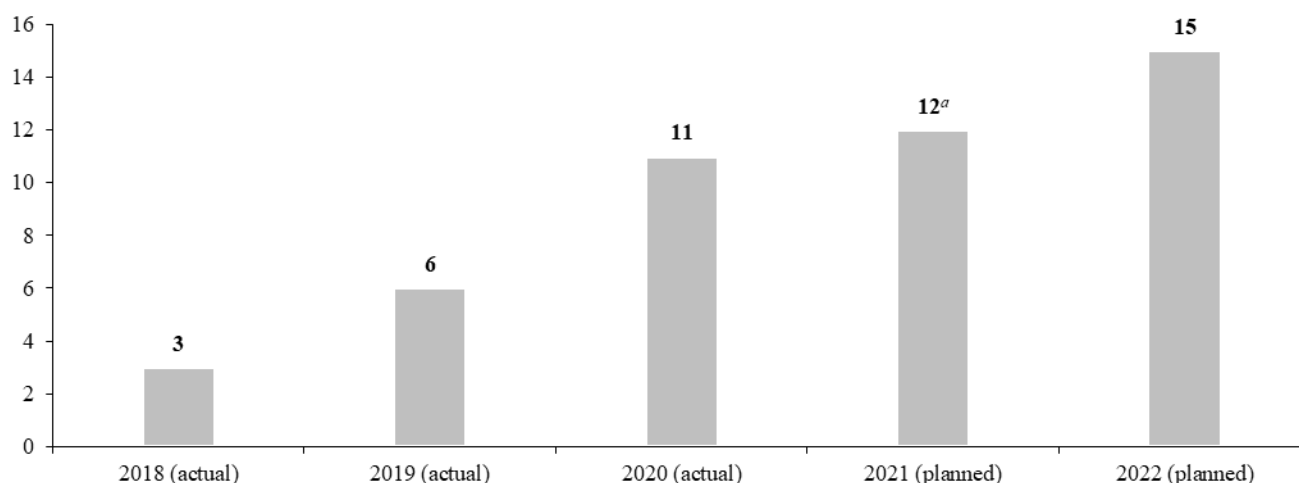
- 18.42 The above-mentioned work contributed to 11 member States (Algeria, Burundi, Djibouti, Egypt, Ethiopia, Gambia, Ghana, Mauritania, Namibia, Rwanda and Zambia) leveraging the macroeconomic model for policy analysis and advice, which exceeded the planned target of nine member States reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 18.43 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to provide technical support in terms of capacity-building in modelling and policy analysis and also convening of expert group meetings for knowledge-sharing in additional countries in the development and implementation of the macroeconomic model. The expected progress is presented in the performance measure below (see figure 18.II).

Figure 18.II

Performance measure: total number of member States leveraging the macroeconomic model for policy analysis and advice (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: curbing illicit financial flows to enhance domestic resource mobilization²

Programme performance in 2020

- 18.44 The subprogramme worked with partners, namely the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office on Drugs and Crime (UNODC), to identify illicit financial flows in the statistical framework of the Sustainable Development Goals and develop a conceptual framework and measurement methodologies for such flows, thus enabling reporting on progress and promotion of indicator 16.4.1 of Goal 16 on the measurement of illicit financial flows from tier 3 to tier 2. ECA work on measuring trade misinvoicing, the largest commercial component,

² As reflected in the programme budget for 2021 (A/75/6/Add.1).

is a significant part of this conceptual framework and its methodologies, and will contribute to country strategies for curbing illicit financial flows.

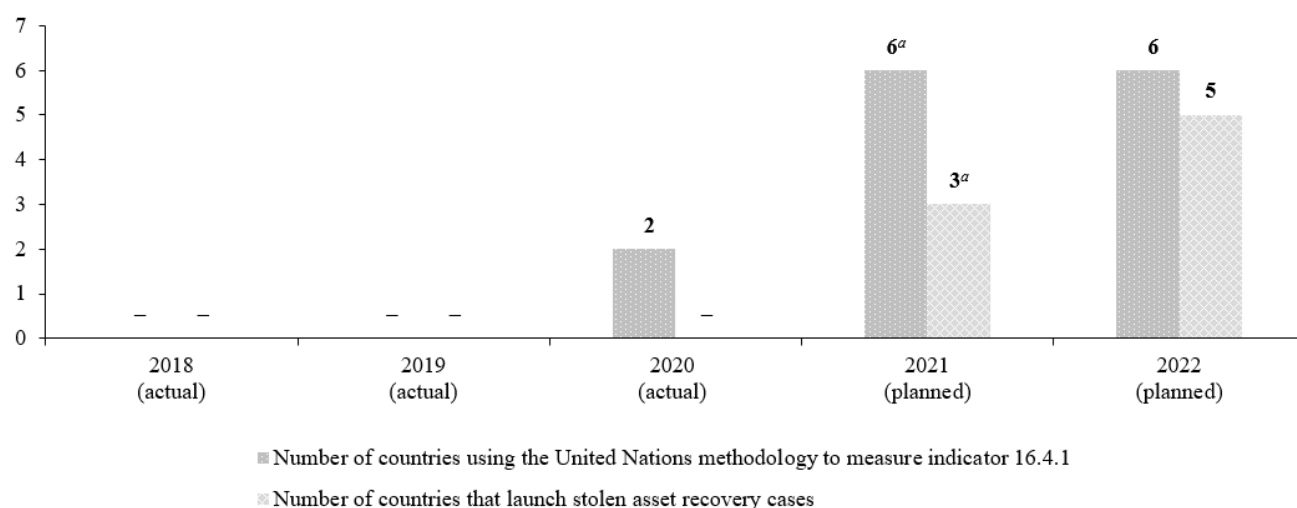
- 18.45 The above-mentioned work contributed to the establishment of methodologies to measure the magnitude of illicit financial flows for Nigeria and the United Republic of Tanzania, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 18.46 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will roll out the conceptual framework, guidelines and measurement methodologies in member States and support the measurement, collection of information and reporting on the prevalence of illicit financial flows in each country, and also launch asset recovery initiatives. The expected progress is presented in the performance measure below (see figure 18.III).

Figure 18.III

Performance measure: total number of countries that establish methodologies to measure the magnitude of illicit financial flows (as per indicator 16.4.1) (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: improved capacity in development planning for sustainable development and structural transformation in Africa

Proposed programme plan for 2022

- 18.47 Together with the 2030 Agenda and Agenda 2063, African countries have also committed themselves to implementing the Paris Agreement on climate change and the Sendai Framework on Disaster Risk Reduction. The need for the joint mainstreaming of global and continental development agendas in national policies and plans poses enormous challenges to African countries. The traditional planning approaches and tools available to countries have proved inadequate for integrating continental and international commitments in countries' planning and policy frameworks. Over the course of 2019 and 2020, the subprogramme provided capacity-building with a focus on the application and use of the integrated planning and reporting toolkit that helped countries to align their national development plans with the Sustainable Development Goals and Agenda 2063.

Lessons learned and planned change

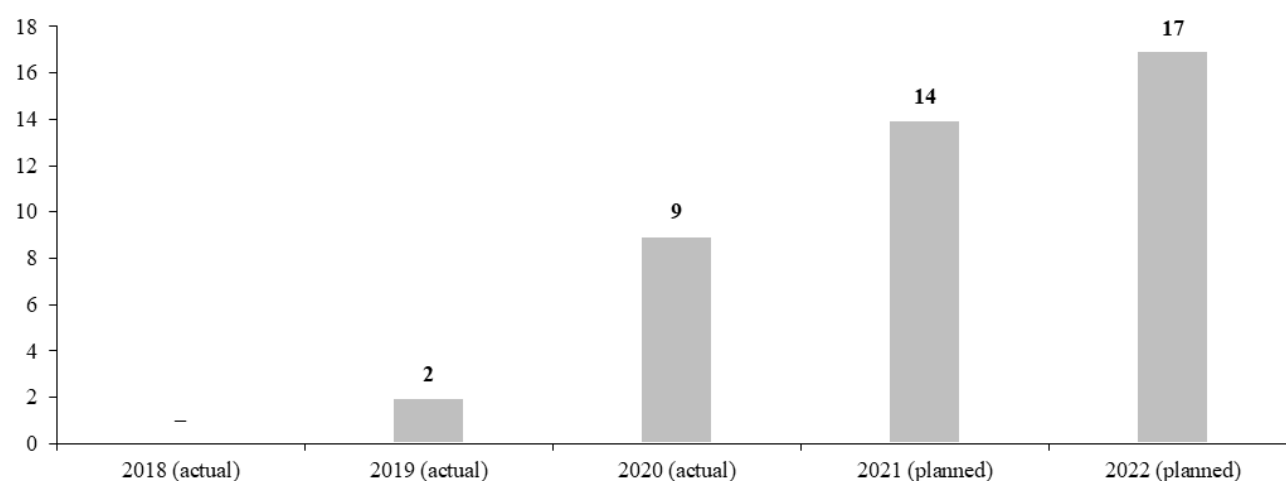
- 18.48 The lesson for the subprogramme was that capacity-building in the use of development planning tools such as the integrated planning and reporting toolkit is optimized and more sustainable when it is carried out in partnership with institutions such as the African Union Commission, the African Union Development Agency, the African Development Bank and the United Nations Development Programme (UNDP) and also in internal collaborative arrangements with enabling divisions on technology management and deployment and with subprogramme 4 on data management. The engagement of external partners ensured the comprehensive and successful delivery of the ECA integrated planning tools. In applying the lesson, the subprogramme will continue to forge partnerships with external partners and invest in dedicated integrated planning and reporting toolkit project managers at the subregional level for the parallel and accelerated deployment of planning tools. In 2022, the subprogramme will support member States in mainstreaming continental and global development agendas into their development plans, using sustainable development planning tools to seize opportunities for sustainable and inclusive growth. The development planning tools will support African countries in designing resilient national development plans by identifying and prioritizing high impact interventions through 2022 and beyond. To this end, the subprogramme will aim to roll out ECA development planning tools in 17 countries in Africa, doubling the number reached in 2020.

Expected progress towards the attainment of the objective, and performance measure

- 18.49 This work is expected to contribute to the objective, as demonstrated by 17 countries in 2022 using development planning tools to ensure alignment between national development plans, the continental development agenda – Agenda 2063 – and global development agendas – the Sustainable Development Goals (see figure 18.IV).

Figure 18.IV

Performance measure: total number of countries adopting development planning tools (cumulative)



Legislative mandates

- 18.50 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions
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Section 18 Economic and social development in Africa

54/128	Action against corruption	65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	65/314	Modalities for the fifth High-level Dialogue on Financing for Development
58/4	United Nations Convention against Corruption	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
60/34	Public administration and development		
64/116	The rule of law at the national and international levels	66/213	Fourth United Nations Conference on the Least Developed Countries
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union	66/256 73/63	The United Nations in global governance Preventing and combating illicit brokering activities
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries		

Economic and Social Council resolutions

2005/3	Public administration and development	2008/18	Promoting full employment and decent work for all
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Economic Commission for Africa resolutions

862 (XLII)	Enhancing domestic resource mobilization	896 (XLV)	Illicit financial flows from Africa
865 (XLII)	Global financial and economic crisis	916 (XLVII)	Illicit financial flows
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation		

Deliverables

18.51 Table 18.2 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.2

Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report on overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	–	–	–
2. Committee on Economic Governance	4	–	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	6	11
3. Project on illicit financial flows from Africa	1	1	1	1
4. Development, customization and training in the use of the ECA macroeconomic model for selected countries	–	–	4	4
5. Roll-out of the integrated planning and reporting toolkit and continued support for countries that have deployed the tool	–	–	–	5

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
6. Internship and fellowship programme for young African economists to build their capacity to formulate, implement and monitor development policies and programmes	1	1	1	1
Seminars, workshops, fellowships and training events (number of days)	6	6	2	2
7. Macroeconomic modelling workshop – to share experiences between African policymakers and experts on macroeconomic modelling	2	2	2	2
8. Training workshop on public finance in Africa	2	2	–	–
9. Seminar on development planning tools	2	2	–	–
Publications (number of publications)	2	2	3	2
10. Africa Sustainable Development Report	1	1	1	1
11. Economic Report on Africa	1	1	1	1
12. African Economic Governance Report	–	–	1	–
Technical materials (number of materials)	10	10	10	10
13. Policy briefs on emerging economic issues and challenges to growth and development in Africa	3	3	3	3
14. Research papers on emerging issues related to macroeconomic analysis, economic governance and public finance	3	3	3	3
15. Africa quarterly economic performance and outlook report	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to five member States on emerging macroeconomic and governance issues and development planning; technical support to the African Peer Review Mechanism secretariat in the area of country self-assessments and integration of outcomes from the assessments into national development plans and related processes.				
D. Communication deliverables				
Outreach programmes, special events and information materials: organization of the annual African Economic Conference, which serves as a platform for deliberating emerging economic issues in Africa.				
Digital platforms and multimedia content: in the area of development planning, the 2030 Agenda and Agenda 2063.				

Subprogramme 2 Regional integration and trade

Objective

- 18.52 The objective, to which this subprogramme contributes, is to strengthen regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments.

Strategy

- 18.53 To contribute to the objective, the subprogramme will continue to work with the African Union Commission, the resident coordinator offices and UNCTAD, and also with development partners, to support member States in securing market access and business opportunities from the African Continental Free Trade Area while minimizing any potential adverse effects (import surges, dumping, customs revenue loss risks) in the context of the agendas of the African Union, regional economic communities and World Trade Organization (WTO)-related and other multilateral and bilateral trade issues such as regional trade protocols, the African Growth and Opportunity Act and economic partnership agreements.

- 18.54 The subprogramme will also provide technical assistance for the implementation of the African digital transformation strategy at the policy levels as the common digitization agenda for the continent. Furthermore, the subprogramme will leverage the policy findings of the subprogramme's key knowledge products at meetings and workshops.
- 18.55 The subprogramme will further develop and disseminate policy tools, instruments and guidelines and help to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for member States in support of the Action Plan for the Accelerated Industrial Development of Africa, contributing to the achievement of Sustainable Development Goal 9. It will also provide technical support to member States.
- 18.56 In addition, the subprogramme will organize training courses to aid the programmes of work of member States (in particular the landlocked developing countries and regional economic communities) for the implementation of existing regional cooperation frameworks such as the Action Plan for Boosting Intra-African Trade, the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa.
- 18.57 The subprogramme will provide advisory services to member States on strengthening the formulation and implementation of national, regional and continental competition policies, intellectual property policies and measures for investment facilitation. The subprogramme will also provide advisory services and training for negotiators on the Agreement Establishing the African Continental Free Trade Area in the light of the second phase of Agreement issues, in order to equip them with up-to-date knowledge of policies in the areas of competition, investment and intellectual property.
- 18.58 The subprogramme will provide advisory services and technical assistance to member States and regional economic communities to address bottlenecks to integration, such as poor design and sequencing of regional integration arrangements, the multiplicity of the schemes and barriers to trade and investment, through the formulation and dissemination of policy recommendations for the harmonization and mainstreaming of multiple regional integration protocols, regulations and policies into national laws and plans.
- 18.59 The subprogramme plans to support member States on issues related to COVID-19 by disseminating evidence-based analysis with recommendations on building forward and building better and supporting requesting member States to implement them. In addition, and in the context of the formulation and implementation of African Continental Free Trade Area strategies, the subprogramme will integrate recommendations on responding to the impacts of COVID-19 on trade and supporting requesting member States in their efforts to implement these recommendations.
- 18.60 The above-mentioned work is expected to result in:
 - (a) Countries implementing their respective African Continental Free Trade Area strategies;
 - (b) Improvement in the ways in which both the public and the private sector operate;
 - (c) A more coherent, coordinated and responsive interface between the African Continental Free Trade Area and the free trade areas and customs unions of the regional economic communities;
 - (d) Policy coherence and the alignment of trade and industrialization policies with the 2030 Agenda and Agenda 2063;
 - (e) Diversification of productive capacities and production patterns, thereby contributing to the acceleration of industrialization in Africa;
 - (f) Reduced transaction risks and intermediation costs and strengthened engagement with the private sector;
 - (g) Enhanced opportunities for private sector operators to leverage transboundary opportunities, creating a more business-friendly African single market, and ensuring improved market access conditions for African exports.

- 18.61 The planned support on issues related to COVID-19 is expected to result in informed policy decisions by member States and advocacy efforts around continental strategic initiatives, such as the African Continental Free Trade Area, and in overall support of the African continent.

Programme performance in 2020

- 18.62 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Integrated COVID-19 analysis and recommendations in African Continental Free Trade Area strategies

- 18.63 In the context of the start of trade under the Agreement Establishing the African Continental Free Trade Area in January 2021 (previously planned for July 2020), the subprogramme has been building countries' readiness with technical support upon requests for the development of African Continental Free Trade Area strategies. These strategies would not be pertinent without the integration of COVID-19 analysis and recommendations relating to trade and the African Continental Free Trade Area. In 2020, the subprogramme contributed to adapting such strategies with analysis and recommendations to tackle COVID-19 effects relating to, among others, macroeconomic frameworks, COVID-19 trade implications such as reduced cross-border trade, reduced tourism and trade-related transport or trade-related employment, while highlighting immediate COVID-19-related trade priorities such as creating special lanes for the fast customs clearance of medical supplies, leveraging the standards and guidelines for medical supplies, masks, disinfectants and protective equipment that have been made freely available and facilitating safe fish and land-border trade.

Progress towards the attainment of the objective, and performance measure

- 18.64 The above-mentioned work contributed to the objective, as demonstrated by two countries (Mauritania and Sierra Leone) integrating COVID-19 analysis and recommendations in their African Continental Free Trade Area strategies with short-term and medium-term analysis regarding macroeconomic frameworks and recommendations on using trade to address COVID-19 challenges (see table 18.3).

Table 18.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Two countries (Mauritania and Sierra Leone) integrated COVID-19 analysis in their African Continental Free Trade Area strategies with short-term and medium-term analysis regarding macroeconomic frameworks and recommendations on using trade to address COVID-19 challenges

Impact of COVID-19 on subprogramme delivery

- 18.65 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled the validation of two African Continental Free Trade Area strategies (Chad and Djibouti), and also the development of electronic investment guides. The subprogramme also postponed the delivery of electronic investment guides for requesting member States owing to the lack of access to primary data in the context of COVID-19 travel restrictions. Where the approach was concerned, the subprogramme

changed its mode of delivery, with the organization of three online expert group meetings. In addition, the subprogramme also changed its approach by increasing its reliance on national consultants, backed by ECA subregional offices, who led work on the ground. This change was necessitated by international travel restrictions that impeded the travel of the ECA staff members who had been leading and supporting technical support remotely with consultations by telephone or over the Internet. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

- 18.66 At the same time, however, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely with the organization of 12 webinars to discuss and agree on trade, industrialization and investment approaches to tackle the impact of COVID-19 and to build forward and better. The latter measure was coupled with knowledge products outlining evidence-based recommendations linking the objective of the subprogramme with issues related to the COVID-19 pandemic. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 18.67 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: ratification, incorporation and implementation of the African Continental Free Trade Area³

Programme performance in 2020

- 18.68 The subprogramme continued its awareness-raising work with member States in order to increase the number of countries ratifying the African Continental Free Trade Area. The subprogramme organized two national forums, drafted targeted policy briefs and provided technical support to prepare countries for the African Continental Free Trade Area. It conducted advocacy with high-level policymakers which contributed to the ratification of the Agreement Establishing the African Continental Free Trade Area by Nigeria on 11 November 2020. In addition, the subprogramme delivered technical support to requesting member States geared in particular to enhancing their understanding of the modalities of acceding to the Agreement and the economic and social implications of such accession.
- 18.69 In 2020, four African Continental Free Trade Area strategies were developed and validated by the Gambia, Mauritania, Senegal and Sierra Leone. The strategies outlined ways for these countries to harness the full benefits of the African Continental Free Trade Area through the identification of comparative and competitive advantages and also through the key value addition of trade and investment opportunities. The national African Continental Free Trade Area strategies analyse synergies between plans and policies (including national development plans and trade, industrial, infrastructure, education, macroeconomic, investment, social and other policies) and identify gaps, while making tailored recommendations for their implementation. Moreover, where the African Continental Free Trade Area is concerned, the subprogramme also contributed to disseminating technical presentations, discussions in various e-forums and webinars and knowledge products such as the report *Assessing Regional Integration in Africa IX*, and also papers on COVID-19 implications and trade to prepare countries for the start of trading under the Agreement Establishing the African Continental Free Trade Area in January 2021.
- 18.70 The above-mentioned work contributed to the expansion of intra-African trade as a proportion of the total trade of Africa to the level of 16.3 per cent, which did not meet the target of 17.6 per cent reflected in the proposed programme budget for 2020. Attainment of that target was impeded by the

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

COVID-19 pandemic, which delayed the start of the African Continental Free Trade Area originally scheduled for July 2020 and rescheduled to January 2021.

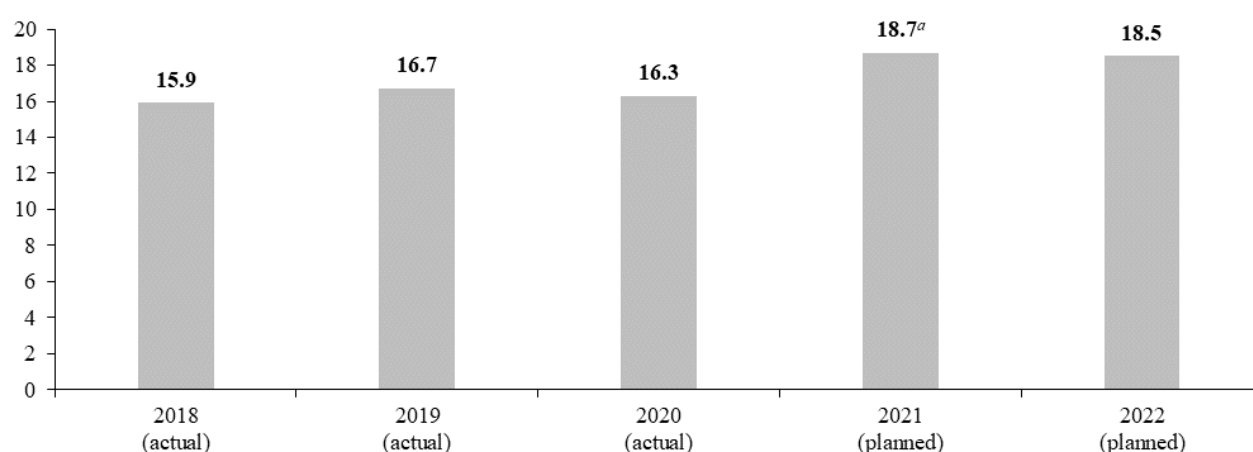
Proposed programme plan for 2022

- 18.71 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will formulate strategies with COVID-19 perspectives and assist member States in implementing them. Consequently, strategies that were produced before the pandemic will be updated in order to include recommendations bearing COVID-19 responses from a trade perspective. The expected progress is presented in the performance measure below (see figure 18.V).

Figure 18.V

Performance measure: share of intra-African trade in the total trade of Africa (annual)

(Percentage)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: making the most of the African Continental Free Trade Area⁴

Programme performance in 2020

- 18.72 The subprogramme has continued, in collaboration with the African Union Commission, the regional economic communities and the United Nations resident coordinator offices and country teams, to pursue efforts to build a coalition around the African Continental Free Trade Area of Governments, the media, the private sector and civil society in general, including women and youth groups, to give them a better understanding of what is at stake for their respective countries with the Agreement establishing the Area and to make the most out of the Agreement in their respective fields. The subprogramme has also held consultations in Burkina Faso, Burundi, the Gambia, Mauritania, Mauritius, Rwanda, Senegal, Sierra Leone and the Sudan. Furthermore, to assess the understanding of the African Continental Free Trade Area gained by participants through these consultations, the subprogramme ran a survey, which indicated that an average of 87.2 per cent of participants had grasped the implications of the Area for their respective sectors.
- 18.73 Owing to the impact of COVID-19 on data collection and reporting processes, the actual data for 2020 were not available at the time of publication. In consequence, the subprogramme is not able to report the actual performance in 2020 in the context of the proposed programme budget for 2022. The actual performance in 2020 will be presented in the context of proposed programme budget for 2023.

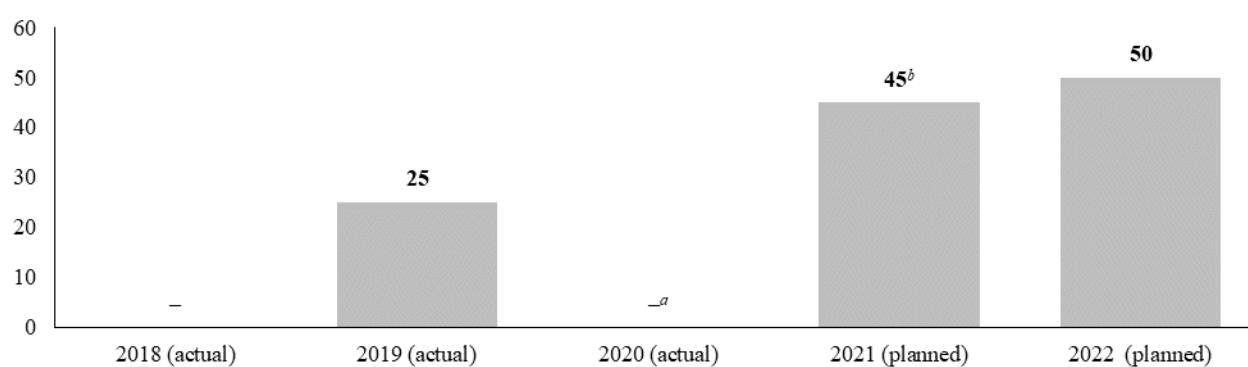
⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Proposed programme plan for 2022

- 18.74 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include the challenges to the African Continental Free Trade Area in a post-COVID-19 pandemic world in 2022. The subprogramme will continue to advocate adherence to the African Continental Free Trade Area as a framework for responding to the effects of the pandemic; it will also involve the formulation and implementation of African Continental Free Trade Area strategies with a COVID-19 response from a trade perspective and the implementation of an African country business index in six pilot countries. The expected progress is presented in the updated performance measure below (see figure 18.VI).

Figure 18.VI

Performance measure: total number of countries that increased their ratio of intra-African trade to their total trade (cumulative)



^a Data on the number of countries that increased the ratio of their intra-African trade to their total trade are not yet available. These figures will be presented in the context of the proposed programme budget for 2023.

^b To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: member States adopt and implement recommendations for increasing regional integration

Proposed programme plan for 2022

- 18.75 Relevant and implementable knowledge products on regional integration in Africa help to boost the capacity of member States to adopt and implement policies in support of their respective development agendas. The subprogramme disseminated the report *Assessing Regional Integration in Africa IX*, which focuses on analysing the next steps for the African Continental Free Trade Area and includes the recommendation to develop African Continental Free Trade Area strategies. Subsequent to the issuance of the report, the subprogramme worked with 38 countries and three regional economic communities, in response to their request, on the development and implementation of African Continental Free Trade Area strategies.

Lessons learned and planned change

- 18.76 The lesson for the subprogramme was an increased demand by stakeholders and member States for subregional level coordination and more timely response to requests, notably in the context of the COVID-19 pandemic. The subprogramme benefited from the respective subregional networks of the Commission's subregional offices and their proximity with respective stakeholders when implementing technical cooperation. In addition, such coordination facilitated faster responses in the field, including in the synergies built with the United Nations resident coordinator offices and

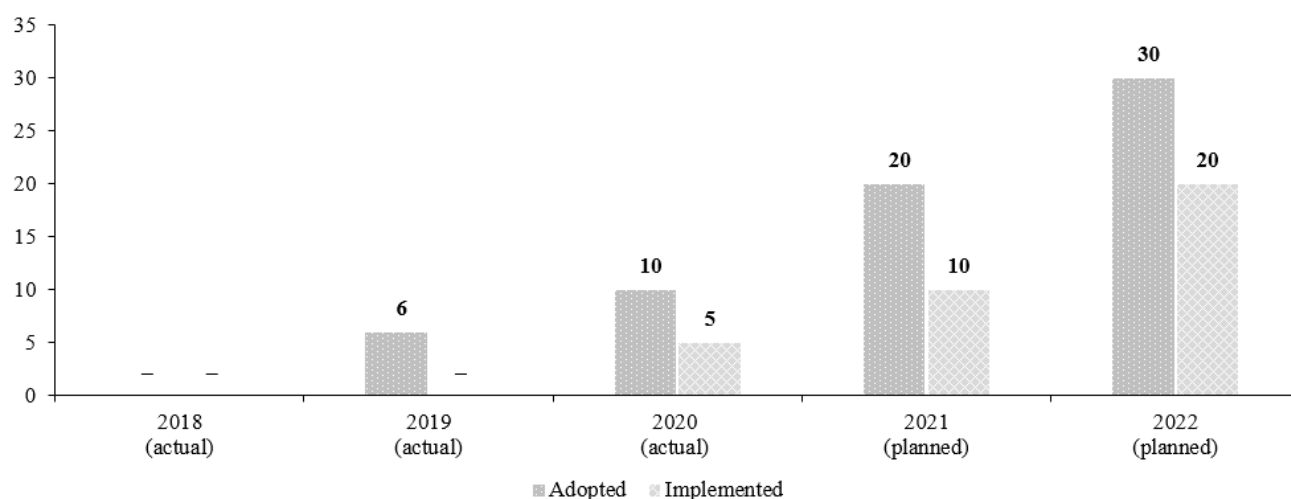
country teams. In applying the lesson, the subprogramme will consolidate this mechanism and devolve part of its technical and administrative processes to subregional offices. Such devolution is expected to result in closer outreach to member States and regional economic communities through the respective intergovernmental committees of senior officials and experts, workshops and dialogues on regional integration, aimed at disseminating subregional focused recommendations from the tenth report in the *Assessing Regional Integration in Africa* series and to provide closer follow-up to technical support requests with implementation support from ECA headquarters.

Expected progress towards the attainment of the objective, and performance measure

- 18.77 This work is expected to contribute to the objective, as demonstrated by 30 member States adopting and 20 member States implementing recommendations from the report *Assessing Regional Integration in Africa X* (see figure 18.VII).

Figure 18.VII

Performance measure: total number of member States that adopt and implement recommendations from the report *Assessing Regional Integration in Africa X* (cumulative)



Legislative mandates

- 18.78 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session	74/301	New Partnership for Africa's Development: progress in implementation and international support
70/293	Third industrial development decade for Africa (2016–2025)	74/204	Commodities

Economic and Social Council resolutions

2017/11	Social dimensions of the New Partnership for Africa's Development
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Economic Commission for Africa resolutions

847 (XL)	Aid for trade	867 (XLIII)	Assessment of progress on regional integration in Africa
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Section 18 Economic and social development in Africa

891 (XLV)	Accelerating regional integration and boosting intra-African trade	934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
907 (XLVI)	Industrialization for an emerging Africa	960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
914 (XLVII)	African regional integration index		
922 (XLVII)	Industrialization for inclusive and transformative development in Africa		

Deliverables

18.79 Table 18.4 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.4

Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	2	3	2
1. Report on the session of the Committee on Regional Cooperation and Integration on levelling the playing field for intra-African investment with a view to sharing best practices among member States	1	–	1	–
2. Updates on the status of international and intra-African trade for the Committee on Regional Cooperation and Integration	1	1	1	1
3. Report on the status of the implementation of the Vienna Programme of Action for the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	–	3	–
4. Meeting of the Committee on Regional Cooperation and Integration	3	–	3	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	7	4	7
5. Project on boosting intra-African trade through enhancing the capacity of member States and regional economic communities to increase the African share of international trade	1	1	1	1
6. Project on accelerating the African trade integration agenda through ratification and effective implementation of the Agreement Establishing the African Continental Free Trade Area	–	1	–	1
7. Project on capacity-building for inclusive and equitable African trade arrangement	1	1	1	1
8. Project on deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area	–	1	–	1
9. Fellowship programme for enhancing the capacity of young African scholars in the areas of industrialization, investment, regional integration, trade and markets	1	–	–	1
10. Project on the trade model	–	1	–	1
11. Project on operationalization of the Agreement Establishing the African Continental Free Trade Area: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	–	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
12. Project on the opportunities created by the African Continental Free Trade Area for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	–	1	1	–
Seminars, workshops and training events (number of days)	5	10	10	10
13. Training programme on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic and intermediate trade modelling and advanced trade modelling	5	10	10	10
Publications (number of publications)	3	3	2	3
14. Publication on a common investment area in the continental free trade area: policy options towards levelling the playing field for intra-African investment	1	1	1	1
15. Publication on assessing regional integration in Africa	1	1	–	1
16. Publication on revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
Technical materials (number of materials)	4	3	1	4
17. Electronic guides on investments	1	–	–	1
18. Studies and policy briefs on topical international and intraregional trade issues	1	1	1	1
19. Topical issue report on the African Union integration agenda	1	1	–	1
20. Policy briefs, guidelines and toolkits on industrialization in Africa	1	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services in response to the needs expressed by all 54 member States and regional or subregional cooperation groups in the context of the New Partnership for Africa's Development (NEPAD) and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; analytical support for the Vienna Programme of Action; maintenance of the Observatory on Regional Integration in Africa.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communication materials on regional integration and trade; information kits on the activities of the African Trade Policy Centre; high-level policy dialogue on trade.				
Digital platforms and multimedia content: maintenance of the observatory on regional integration in Africa.				

Subprogramme 3

Private sector development and finance

Objective

- 18.80 The objective, to which this subprogramme contributes, is to enhance the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, to improve land-tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure, energy and services, and agriculture.

Strategy

- 18.81 To contribute to the objective, the subprogramme will provide advisory services and technical assistance to member States to implement the 2014 Malabo Declaration on Accelerating Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods and associated frameworks. In collaboration with other United Nations entities and strategic partners, the subprogramme will address the impacts of the COVID-19 pandemic on food security and agriculture. It will produce knowledge products with policy recommendations and offer advisory services and

technical assistance to member States in regionally integrated agricultural value chains, agricultural financing, climate change management, other risks and agribusiness and agro-industrial development. The subprogramme will convene member States and other stakeholders with a view to advocating adoption of the recently endorsed African Union guidelines on the development of regional agricultural value chains and the continental agribusiness strategy and providing technical assistance to member States in this regard.

- 18.82 The subprogramme will further support member States in implementing the African Union Declaration on Land Issues and Challenges in Africa, in particular by improving women's tenure security to meet the target set by the Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of the African Union Commission. The target is to allocate 30 per cent of land rights to women by 2025. The subprogramme will also provide technical capacity and training on applying the African Union guidelines on large-scale land-based investments to promote responsible land-based investments in support of agriculture and infrastructural development.
- 18.83 The subprogramme will support efficient, equitable and sustainable private sector participation in infrastructure and create an agribusiness environment conducive to crowding in private capital sector financing. Furthermore, the subprogramme will provide technical assistance to overcome tenure insecurity and gender biases and youth marginalization in land and property rights systems. The subprogramme will support member States in making progress towards Sustainable Development Goals 1 and 5 by facilitating equal rights to ownership and control over land and property.
- 18.84 The subprogramme will continue to support member States and market participants in exploring investment and co-investment opportunities in infrastructure, real estate, and other sectors in close cooperation with pension funds, asset management firms, private equity and financial institutions. The subprogramme will also provide technical assistance and disseminate best practices to member States with a view to identifying priority growth sectors and developing and implementing policies, strategies and programmes that will improve their competitiveness, attract investment and stimulate entrepreneurship. The programme will also support member States in developing and deepening their domestic debt markets as a sustainable method of mobilizing additional resources for development financing needs. Deepening domestic debt markets will also allow Governments to maintain fiscal stability and reduce their debt burden and reliance on foreign debt borrowing that puts economies under strain, in particular for countries exposed to currency risks.
- 18.85 The subprogramme will promote women's economic and financial empowerment by supporting African women entrepreneurs and fund managers in developing an innovative financing platform that will help crowd in capital and promote the growth of women-owned or women-led companies. By leveraging these innovative financing instruments, the subprogramme will support member States in making progress towards Goals 1, 5, 8, 9, 11 and 17.
- 18.86 The subprogramme will further continue to work with the African Union Commission, the African Union Development Agency, the African Development Bank and regional economic communities in operationalizing priority plan II of the Programme for Infrastructure Development in Africa, assisting with technical analysis. In particular, transport and energy and African infrastructure have been affected by the COVID-19 pandemic, as travel restrictions had impacts on the global supply chain and the manufacture of energy products. The subprogramme will support the development of home-grown solutions for Africa. Accordingly, it will step up its work with member States, regional partners and international organizations in developing and disseminating regulatory tools and frameworks, along with best practices in public-private partnership models that attract private sector participation and investment in energy infrastructure. Furthermore, in collaboration with international partners and regional entities, the subprogramme will continue to advocate private capital support for existing and new rail projects in Africa, owing to the importance of rail as a cheaper, more efficient, safer and environmentally friendly mode of transport. This advocacy will include encouraging member States to ratify the Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters specific to Railway Rolling Stock, which facilitates increased and cheaper finance from the private sector to support much-needed new rolling stock procurement. Furthermore, the subprogramme will provide policy advisory services and

technical assistance to member States on the implementation of the single African air transport market and efforts to improve road safety in Africa and to digitalize the continent's transport sector.

- 18.87 The subprogramme plans to support member States on issues related to COVID-19 by collaborating with strategic partners in ensuring that the deliverables contribute to enhancing the capacity of member States to provide viable and sustainable post-COVID-19 pandemic solutions enabling African economies to build back better. By providing advisory services and technical assistance to the member States in developing resilient transport infrastructure and services, the subprogramme will contribute to building the continent's capacity for a rapid response to health and economic crisis, such as those triggered by the COVID-19 pandemic.
- 18.88 The above-mentioned work is expected to result in:
- (a) Improved standing of Africa in the global business environment rankings by promoting the role of the private sector and facilitating its investments in agriculture, energy, infrastructure and other sectors of the economy;
 - (b) Improved competitiveness, productivity, value addition and trade in agricultural goods and services through the development of regional agricultural value chains in line with the appropriate African Union guidelines and continental agribusiness strategy;
 - (c) Improved policy and regulatory reforms and effective land administration through the conduct of research and analysis, dissemination of best practices, advocacy and provision of technical assistance to member States in accordance with the African Union framework and guidelines on land policy in Africa and the guiding principles for large-scale land-based investments in Africa;
 - (d) Enhanced accessibility of credit in contexts where land can be used as collateral, and strengthened ability of women to enter into agricultural contracts in mutually beneficial land-based investment models;
 - (e) Reduced inefficiencies and expenditure of time and money on securing land and other property rights, in particular the issuance of certificates and title deeds to facilitate lending;
 - (f) Climate conducive to improved access to markets and a diversified investors' base with an increased appetite for domestic currency debt markets;
 - (g) Innovative strategies to mobilize capital both domestically and internationally (through venture capital, private equity, and impact investment), with the potential to scale up and ensure an economic impact;
 - (h) Implementation of an increased number of energy projects by member States and the attainment of the strategic programme direction, in particular, the implementation of innovative financing for infrastructure for the transformation of Africa, advocacy of the African position at the global level and the development of regional responses;
 - (i) Deepened regional integration and enhanced intra-African trade, in the context of the Agreement Establishing the African Continental Free Trade Area and Agenda 2063, through reduced transport costs resulting from the implementation of good quality cross-border transport infrastructure projects;
 - (j) Enhanced connectivity and reduced cost of air transport in Africa in the context of the single African air transport market, thereby creating jobs and contributing to the continent's economic development;
 - (k) Increased efficiency of the African rail sector, including through cheaper finance from the private sector to support rolling stock procurement;
 - (l) reduced road fatalities and injuries and cost of road crashes to African economies.
- 18.89 The planned support on issues related to COVID-19 is expected to result in:

- (a) Implementation by member States of COVID-19 recovery action plans at the national and regional levels, in particular for the African aviation and logistics sectors;
- (b) Survival, recovery and sustainability of the transport, logistics and energy sectors from the adverse impact of the pandemic.

Programme performance in 2020

- 18.90 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased resilience of agriculture and food systems in response to COVID-19

- 18.91 As a result of COVID-19, gross domestic product (GDP) growth in Africa is estimated to have contracted by 1.8 percentage points in 2020, causing the continent's first recession in 25 years. Those in vulnerable situations, in particular, the landless, day labourers, female-headed households and small-scale producers and enterprises, have been hard hit. The number of those who live in extreme poverty is expected to have increased by 29 million, adding to the nearly 450 million persons living on under \$1.9 per day. The food security impact of COVID-19 could be further aggravated by economic shocks, including commodity price declines, low export demand, low local consumption, drought and other phenomena, such as locust invasions.
- 18.92 In its awareness of the extreme uncertainty about the path, duration, magnitude and impact of the pandemic on African economies, the subprogramme has committed itself, along with partners, including Afreximbank and the African Union Commission, to a series of emergency interventions to assist African countries in developing a rapid response to the supply and policy gaps in food and critical medical items needed to combat the COVID-19 pandemic in Africa. To this end, the subprogramme has provided technical assistance to Afreximbank to develop and establish a food security component within the jointly established Pandemic Trade Impact Mitigation Facility to help African countries to manage the food security implications of the COVID-19 pandemic. The subprogramme has further provided technical assistance to member States in the development of bankable projects. To identify priority countries for intervention and an optimal operation modality for the Facility's food security component, the subprogramme convened a series of stakeholders meeting, including major players in African agriculture.

Progress towards the attainment of the objective, and performance measure

- 18.93 The above-mentioned work contributed to the objective, as demonstrated by the Government of Guinea receiving, within the food security component of the Pandemic Trade Impact Mitigation Facility, a trade credit of \$14 million furnished to the country's Chamber of Agriculture. The allocated trade credit is intended to strengthen the Guinean post-COVID-19 recovery and resilience programme, which aims to ensure food security through the rapid boosting of agricultural productivity and production by securing imports of agricultural inputs such as seeds, pesticides and fertilizers (see table 18.5).

Table 18.5
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Technical guide for the development of land policy developed and the Agricultural Policy Act reviewed to mainstream land governance in Guinea, informed by the African Union guidelines on large-scale land-based investments	Technical guide for policy and legislative reform approved and endorsed by the Government of Guinea as a basis for policy review, to provide an enabling environment for land-based agricultural investments	Government of Guinea received, within the food security component of the Afreximbank Pandemic Trade Impact Mitigation Facility, a trade credit of \$14 million furnished to the Chamber of Agriculture to mitigate the impact of the COVID-19 pandemic on agriculture and food security

Impact of COVID-19 on subprogramme delivery

- 18.94 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled workshops in selected African member States. These workshops were aimed, first, at strengthening the capacity of African regulators and investors to tackle issues and procedures related to the development of capital markets; and, second, at enhancing the capacity of African policymakers and insurance practitioners in respect of policies, tools and practice for risk modelling in the agricultural insurance sector in Africa. The subprogramme postponed a number of deliverables, including workshops for curricula development and review to be held with universities in Liberia and South Sudan; a policy dialogue with vice-chancellors on enhancing the quality of land governance training and research programmes in Africa; and training on the application of African Union and United Nations guidelines and instruments to improve land governance. There was also a delay in several other outputs due to the necessity to reprogramme, including the study report and policy briefs on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa; the report on challenges and opportunities relating to agro-industrial park development in Africa; the report on the assessment of potential for enhancing agriculture and weather index insurance in Africa; and the launch of the Africa regional overview of food security and nutrition. The quality of these reports may be affected as primary data collection was not possible because of travel restrictions.
- 18.95 At the same time, however, the subprogramme identified new activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely to enhance the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, to improve land tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure, energy and services, and agriculture. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 18.96 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: strengthened business environment for private sector investments in energy and infrastructure development⁵

Programme performance in 2020

- 18.97 The subprogramme has applied the new regulatory review methodology and tool to assess the readiness of 11 African countries for private sector investments in the energy sector. In partnerships with the African Union Commission, the African Development Bank and the African Union Development Agency, the subprogramme also assisted regional economic communities and member States in identifying priority infrastructure projects that will be supported by the Programme for Infrastructure Development in Africa until and including 2030. It also developed a common African strategy to engage with external partners in infrastructure investment. The subprogramme provided technical advisory services on energy project finance in Angola, Eritrea and Ethiopia. All these interventions, in particular support in the regulatory assessment of the electricity sector in 11 countries and advisory services in Angola, Eritrea and Ethiopia, strengthened the energy planning units in these countries. The subprogramme also undertook activities to address the financing of and improve efficiencies in the transport sector. Furthermore, the subprogramme responded to the COVID-19 pandemic and produced several deliverables that assess the pandemic's impact on the aviation industry, African ports, cross-border trade protocols, the introduction of cashless transport services and the energy sector.
- 18.98 The above-mentioned work contributed to the institution by 11 member States of energy planning units in their respective line ministries and government agencies, which exceeded the planned target of 10 member States reflected in the proposed programme budget for 2020. In addition, nine countries (Angola, Ethiopia, Ghana, Kenya, Mauritania, Morocco, Rwanda, South Africa and Zambia) pledged in validation meetings to have off-grid (mini-grid) units within their energy ministries to address rural electrification.

Proposed programme plan for 2022

- 18.99 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include developing methodologies and tools to assist countries in improving energy regulations to enhance private sector investment in the energy sector, and also to instigate a continental approach that would be endorsed by the African Union Assembly. The subprogramme plans to review regulatory frameworks with a focus on the impediments along the different parts of the energy value chain that continue to prevent investments (namely, transmission and distribution, and off-grid energy) with a view to providing member States with options and possible ways of surmounting these impediments. The expected progress is presented in the updated performance measure below (see table 18.6).

Table 18.6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
One member State instituted an energy planning unit in its respective line ministry/government agency	Three member States instituted energy planning units in their respective line ministries/government agencies	• Eleven member States instituted energy planning units in their respective line ministries/government agencies	• Eleven member States institute energy planning units in their respective line ministries/government	Of the 16 countries that validated the regulatory review, 5 adopt the continental framework on private sector investments in the energy sector

⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
		• Nine countries (Angola, Ethiopia, Ghana, Kenya, Mauritania, Morocco, Rwanda, South Africa and Zambia) pledged in validation meetings to have off-grid (mini-grid) units within their energy ministries to address rural electrification	agencies (achieved in 2020) ^a • Seven additional countries (Cameroon, Côte d'Ivoire, Egypt, Mozambique, Senegal, Seychelles and Uganda) strengthen their power sector planning for private sector investments, including mini-grids	

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: enhancing investment in energy infrastructure through land policy reforms⁶

Programme performance in 2020

- 18.100 The subprogramme has developed a regulatory methodology that investigates the effectiveness of the electricity sector policy and regulatory frameworks to attract private investments. The methodology tool takes on the investor's perspective and investigates fundamental policy and regulatory elements which constitute an enabling framework for scaling up investments in new electricity infrastructures. Given the growing demand for agriculture, energy and infrastructure on the one hand, and the underlying structural challenges preventing the growth of these crucial sectors on the other, the subprogramme promoted land governance frameworks that improve conditions for land-based investments conducive to inclusive private investments. This included development of a mapping tool to map opportunities for land-based investments with application in Malawi. The tool supports the negotiation of land deals for agriculture and biofuels, and also the exploration and extraction of oil, gas, and geo-thermal resources, the harnessing of hydrological, wind, and to some extent solar power. The subprogramme also provided capacity-building to the relevant member States' institutions in the application of the African Union framework and guidelines on land policy in Africa and the guiding principles for large-scale land-based investments in Africa.
- 18.101 The above-mentioned work contributed to the regulatory review of the power sector by 10 member States (Angola, Cameroon, Ethiopia, Ghana, Kenya, Mauritania, Senegal, Seychelles, South Africa and Zambia), which exceeded the planned target of eight reflected in the programme budget for 2021.

⁶ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Proposed programme plan for 2022

- 18.102 The subprogramme will continue the work related to the planned result, in line with its mandate. In contributing to further progress towards the objective, the subprogramme will ensure the harmonization of power sector regulatory frameworks with land policies to speed up the implementation of transformative projects. Even if power sector regulations are in effect, poor land governance and the resulting high transaction costs of securing rights, poor land use and environmental management hamper the growth of the energy sector. The subprogramme will therefore identify specific gaps in policy, legal and legislative frameworks and provide technical assistance to effect changes in land and energy strategies and frameworks to reduce the loss of land and social dislocation of local communities in the context of land-based investments for energy and, in particular, to prevent potential disruption to food systems and production, to reduce environmental degradation and to mitigate the effects of climate change. In 2022, the subprogramme will build on the knowledge generated in 2021 to develop guidelines that will form the basis for reforms in the energy and land sectors, in particular the harmonization of policies and legislation and programmes to promote energy and related infrastructural investments. The expected progress is presented in the performance measure below (see table 18.7).

Table 18.7

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
—	—	Ten countries reviewed their power sector regulatory frameworks and identified non-energy barriers affecting their implementation	Four countries (out of eight) align their land policies with the energy sector	Three additional countries harmonize land and energy policies and strategies

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased access to financing for infrastructure development through public private partnerships**Proposed programme plan for 2022**

- 18.103 The infrastructure gap in Africa is massive and constitutes one of the primary reasons that many African countries may not achieve the Sustainable Development Goal targets. There are significant infrastructure gaps in the energy, transport (rail, maritime, road and air), water and information and communications technology sectors. The African Development Bank estimates the continent's infrastructure needs at between \$130 billion and \$170 billion per year, with a financing gap ranging from \$68 billion to \$108 billion per year. It is also expected that the COVID-19 pandemic will seriously affect investments in infrastructure, as African Governments prioritize saving lives by focusing on investments in the health and sanitation sector. It is also widely acknowledged, however, that infrastructure development would be at the core of post-pandemic recovery strategies, as infrastructure is the primary catalyst for economic development and trade.

Lessons learned and planned change

- 18.104 The lesson for the subprogramme was that it did not anticipate the growing demand by member States for ad hoc and time-sensitive technical support on transport and energy financing, in particular

in the context of the COVID-19 pandemic. In applying the lesson, the subprogramme will leverage and build on partnerships with African regional and continental organizations, relevant United Nations agencies, and specialized institutions worldwide involved in the continent's infrastructure development. It plans to strengthen stakeholders' capacities to use private-public partnership models as a means of generating innovative financing and infrastructure development in support of industrialization in selected African countries, namely: Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia.

Expected progress towards the attainment of the objective, and performance measure

- 18.105 This work is expected to contribute to the objective, as demonstrated by three countries harmonizing their private-public partnership framework with national laws and adopting international tools and standards in private-public partnership and six countries reaching North-South and South-South cooperation agreements for project development and technology transfer (see table 18.8).

Table 18.8
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia)	North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, and Malawi, Uganda and Zambia)	North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia)	- Private-public partnership frameworks in six countries are harmonized in line with countries' private-public partnership laws - At least three countries implement North-South and South-South private-public partnerships in infrastructure projects	- At least three countries adopt international tools and standards in private-public partnerships - North-South and South-South cooperation agreements for project development and technology transfer in six target countries

Legislative mandates

- 18.106 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	66/195 67/215	Agricultural technology for development Promotion of new and renewable sources of energy
65/146	Innovative mechanisms of financing for development	70/198	Agricultural technology for sustainable development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development	74/299	Improving global road safety

Economic and Social Council resolutions

2014/11 Follow-up to the International Conference
on Financing for Development

Economic Commission for Africa resolutions

819 (XXXI) Promotion of energy resources development and utilization in Africa 921 (XLVII) Agricultural transformation for an industrialized Africa

877 (XLIII) Towards realizing a food-secure Africa

Deliverables

18.107 Table 18.9 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to attaining the objective stated above.

Table 18.9

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	–	1	–
1. Reports for the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1	–	–	–
2. Reports for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	–	1	–
3. Reports for the Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	1	–	–	–
Substantive services for meetings (number of three-hour meetings)	–	–	–	3
4. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	–	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	1	12	15
5. Project on tracking progress in achieving Sustainable Development Goal 7 on access to affordable and clean energy in Africa	1	–	1	1
6. Project on improving the competitiveness of key economic sectors and enhancing the role of the private sector in economic transformation	1	–	1	–
7. Project on strengthening the capacity of selected African countries to structure and issue social and development impact bonds and other related innovative financing instruments	1	–	1	1
8. Project on land governance through the Network of Excellence on Land Governance in Africa	1	1	–	–
9. Project on enhancing investment in energy, infrastructure and services through land policy reforms	–	–	1	1
10. Project on strengthening the capacity of member States, regional organizations and institutions of higher learning to implement the African Union Declaration on Land Issues and Challenges in Africa	–	–	1	1
11. Project on the implications of infrastructure on the African Continental Free Trade Area (infrastructure-trade linkages)	–	–	1	1
12. Project on African infrastructure and digitalization (transport and energy)	–	–	1	1
13. Project on strengthening the capacity of member States to develop sound domestic debt markets	–	–	1	1

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
14. Project on regional infrastructure development in Africa (high-speed rail project)	–	–	1	1
15. Project on road safety	–	–	1	1
16. Project on the African transport policy programme	–	–	1	1
17. Project on a single African air transport market	–	–	1	1
18. Pilot project on enhancing environment/opportunities for land-based investments in agriculture and agribusiness	–	–	–	1
19. Project to support women's land tenure security and entrepreneurship through policy, legal and institutional reforms and mainstream gender in land and agriculture	–	–	–	1
20. Technical assistance to build institutional capacity for the development and rolling out of a supervision and monitoring mechanism of COVID-19 debt relief initiatives and debt consolidation programmes	–	–	–	1
21. Technical assistance to build capacity and understanding of repo markets among African regulators and market stakeholders	–	–	–	1
Seminars, workshops and training events (number of days)	37	16	23	40
22. Training on application of the energy mix model and planning to promote energy mix	10	–	10	10
23. Training on the application of African Union and United Nations guidelines and instruments to improve land governance in Africa	10	9	5	10
24. Training on ways and means of strengthening the capacity of African regulators and investors on issues and procedures related to the development of capital markets	2	–	2	–
25. Training on agribusiness development, including modelling and mapping of investment opportunities to enhance the capacity of African policymakers and the private sector	10	7	–	10
26. Training on how to strengthen the capacity of African policymakers and insurance practitioners about policies, tools and practices for risk modelling in the agricultural insurance sector in Africa	5	–	5	5
27. Workshop on financial technology, financial regulations and non-payment systems	–	–	1	–
28. Training on policy harmonization and private sector development to promote regional value chains and trade in agriculture	–	–	–	5
Publications (number of publications)	4	4	5	9
29. Review of the regulatory framework for private sector investment in the energy sector	–	–	1	–
30. Review of the public-private partnership frameworks in Africa	–	–	1	1
31. Private sector financing of rolling railway stock	–	–	1	1
32. Study of the socioeconomic benefits of a single African sky system	–	–	–	1
33. Economic Report on Africa	1	–	–	–
34. Study report on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa	1	–	1	–
35. Report on agro-industrial park development in Africa: challenges and opportunities	1	–	–	–
36. Publication on land policy in Africa	1	4	1	1
37. Rethinking infrastructure development in Africa in the COVID-19 era	–	–	–	1
38. Land, agriculture and investment in infrastructure development: issues and options	–	–	–	1

Section 18 Economic and social development in Africa

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
39. Compendium of best practices in land use consolidation in support of land-based investments in agriculture	–	–	–	1
40. Assessment of capacity needs and skills gaps in support of capacity dev programmes for the development of value chains and agro-industries	–	–	–	1
41. Compendium of best practices in land-based investment that promotes youth enterprises and agribusinesses	–	–	–	1
Technical materials (number of materials)	8	1	7	7
42. Technical material on the competitiveness index for capital markets	1	–	1	–
43. Technical material on a framework for promoting regional value chains in Africa	–	–	–	1
44. Policy brief on energy access for the high-level political forum	1	–	1	1
45. Technical material in support of the Agenda 2063 continental high-speed railway programme	1	–	1	1
46. Technical material in support of the Programme for Infrastructure Development in Africa, its steering committee meetings and the Programme for Infrastructure Development in Africa Week	1	–	1	1
47. Policy briefs and profiles on land-based investment opportunities for agriculture and agribusiness	1	–	1	1
48. Report on assessing the legal, institutional and policy frameworks for the effectiveness of banking sector supervision	1	–	1	–
49. Report on assessment of the potential for enhancing agriculture and weather index insurance in Africa	1	–	1	–
50. Africa regional overview of food security and nutrition	1	1	–	1
51. Guidelines for the development of agro-industrial parks	–	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to three universities in three countries on the review of curricula on agriculture and land governance in Africa; advice to four member States on policy, legal and institutional reforms to support women's land tenure security and entrepreneurship; advice on mainstreaming gender in land and agriculture; promotion of the regional transport policies and programmes such as: the Yamoussoukro Decision, the single African air transport market, the Programme for Infrastructure Development in Africa and the Africa Transport Policy Programme; implementation of the African Union Road Safety Charter; promotion of road safety in all member States, upon request, in Africa; advice to member States on the issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa; advice to member States on issuance of the Sustainable Development Goal 7 bond to accelerate access to clean and affordable energy in Africa; promotion of private sector investment in railway equipment; organization of the African financial summit on the margins of the National Association of Securities Professionals; convening of the Annual Pension and Financial Services Conference; convening of a conference on land policy in Africa; holding of high-level policy dialogues and other events on the margins of relevant platforms; a policy dialogue to facilitate the establishment of a consortium of pension funds in African member States; annual retreat and infrastructure investment workshop for African and United States investors; annual meetings of the Programme for Infrastructure Development in Africa steering committee; and organization of Programme for Infrastructure Development in Africa Week; advocacy of crowd funding of renewable electricity capacity in Africa and strengthening and upgrading of transmission systems on the continent; advice to three member States in developing regional agricultural value chains in accordance with the African Union framework and guidelines for such chains and in mainstreaming land governance issues in agriculture; convening of the Africa business forum, the multi-stakeholder platform on land and investments (the Forum for African Traditional Leaders, civil society platforms and regional economic communities); convening of high-level policy forums to advocate on behalf of youth in such areas as agribusiness and employment.

Database and other substantive digital materials: toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa; interactive map on large-scale land-based investments.

D. Communication deliverables

Outreach programmes, special events and information materials: communication materials on energy infrastructure, competitiveness index for capital markets issues; information on land-based investment opportunities for agriculture and agribusiness, on agriculture and agribusiness and on mapping investment opportunities (including agro-industrial parks).

Subprogramme 4 Data and statistics

Objective

- 18.108 The objective, to which this subprogramme contributes, is to strengthen the production, dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making.

Strategy

- 18.109 To contribute to the objective, the subprogramme will develop the capacity of member States by providing technical assistance on newly developed methodologies, tools and techniques in censuses and surveys, while also mainstreaming geospatial information technology and other new innovations and technologies in all relevant stages of statistical processes, including exploring the use of big data and non-traditional data sources, based on the latest applied research. To this end, the programme will support African national statistical systems in transforming their data governance and management methods by digitalizing the data collection, compilation and dissemination process for statistical areas, including censuses and civil registration systems. To improve the availability of harmonized statistics, the subprogramme has created and maintains updated databases, which are accessible for public use. The data are updated regularly, ensuring that the most current data disaggregated by location are available on topics such as African economies, demographics, social indicators, environment and other statistics. The subprogramme also plans to provide training and to make platforms available for the exchange of best and promising practices among member States and their respective statistical agencies.
- 18.110 The subprogramme will step up communication about and advocacy of the use of statistics and geospatial information through national celebrations of African Statistics Day, the engagement of social media, and the design and distribution of communication and advocacy materials.
- 18.111 The subprogramme also plans to provide training and technical assistance in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure with related integrated geospatial information frameworks.
- 18.112 Given the impact of the COVID-19 pandemic on national statistical systems, there is an urgent need to transform and modernize the statistics-gathering mechanisms in Africa in order to track progress in respect of the 2030 Agenda, Agenda 2063 and national development plans. To build forward and better and ensure the resilience of national statistics systems, the subprogramme plans to provide member States with technical assistance in the transformation and modernization of their national statistics systems. The subprogramme will also assist national efforts to fast-track the development of a continental strategy for a geospatial response to the COVID-19 pandemic. Technical assistance will be provided to member States.
- 18.113 The above-mentioned work is expected to result in:
- (a) Enhanced capacity and further efficiency in the collection of comparable and harmonized statistics at various levels of disaggregation and improved statistical operations, including the conduct of censuses and surveys; the compilation of administrative statistics and building of fundamental geospatial datasets;
 - (b) Enhanced monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063 by reducing data gaps of indicators on both agendas;
 - (c) Improved uptake and use of innovative tools and technologies for statistical operations in national statistical systems;

- (d) Improved uptake of data and statistics and geospatial information management, closer collaboration between components and stakeholders of the national statistical systems and better coordinated geospatial data infrastructures;
- (e) Increased resilience of national statistical systems;
- (f) Increased commitment, investment and ownership of the processes of the production, analysis, dissemination and use of statistics and spatial information;
- (g) Improved data collection approaches and methodologies, processing, analysis and dissemination of timely data by national statistical systems using modern methods.

Programme performance in 2020

- 18.114 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased capacity for conducting accurate and efficient censuses

- 18.115 Censuses and civil registration systems are important sources of the demographic and socioeconomic data required to measure progress on the 2030 Agenda and Agenda 2063. Population and housing census data are indispensable to effective development planning and the monitoring of demographic, socioeconomic and environmental trends, policies and programmes, and are crucial for the research and analysis of social and economic trends. Census results coupled with other sources of data are necessary for the formulation of policies affecting economic and social development, in particular at lower administrative levels and for special population subgroups.
- 18.116 The subprogramme has provided technical assistance for the collection of data through censuses and civil registration. The subprogramme developed an application for use by countries during digital census preparations that automatically uploads the correct software and maps on to each tablet and ensures distribution of these tablets to the right enumeration area. This significantly reduces the risk of error and the amount of work (and hence cost) involved in preparing the tablets for the census, while also speeding up the process. It also established a tablet-sharing programme among countries as part of efforts to promote South-South cooperation. The subprogramme also developed reusable electronic dashboards for increased quality control during fieldwork procedures that make it possible, in real time, to monitor the progress made and the quality of enumeration. In addition, the subprogramme launched an online ECA Price Watch Centre, to take part in the Africa debate on public policy relating to the impact of the inflation rate on economies. The subprogramme further provided technical assistance to member States in the modernization and transformation of their national statistical systems. In addition, the subprogramme commenced the provision of assistance to countries in developing 2030 Agenda and Agenda 2063 data portals for reporting and monitoring purposes.

Progress towards the attainment of the objective, and performance measure

- 18.117 The above-mentioned work contributed to the objective, as demonstrated by the fact that all Sustainable Development Goal indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators. A notable improvement has also been observed in data availability in African countries. In addition, the number of Sustainable Development Goal indicators for which there are no data for any of the African countries has been reduced to 52. Nineteen countries have more than 160 indicators with data. The countries with fewer than 125 indicators with data, namely Libya (107), Eritrea (113), Somalia (122) and South Sudan (124), need support in gathering more data to monitor their progress towards the Sustainable Development Goals (see table 18.10).

Table 18.10
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
	• All Sustainable Development Goal indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators • 79 indicators with no data for any of the African countries	• All indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators • 52 indicators with no data for any of the African countries
No country with data for more than 160 indicators	• No country with data for more than 160 indicators	• 19 countries with data for more than 160 indicators

Impact of COVID-19 on subprogramme delivery

- 18.118 Owing to the impact of COVID-19 during 2020, the subprogramme had to postpone technical services on censuses as some countries suspended their preparations for these. In addition, work on the United Nations Legal Identity Agenda was postponed to 2021 in three countries: Ethiopia, Guinea and Senegal. Technical advice for some major surveys was halted as countries cancelled or postponed their surveys. Because of the pandemic, technical assistance and advisory missions were suspended, and therefore the timeline of related projects was delayed or postponed. These included advisory missions on such issues as national strategies for the development of statistics, censuses, the consumer price index, GDP rebasing, supply and uses tables, and trade in value added. The subprogramme further postponed technical assistance missions, which had been scheduled in response to requests by member States for statistical capacity-building. The COVID-19 pandemic has heavily affected the timely implementation of the convening function of the subprogramme. Most of the intergovernmental and expert group meetings have been deferred to 2021, although there was need for such direct contacts to follow up on arrangements for the implementation of global issues and matters of interest for Africa and member States. Most of the planned training and awareness-raising activities have been affected by the COVID-19 pandemic. For instance, capacity development workshops were postponed or cancelled for Central Africa, Southern Africa and North Africa.
- 18.119 At the same time, however, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme developed strategies for maintaining the registration of life-cycle vital events under the lockdown. The subprogramme further articulated ground-level support to assess the impact of the COVID-19 pandemic on the activities and operations of national mapping authorities in Africa to develop an Africa geoportal dedicated to COVID-19 with a gallery and story maps about the Africa geographic information system (GIS) community response. It further conducted research on the emergency mapping of hotspots and mobility patterns of COVID-19 in communities in Africa for improved decision-making and produced a policy guideline on the perspectives of a holistic strategy for a geospatial response to COVID-19 in Africa. In addition, the subprogramme explored new methods and alternative approaches to the consumer price index and the provision of online technical assistance and identified new partners to support national statistical systems in their efforts to ensure resilience. It also developed guidelines and tools for countries planning to conduct e-censuses and surveys.

Planned results for 2022

- 18.120 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: improving national data availability for reporting on the Sustainable Development Goals⁷**Programme performance in 2020**

- 18.121 The subprogramme has supported countries in undertaking censuses and improving their civil registration systems, which are prerequisites for measuring performance against the population-related Sustainable Development Goals and will improve the availability of data on the Goals. The subprogramme strengthened member States' capacities to produce and use timely statistical data, information and services for evidence-based decision-making in Africa. The subprogramme also assisted more than 15 countries in developing statistical strategies linked to other national information infrastructures as part of national, regional and global agendas.
- 18.122 The above-mentioned work contributed to the reduction of data gaps for the monitoring and reporting of indicators of the Sustainable Development Goals and targets of Agenda 2063 in 20 member States, which exceeded the planned target of 15 member States reflected in the proposed programme budget for 2020.

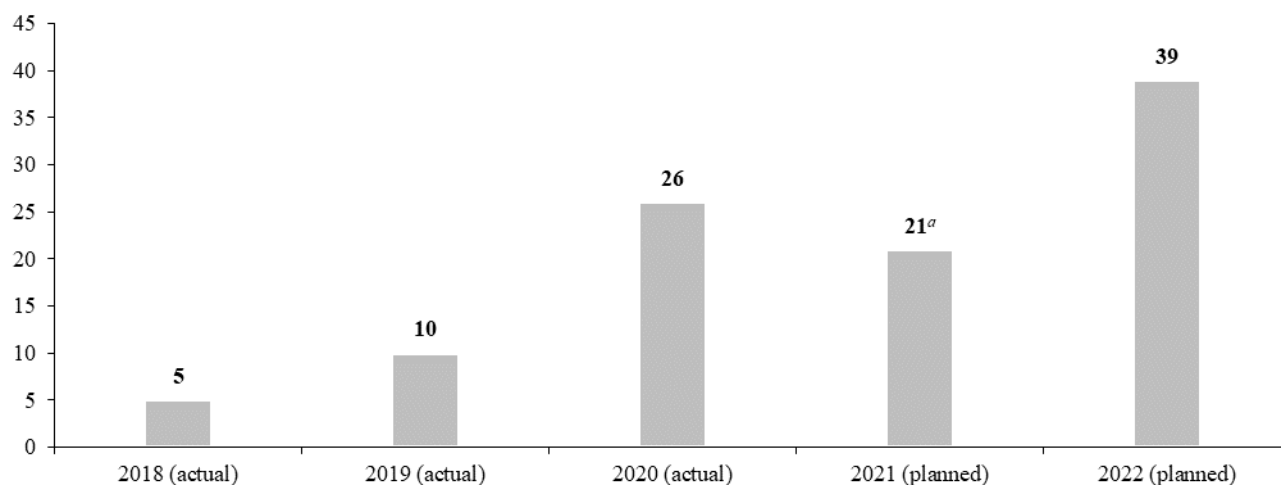
Proposed programme plan for 2022

- 18.123 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will provide technical assistance to countries undertaking censuses in 2021 and 2022. The subprogramme will further continue to develop integrated geospatial information frameworks to support countries in developing spatially enabled government services and mainstreaming geospatial information technologies into statistical data collection, processing, analysis and dissemination. In addition, the subprogramme will improve the quality and coverage of economic and environment statistics in member countries to facilitate reporting on the 2030 Agenda and Agenda 2063. The expected progress is presented in the performance measure below (see figure 18.VIII).

⁷ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Figure 18.VIII

Performance measure: total number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: increasing visibility through civil registration and good legal identity⁸

Programme performance in 2020

- 18.124 The subprogramme has been working with countries to build integrated and interoperable civil registration and identity management systems, including the development of tools that guide the building of resilient systems. Furthermore, the subprogramme has conducted capacity-building initiatives for national experts on how to strengthen their civil registration systems.
- 18.125 The above-mentioned work contributed to an increase to four of the number of countries registering at least 50 per cent of births within 24 months, which met the planned target reflected in the programme budget for 2021.

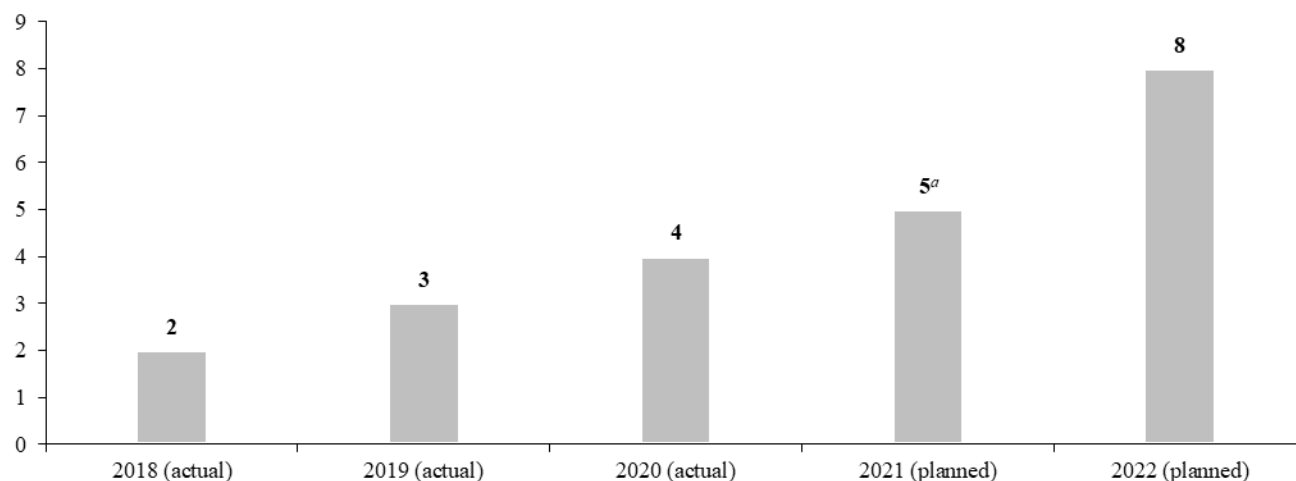
Proposed programme plan for 2022

- 18.126 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will assist countries with digitalizing and decentralizing their civil registration systems. It will do so by promoting the use of mobiles phones for birth and death notifications. The expected progress is presented in the performance measure below (see figure 18.IX).

⁸ As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Figure 18.IX

Performance measure: total number of countries that register at least 50 per cent of births within 24 months (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced capacities of member States to develop and implement integrated geospatial information frameworks

Proposed programme plan for 2022

- 18.127 The subprogramme has been providing assistance to member States in developing their geospatial policies and resources. At this juncture, there is a growing need to explore and develop possible mechanisms for geospatial information, infrastructure and policies to be embedded more holistically within the subprogramme's technical assistance and knowledge-sharing services, and their subsequent implementation in African countries. Many countries have already taken steps to develop their national spatial data infrastructures. The integrated geospatial information framework is forming a new and emerging data architecture for sustainable development in which collaborative information systems that are comprehensive and coordinated are able to provide evidence on the state of places, people, events and activities, and to deliver timely information necessary for citizens, organizations and Governments to build accountable actions and make informed and evidenced-based decisions. For example, the use of earth observation and spatial data for water resources management enables water authorities to assess and monitor water quantity and quality, on a regular basis, at local, national and regional scales. Such information is critical to achieving the Sustainable Development Goals nationally.

Lessons learned and planned change

- 8.128 The lesson for the subprogramme was that it needed to focus more on supporting member States with spatial data collection, management and dissemination and access to policies in development information strategies and plans, since the needed data for informed decision-making were not always available. In applying the lesson, the subprogramme will help member States to work towards national integrated information systems through the formulation of appropriate frameworks, guidelines and methodologies which can be piloted and implemented within and across countries and regions for enhanced decision-making on spatial planning, land management and other matters. The subprogramme envisages a joint vision to assist member States to take practical actions to bridge the geospatial digital divide in the implementation of national strategic and development priorities and the 2030 Agenda. In the context of the COVID-19 pandemic, the subprogramme will facilitate

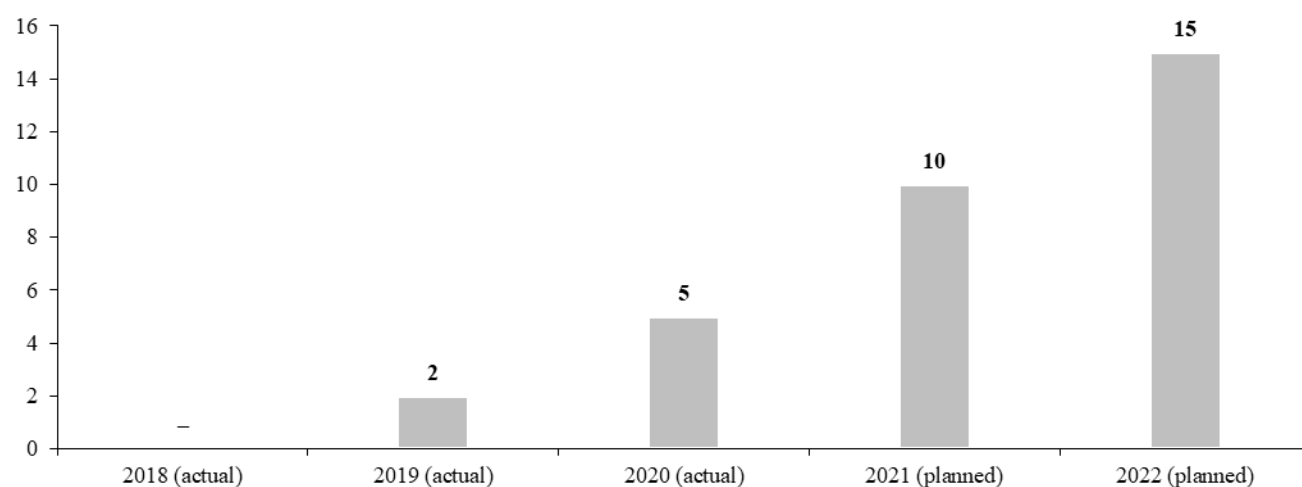
the use of telecommunications and other technological means to communicate with and support the work of the country teams in the field.

Expected progress towards the attainment of the objective, and performance measure

- 18.129 This work is expected to contribute to the objective, as demonstrated by a cumulative number of 15 countries developing and implementing national action plans on an integrated geospatial information framework (see figure 18.X).

Figure 18.X

Performance measure: total number of countries developing and implementing national action plans on an integrated geospatial information framework (cumulative)



Legislative mandates

- 18.130 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282	World Statistics Day
69/266	A global geodetic reference frame for sustainable development		

Economic and Social Council resolutions

131 (VI)	Co-ordination of cartographic services of specialized agencies and international organizations	2013/21	Fundamental Principles of Official Statistics
476 (XV)	International co-operation on cartography	2015/10	2020 World Population and Housing Census Programme
2011/24	Committee of Experts on Global Geospatial Information Management	2016/27	Strengthening institutional arrangements on geospatial information management

Economic Commission for Africa resolutions

849 (XL)	Statistics and statistical capacity-building in Africa	911 (XLVI)	Statistics and statistical development
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa	931 (XLVIII)	Data revolution and statistical development
		758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development

Deliverables

18.131 Table 18.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.11

Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	6	7	–	7
1. Report on statistical capacity development to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
2. Report on the implementation of the 2008 System of National Accounts to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
3. Report on progress in population and housing censuses to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
4. Report on the implementation of civil registration and vital statistics to the Conference of African Ministers Responsible for Civil Registration	1	1	–	1
5. Report on the state of gender and social development statistics to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
6. Report on the integration of geospatial and statistical data to the Statistical Commission for Africa at its seventh and eighth meetings	–	1	–	1
7. Report on the geospatial information management to the Regional Committee of United Nations Global Geospatial Information Management for Africa at its sixth and eighth meetings	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	16	–	8	12
8. Meeting of the Statistical Commission for Africa	8	–	–	1
9. Conference of African Ministers Responsible for Civil Registration	–	–	8	–
10. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	8	–	–	8
11. Advisory expert group meeting on national accounts	–	–	–	1
12. Expert group meeting on environmental statistics	–	–	–	1
13. Expert group meeting on environmental-economic accounting	–	–	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	1	20	16
14. Project on the agricultural statistics initiative	1	–	1	1
15. Project on the health statistics initiative	1	–	1	1
16. Project on the energy statistics initiative	1	–	1	1
17. Project on the data warehouse	1	–	1	1
18. Project on the employment statistics initiative	1	–	1	1
19. Project on development of a trade in value added database for Africa – World Bank trust fund for statistical capacity-building	1	–	1	1
20. African programme on gender statistics	1	–	1	1
21. African programme on population and housing censuses	1	–	1	1
22. Project on the establishment of a digital identity platform for Africa	1	–	1	1
23. Project on developing geospatial information services in support of the implementation and tracking of the Sustainable Development Goals	1	–	1	1

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
24. Project on strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1	—	1	1
25. Project on guidelines for the implementation of the integrated geospatial information framework	—	—	1	1
26. Project on the Global Strategy to Improve Agricultural and Rural Statistics – phase II	1	—	1	1
27. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1	1	1	1
28. Development of a data science campus	1	—	1	1
29. Project on support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	—	1	—
30. Fellowship programme for young African scholars to build their capacity in data and statistics	1	—	4	1
Seminars, workshops and training events (number of days)	65	9	55	17
31. Workshop on statistical data exchange system for national statistical offices	5	—	5	1
32. Training on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	—	5	1
33. Workshop on modernizing statistical systems in Africa for the leaders and managers of national statistical offices	5	—	5	5
34. Workshop on population and housing censuses and progress towards the 2020 population and housing censuses for experts and managers of national statistical offices and planning commissions	5	2	5	1
35. Regional workshops on gender statistics for experts in national statistical offices and line ministries	10	—	10	1
36. Workshops on civil registration and vital statistics for experts of national ministries responsible for the production of civil registration and vital statistics data	5	5	5	1
37. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistical offices	10	—	—	1
38. Training of trainers on economic statistics and national accounts for national statistical offices and ministries of finance	5	—	5	1
39. Training workshop on methods of environmental statistics and environmental economic accounting for national agencies responsible for the compilation of environmental economic accounts	5	—	5	1
40. Workshop on geospatial datasets for monitoring Sustainable Development Goals for national mapping agencies and statistical offices	5	—	5	1
41. Training workshops on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	—	5	1
42. Training workshops on the development of national action plans on the integrated geospatial information framework for national mapping agencies	—	2	—	1
43. Training workshops on geospatial knowledge infrastructure with innovative geospatial responses and solutions for a post-pandemic recovery	—	—	—	1
Technical materials (number of materials)	4	1	4	4
44. African regional geospatial databases, online services and geoportals	1	—	1	1
45. African atlas of spatial statistics	1	—	1	1
46. Africa data revolution report	1	—	1	1
47. African Statistical Yearbook	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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C. Substantive deliverables

Consultation, advice and advocacy: technical advice on civil registration and vital statistics, on the 2022 round of population and housing censuses for member States in Africa and on Sustainable Development Goal indicators.

Advice to the annual meetings of the Committee of Directors General of National Statistics Offices of the African Union, African Statistical Coordination Committee, Statistical Commission, consultative meeting on strengthening and harmonization of economic statistics in Africa; high-level forums on global geospatial information management.

Technical assistance to member States in the implementation of civil registration frameworks and systems; the implementation and revision of national strategies for the development of statistics; digitalization and the integration of data science initiatives; survey methodology and coordination of the national statistical system and statistical legislation (including administrative data systems and other sources); and to national statistical offices on the application of data dissemination and exchange systems; consultation with member States and regional stakeholders for the validation of data for the African Statistical Yearbook; advocacy of the adoption of strategies and methodologies by member States and regional bodies to make official statistics open by default; advice on the development and management of civil registration and vital statistics strategic plans; production and dissemination of gender statistics; advocacy to strengthen the gender data focal point network, advocacy to strengthen population and housing censuses; advice on the adoption and technical implementation of the 2008 System of National Accounts in Africa by member States.

Technical assistance to five member States in developing integrated geospatial information frameworks at national and regional level; technical assistance in the establishment of national and regional spatial data infrastructure; technical assistance in the integration of geospatial and statistical information, the implementation of the African Geodetic Reference Frame, the development of fundamental themes and standards for geospatial datasets; and technical assistance and advisory services in the implementation of global and regional initiatives and programmes (African Space Agency, Group on Earth Observations, African initiative under the Global Earth Observation System of Systems (AfriGEOSS), Global Monitoring for Environment and Security programme, Regional Centre for Mapping of Resources for Development, African Regional Institute for Geospatial Science and Technology; Digital Earth Africa and others).

Database and other substantive digital materials: ECA statistical data portal ECASStats; geospatial databases, online application, services and platforms; Africa GeoPortal.

D. Communication deliverables

Outreach programmes, special events and information materials: celebration of African Statistics Day; annual Africa Symposium on Statistical Development with some 300 participants; Africa statistics flash; Africa statistics pocketbook; launch of facts and figures on African and major world economies and of advocacy materials on African Statistics Day; Geographic Information System Day.

Digital platforms and multimedia content: Executive Statistics Monitor mobile application.

Subprogramme 5 Technology, climate change and natural resources management

Objective

- 18.132 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, through the strengthened capacity of member States to harness new technologies and innovation, natural resources and the green and blue economy, and to enhance climate resilience.

Strategy

- 18.133 To contribute to the objective, the subprogramme will support member States in the formulation and implementation of national and regional policies to build a sound scientific, technological and industrial base through, first, policy research on new technologies and innovation and data-driven decisions; second, the convening of peer learning, dialogue and consensus-building platforms on science, technology and innovation, digital transformation methodologies and frameworks; and, third, technical assistance to member States. The work will further assist member States in making progress towards Sustainable Development Goals 8 and 9.

- 18.134 The subprogramme will conduct policy research and provide technical support to member States on extractives-led productive linkages, as these linkages can help to drive economic development and diversification through direct and indirect economic benefits in the extractive industry value chain. The subprogramme plans also to provide technical advisory services and technical support to member States in the design and implementation of mineral policies, strategies and plans that are aligned with the principles of the Africa Mining Vision. This will be complemented by peer learning and dialogue on lessons learned and good practices through the convening of policy dialogues and expert group meetings on extractives-led productive linkages and on optimal policies and strategies that include consideration of environmental, social and gender issues and that are aligned with the Africa Mining Vision.
- 18.135 The subprogramme will conduct training for policymakers, experts and practitioners and increase country-level technical assistance to strengthen knowledge, skills, tools and technologies to design and implement strategies and programmes to achieve sustainable growth in the context of sustainable development and poverty eradication. The training and in-country technical assistance will be supported by workable options and good practices identified through policy research and analysis of sustainable growth pathways. This will assist member States in making progress towards the achievement of Goals 1, 2 and 15. The subprogramme will continue to convene regional platforms, in particular the Africa Regional Forum on Sustainable Development, jointly with other ECA subprogrammes and in collaboration with the African Union Commission, the African Development Bank and the United Nations system.
- 18.136 The subprogramme will conduct assessments of living species, geomorphological analysis and the mapping of floors of water bodies, including underground waters, in general, and oceans, in particular. The subprogramme will also provide tailor-made and targeted training to policymakers on the different perspectives and sectors of the blue economy and on the multisectoral approach necessary to develop the capacity and skills for negotiation and better representation in forums at all levels. It will also support sustainable planning, policy formulation and governance on the blue economy in line with the Africa Blue Economy Strategy by providing technical advisory services to the African Union Commission, regional economic communities and intergovernmental organizations, and also to pilot with member States the formulation of strategic policy frameworks on the blue economy using the methodology provided in the Blue Economy Policy Handbook as adapted to the needs and expectations of specific beneficiaries, contributing to attainment of Goal 14.
- 18.137 The subprogramme will, first, conduct policy research and analysis to build the climate resilience of African economies, societies and ecosystems to reduce their vulnerability to disaster; and, second, broaden advisory services and technical assistance and provide training and tools to build human and institutional capacities in countries in support of policy coherence and the integrated implementation of climate actions, while supporting member States with modelling of the economic impacts of climate change, and the development of strategies and approaches for accelerating private sector investments for the implementation of for nationally determined contributions and the achievement of Goal 13 and other related goals, including Goal 7 on clean and affordable energy. Furthermore, the subprogramme will formulate new narratives and guidance on climate change and development and will convene dialogues, in collaboration with regional entities and development partners, to critically examine and explore the opportunities and geopolitical complexities of climate change and its implications for the development of Africa.
- 18.138 The subprogramme plans to support member States on issues related to COVID-19 by strengthening the capacity of Africa for a sustainable recovery from the pandemic and raise awareness on the links between climate change, economy, and health issues, including pandemics, while supporting member States with options for the prioritization of stimulus plans for green recovery from the pandemic for better outcomes. The subprogramme will engage in building the capacity of member States to generate the workforce needed to assess, maintain, develop and produce health technologies, and will also promote investment in innovations focusing on COVID-19. These efforts will be supported by ongoing work on building human capital and innovation through education, competitions and design schools for innovators. Furthermore, the subprogramme will contribute to

publications geared towards building back better after the COVID-19 pandemic, in particular in relation to just transitions from fossil fuels to renewable energy. In this regard, adjustments will be made to the work being undertaken on mining-related issues to take into consideration the impact of COVID-19 on this particular sector.

18.139 The above-mentioned work is expected to result in:

- (a) Improved public services, encouraging private sector investments in new and emerging technologies to foster the transition to innovation and digital economy; to encourage the uptake of emerging domestic and foreign-owned technologies and the development and strengthening of platforms for interactions between academic, industrial and business sectors and the government; and to stimulate commitment to low-emission and low-carbon growth and the development and deployment of frontier and appropriate technologies;
- (b) Inclusion by natural resource-rich African countries of economic linkages between the natural resources sector and other sectors and diversification in their policies and strategies;
- (c) Alignment of policies and strategies with the principles of the Africa Mining Vision, to encourage the consideration of environmental, social and gender issues, and to include mineral-based industrialization;
- (d) Expanded uptake of effective policies and good practices, generating strong and common regional positions for the advocacy of international support for sustainable growth, poverty eradication and sustainable development;
- (e) Improved knowledge of the blue economy in Africa, and better designed, more integrated and effective policy frameworks on the blue economy at subregional and national levels and sustainable African blue economy initiatives at national, subregional and continental levels;
- (f) Adoption and implementation by countries of strategies and programmes to transition to sustainable growth;
- (g) Robust development policies, strategies and plans that capitalize on the challenges posed by climate change to the transition to low-emission and low-carbon climate-resilient economies;
- (h) Attainment of common positions and the effective means of implementation of climate responses that capitalize on the continent's abundant natural resources, including its vast renewable resources (energy, water, marine and other resources) with a view to its inclusive and sustainable development;
- (i) Increased private sector investments in the implementation of the Sustainable Development Goals.

18.140 The planned support on issues related to COVID-19 is expected to result in revised nationally determined contributions that are streamlined with national development frameworks, plans and programmes and sustainable recovery from COVID-19, climate resilience and increased awareness of the link between climate change and health.

Programme performance in 2020

18.141 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Digital transformation to accelerate economic diversification

18.142 In collaboration with subprogramme 4, the subprogramme supported several member States in the development of digital transformation strategies and the launch of digital platforms to enhance transparency in government procurement and information-sharing in the context of COVID-19. Emerging technologies such as digital, advanced materials (nanotechnology), advanced energy technologies, in particular renewables, and biotechnologies are central to economic diversification,

achieving inclusive and equitable growth in a sustainable manner. The subprogramme launched new initiatives in emerging technologies with a special focus on national and institutional policies and strategies and building human capital in artificial intelligence, nanotechnology and health technologies, and pharmaceutical chemistry and manufacturing.

- 18.143 In collaboration with the African Union Commission and other partners, the subprogramme has successfully contributed to the development of the digital transformation strategy for Africa, endorsed by the African Union Executive Council at its thirty-sixth ordinary session. Through various activities, the subprogramme has supported several member States in implementing key pillars of the strategy. For example, in Kenya, technology is positioned as a key enabler in meeting the Government's development blueprint, the Big Four Agenda, comprising food security, universal health coverage, affordable housing and manufacturing. The subprogramme supported the development and adoption of the Kenyan digital economy project, an ambitious initiative aimed at bridging the digital divide in the country. In addition, it provided advice on the development of the Huduma Halisi citizen feedback platform, a digital identity scheme that enables Kenyan citizens to provide feedback with the use of their mobile phones on their engagement with the various public services. In Ethiopia, the Government launched an e-commerce pilot project to improve access of small enterprises to the digital marketplace, in line with the innovation pillar of the African digital transformation strategy. In Cameroon, implementation of the digital transition focused on the expansion of the broadband infrastructure and the increase in telecommunications traffic, while implementation of the Africa Communication and Information Platform for Economic and Health Action in the Congo enhanced the capability of the government to communicate and interact with the citizenry in mitigating and managing the socioeconomic impacts of the COVID-19 pandemic.

Progress towards the attainment of the objective, and performance measure

- 18.144 The above-mentioned work contributed to the objective, as demonstrated by the adoption of a digital transformation strategy by the African Union Commission, implementation of the Africa Communication and Information Platform in the Congo, the launch of an e-commerce pilot project in Ethiopia, and the establishment of the Huduma Halisi digital platform in Kenya (see table 18.12).

Table 18.12

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	• African Union adopted a Digital Transformation Strategy • Africa Communication and Information Platform for Economic and Health Action launched in the Congo • Launch of e-commerce pilot project in Ethiopia • Digital platform established in Kenya for interaction between citizens and government services (Huduma Halisi)

Impact of COVID-19 on subprogramme delivery

- 18.145 Owing to the impact of COVID-19 during 2020, the subprogramme changed many of its in-person meetings to online consultations. These included the five country case studies (Cameroon, Côte d'Ivoire, Kenya, South Africa and Zambia) and one regional study on unleashing the potential of the private sector to drive green growth and job creation. Online consultations made it possible to finalize voluntary local review reports for Ngora district in Uganda; and the cities of Harare and Victoria Falls in Zimbabwe. Field visits in the context of the Sustainable Development Goal 7 initiative were no longer possible, and participating Governments were invited to provide the information themselves. In addition, the subprogramme's plan to carry out a training event on inclusive green economy and monitoring and evaluation for Zimbabwe was changed from face-to-face to an online format.
- 18.146 The Goal 7 initiative, launched at the third Africa Business Forum in February 2020, included a plan for field visits to target countries to identify key assets to be structured for potential private sector financing. A number of countries could not be visited because of COVID-19 constraints. Activities that had to be postponed included the convening of expert group meetings for the consolidation and validation of a methodological framework for nationally determined contributions. The subprogramme's plan to co-host Africa Climate Week with the United Nations Framework Convention on Climate Change and other partners was also put on hold as a result of the pandemic, while preparations to co-host the ninth Conference on Climate Change and Development in Africa with Cabo Verde have significantly slowed down. The change in priorities and reduced responsiveness at national level caused deliverables such as the revision of nationally determined contributions to fall behind schedule.
- 18.147 At the same time, however, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely the production of knowledge products on climate change and development after the pandemic. A technical paper on climate change and development in Africa after the COVID-19 pandemic was drafted. Two digital platforms for the pooled procurement of medical supplies for curating and sharing information on COVID-19 were developed. A number of these deliverables have been moved online or followed a hybrid format that includes online and face-to-face interactions.

Planned results for 2022

- 18.148 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: climate resilience integrated in national sustainable development plans in Africa⁹

Programme performance in 2020

- 18.149 Over the course of 2020, the subprogramme engaged in preparatory work to support three focus countries (Liberia, Malawi and Zimbabwe) and the Economic Community of West African States (ECOWAS) in revising their nationally determined contributions. In partnership with the African Academy of Sciences, the subprogramme continued to guide research on development planning by 20 climate research grantees spread across Africa. The subprogramme also initiated the drafting of an implementation plan for the five-year Climate Research for Development in Africa initiative.
- 18.150 The subprogramme further organized or co-organized six workshops and forums to support member States in their climate change interventions and efforts to realize the Sustainable Development Goals. In partnership with the African Union, and together with subprogramme 6, the subprogramme drafted an African climate strategy and a gender and climate change strategy for Africa. The subprogramme, in collaboration with the Department for Economic and Social Affairs and the United

⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Nations Development Programme (UNDP), supported the Government of Ethiopia through the Ministry of Water, Irrigation and Energy and the Planning and Development Commission in training key staff on integrated climate, land, energy and water systems modelling to support sectoral policy priorities of the country's third ten-year growth and transformation plan. A similar approach was advanced and is in progress in Cameroon in collaboration with the Ministry of Planning. The subprogramme, in collaboration with subprogramme 3, continued implementation of the Goal 7 initiative for Africa with ongoing support for mobilizing private sector investments for clean energy in Ethiopia, Senegal and South Africa.

- 18.151 The above-mentioned work contributed to the integration of climate change effects into national development plans by four member States (Cameroon, Ethiopia, Liberia and Zimbabwe), which did not meet the planned target of six member States reflected in the proposed programme budget for 2020. This is because the revision work in Malawi was impeded by the re-run of the presidential elections in that country.
- 18.152 Furthermore, the above-mentioned work also contributed to increased learning by and capacity of member States to integrate climate change into development policies and plans, through implementation of the Climate Research for Development in Africa initiative in 20 countries, which exceeded the planned target of six countries equipped with tools for review and reporting expertise to integrate nationally determined contributions into their national development plans reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 18.153 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will ramp up its support to member States in the implementation of their updated nationally determined contributions, and to prepare contributions to the 2023 global stocktake of the Paris Agreement, covering mitigation, adaptation, loss and damage, and means of implementation. The expected progress is presented in the performance measure below (see table 18.13).

Table 18.13
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
- Establishment of the African nationally determined contributions hub for coordinated support for implementation of nationally determined contributions - Report on coherence and readiness of African nationally determined contributions	At least three countries review and report on the level of integration of nationally determined contributions in their national development plans	- Four member States integrate the effects of climate change into their national development plans (Cameroon, Ethiopia, Liberia and Zimbabwe) - Increased learning and capacity of member States to integrate climate change into development policies and plans, through implementation of the Climate Research for	At least three countries implement updated post-2020 nationally determined contributions	- At least four additional countries implement updated post-2020 nationally determined contributions - Increased analytical capacity of member States in preparation for the 2023 Paris Agreement global stocktake - Three countries with increased analytical capacity and tools to integrate climate resilience in investments in

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
		Development in Africa initiative		climate-sensitive sectors

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: increased investment in climate action in Africa¹⁰

Programme performance in 2020

- 18.154 The subprogramme, in collaboration with the Office of the Executive Secretary and subprogramme 3, launched the Sustainable Development Goal 7 initiative to support several member States in their efforts to mobilize investments, in particular from the private sector, to address the increasing need for access to adequate, secure and reliable energy services, with initial pilots in Angola, Ethiopia, Mozambique, Rwanda and Senegal. These countries were assisted with investment advisory services to start the identification of possible clean energy projects that could be supported. Initiatives included possible green bonds in South Africa, a renewable energy and energy efficiency fund in support of the Sovereign Fund of Senegal (FONSIS) for up to seven countries in West Africa, and advisory services to Ethiopia to support and mobilize refinancing for the government utility Ethiopian Electric Power.
- 18.155 The above-mentioned work contributed to private sector investment frameworks in clean energy actions under the Goal 7 initiative in three countries (Ethiopia, Mozambique and Rwanda), which met the planned target of three countries revising their nationally determined contributions reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 18.156 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include support to member States in increasing the scale and speed of private sector participation in the implementation of their nationally determined contributions. The expected progress is presented in the updated performance measure below (see table 18.14).

Table 18.14
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
—	Ten countries engaged in the Goal 7 initiative	Private sector investments in clean energy actions under the Goal 7 initiative in three countries (Ethiopia, Senegal and South Africa)	At least five countries revised their nationally determined contributions	At least eight countries engage in the private sector in the implementation of nationally determined contributions

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹⁰ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Result 3: increased resilience through channelling resources to respond to the COVID-19 pandemic and climate change

Proposed programme plan for 2022

- 18.157 The subprogramme finalized a framework providing policy and investment options to ensure that stimulus measures are optimally directed towards recovery from the immediate impacts of the COVID-19 pandemic while also building resilience and responding to climate change. The framework underlines opportunities for member States to adopt low-emission and low-carbon development pathways which maximize job creation and gross value added in their economies. The need for this analysis is framed within the African Green Stimulus Programme adopted by the African Conference of Ministers of Environment in January 2021. It also provides a framework for interventions to implement the Africa Blue Economy Strategy and the African Union strategy on digital transformation, and to build continental resilience to climate change.

Lessons learned and planned change

- 18.158 The lesson for the subprogramme was to recognize the increased demand expressed by member States, through the adoption of the African Green Stimulus Programme, for analysis and assessment on the impact of sustainability-oriented investments as a vehicle for responding to the economic aftermath of the COVID-19 pandemic and providing a basis to build climate resilience. In applying the lesson, the subprogramme will use its research function to identify recovery options for African States to build forward better from the pandemic. It will further analyse in detail the investment options for at least four member States and roll out the blue economy toolkits to support the African Union Blue Economy Strategy in two East African countries in 2021 and two additional countries in 2022. The blue economy toolkit supports member States in accounting for their natural blue economy capital, and consequently identifying potential nature-based interventions to build climate resilience and create jobs (for example through eco-tourism and sustainable fisheries) in line with the objectives of the African Green Stimulus Programme.

Expected progress towards the attainment of the objective, and performance measure

- 18.159 This work is expected to contribute to the objective, as demonstrated by at least two countries implementing initiatives to secure finance for a climate-resilient green and blue economic recovery (see table 18.15).

Table 18.15

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Two countries (Rwanda and Seychelles) developed policy options for a climate-resilient blue economy pathway	At least four countries develop policy options including investments for a climate-resilient green and blue economic recovery	At least two countries implement initiatives for such purposes as securing finance for a climate-resilient green and blue economic recovery

Legislative mandates

- 18.160 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

62/8	Overview of United Nations activities relating to climate change	72/228	Science, technology and innovation for development
64/206	Promotion of new and renewable sources of energy	73/327	International Year for the Elimination of Child Labour, 2021
66/288	The future we want	74/301	New Partnership for Africa's Development: progress in implementation and international support
75/217	Protection of global climate for present and future generations of humankind		

Economic and Social Council resolutions

2017/22	Science, technology and innovation for development
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Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa	901 (XLV)	Africa Regional Forum on Sustainable Development Promoting an innovation society for Africa's social and economic transformation
819 (XXXI)	Promotion of energy resources development and utilization in Africa		
884 (XLIV)	Climate change and sustainable development in Africa	919 (XLVII)	Green economy and structural transformation in Africa
887 (XLIV)	Enhancing science and technology for development in Africa	930 (XLVIII)	Africa Regional Forum on Sustainable Development

Deliverables

- 18.161 Table 18.16 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.16

Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	3	4	4
1. Report on the Africa Regional Forum on Sustainable Development to inform the high-level political forum on sustainable development	1	1	1	1
2. Report to the Africa Regional Forum on Sustainable Development and to the Conference of Ministers on new technologies and innovation for the transformation of Africa and implementation of the Sustainable Development Goals	1	1	1	1
3. Report to the Africa Regional Forum on Sustainable Development on the inclusive green economy in the context of structural transformation and sustainable development in Africa	1	1	1	1
4. Report on climate change, environment and natural resources management for sustainable development	1	—	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	11	14
5. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	8	8	8	8
6. Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	—	—	—	6
7. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	—	—	3	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	17	10	7	13
8. Project on strengthening the capacity of member States in green growth to advance inclusive and resource-efficient economic diversification and sustainable development	1	1	1	1
9. Project on strengthening the capacity of member States to participate in the supply chains of natural resources	1	1	1	1
10. Technical support for selected member States in reviewing and improving their mineral-led local content, policies, legal and regulatory frameworks	2	1	–	1
11. Project on strengthening the capacity of member States on blue economy to advance inclusive and resource-efficient economic diversification and sustainable development	1	1	1	2
12. Technical support for experts and policymakers on the inclusive blue economy and structural transformation	1	–	–	1
13. Project on strengthening the inclusive blue economy in the context of structural transformation and sustainable development	2	2	–	–
14. Technical support for the Africa Regional Forum on Sustainable Development in the area of the blue economy in preparation for the high-level political forum on sustainable development	1	–	–	1
15. Project on strengthening blue economy governance and policy implementation	1	–	–	–
16. Technical support for the elaboration of training manuals and toolkits to support the development of a blue economy policy and its implementation at the country level	1	1	–	1
17. Technical support for a research paper on the blue economy and development in Africa	1	–	–	1
18. Technical support for the preparation of the atlas and statistics on the African blue economy	1	–	–	1
19. ECA Africa Climate Policy Centre project on the weather and climate information services for Africa (WISER) programme	1	1	1	–
20. Project on strengthening capacity for climate research through the provision of grants to institutions, universities and other stakeholders to link climate research to development	1	1	1	1
21. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of the green economy in the context of sustainable development and poverty eradication, natural resources, innovation and technology in Africa	1	1	1	1
22. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of climate change and development in Africa	1	–	–	–
23. Project on climate, land, energy and water strategies	–	–	1	1
Seminars, workshops and training events (number of days)	6	10	12	14
24. Training of experts and policymakers on the green economy in the context of sustainable development and poverty eradication and structural transformation	1	–	–	1
25. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	4	2	–	5
26. Young African lawyers programme to strengthen capacity to engage in global climate negotiations	1	–	–	–
27. Organization of visit by scholars, fellowships and internships to enhance capacity in climate change, the green economy in the context of sustainable development and poverty eradication, natural resources, innovation and technology in Africa (number of fellows)	–	–	4	1
28. Policy dialogues and consultations on technology, climate change, the green and blue economies and natural resources	–	8	2	5
29. Capacity-building workshops on understanding and harnessing blue economy-related sectors	–	–	2	2
30. Capacity-building workshops on the outer continental shelf of African countries and the issue of deep-sea mining, including definition of the shelf and governance arrangements	–	–	2	–
31. Capacity development on internalized and modernized legal frameworks related to maritime law and the law of the sea at national, subregional and continental levels	–	–	2	–

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
Publications (number of publications)	5	7	10	10
32. Publication on new technologies and innovation trends in Africa	1	1	–	1
33. Publication on the inclusive green economy in the context of structural transformation and sustainable development	2	2	1	1
34. Report on African science, technology and innovation	1	1	1	1
35. Compendium of best practices for experience-sharing in support of innovation and the development of mineral-led small and medium-sized enterprises	1	1	–	–
36. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	–	–	1	1
37. Publication of research papers on climate change and development in Africa	–	2	2	2
38. Publication of policy briefs on emerging issues and trends in new technologies and innovation, climate change, the green and blue economies and natural resources	–	–	2	2
39. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	1	–
40. Blue economy publications for each African subregion	–	–	1	1
41. Continental and subregional atlases on the blue economy	–	–	1	1
Technical materials (number of materials)	20	17	9	18
42. Guidelines for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	1	1	–	1
43. Methodological guidelines for assessments guiding climate investments in ecosystems	1	–	–	–
44. Training manual and toolkits to support capacity-building of small and medium-sized enterprises in mineral supply chain development	1	1	–	1
45. Compendium of climate change experts in Africa	1	1	–	1
46. Mapping of institutions along the climate information services value chain	–	1	–	1
47. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2	2	–	2
48. Policy briefs and research papers on climate change and development in Africa	2	2	–	2
49. Policy briefs and research papers on the inclusive green economy in the context of sustainable development, poverty eradication and structural transformation	2	2	–	1
50. Technical materials on the implementation of a climate research for development platform in Africa	1	1	–	1
51. Quality analysis of climate information for a development policy, decision support and management practice programme	1	1	–	1
52. Technical materials on infrastructure and capacity for climate information services projects	2	1	–	1
53. Technical materials on strengthening climate governance and policy implementation	1	–	–	–
54. Africa climate resource platform and information service	1	–	–	1
55. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	1	–	–	1
56. Research paper on climate change and development in Africa	1	1	–	1
57. Documentation for meetings of the African Union and NEPAD in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the 2030 Agenda and Agenda 2063	2	2	–	2
58. Policy research papers on extractives-led productive linkages, value addition, increased local content and resource-driven industrialization, that consider sustainable growth, social and gender equality and women's empowerment for inclusive economic transformation	–	–	–	1
59. Continental geospatial database on the African blue economy	–	–	1	–
60. Country natural capital accounts (water accounts)	–	–	2	–
61. African regional centres of excellence in the Atlantic and Western Indian oceans	–	–	1	–
62. Framework classification and management for marine minerals and energy	–	–	1	–
63. Tools and methods for managing investments in the blue economy	–	–	1	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
64. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	1	–
65. Continental and subregional atlases on the blue economy	–	–	1	–
66. Tools for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	–	–	1	–
67. Climate change and development in Africa after the COVID-19 pandemic	–	1	–	–

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to two member States and two regional and subregional cooperation groups on the framework for a renewed United Nations-African Union partnership on Africa's integration and development agenda for 2017–2027; technical support for the secretariat of the African Peer Review Mechanism in support of country self-assessments and integration of their outcomes into national development plans and related processes; technical support and advisory services to three countries on climate change; advisory services to two countries on the green economy in the context of sustainable development and poverty eradication, natural resources; and technical support and advisory services to three countries on innovation and technology in Africa; high-level expert dialogues on science, technology and innovation with approximately 35 representatives from African countries; high-level policy event on the green economy in the context of sustainable development and poverty eradication and structural transformation in Africa with 100 participants;

African climate talks to gather inputs from around 100 African stakeholders on the continent's interests in global climate governance discourses, such as the Conference of the Parties to the United Nations Framework Convention on Climate Change; advisory services on policies and strategies on technology, innovation to two countries, the green and blue economies to two countries, climate change and natural resources management to three countries; documentation for the African Union-NEPAD meetings in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the 2030 Agenda and Agenda 2063; the African regional review of the implementation of the outcomes of the World Summit on the Information Society, with representatives of all African countries and the African Internet Governance Forum (African platform for multi-stakeholder policy dialogue on prevailing and emerging issues on Internet governance with 400 participants).

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers, briefs and information kits on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

External and media relations: press releases related to the issuance of major publications and the organization of important events on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

Digital platforms and multimedia content: update and maintenance of websites, social media and platforms on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

Subprogramme 6 Gender equality and women's empowerment

Objective

- 18.162 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States of, and their reporting on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls.

Strategy

- 18.163 To contribute to the objective, the subprogramme will undertake policy research and technical advisory services, and will convene policymakers and experts to increase knowledge, develop capacity and stimulate discussion on the mainstreaming of gender into development policies and programmes, to ensure gender-sensitive development outcomes. Specifically, the subprogramme plans to build on the costing exercise for the attainment of Sustainable Development Goal 5, which

will form part of the findings of the 2021 *African Women's Report*, and also the work on women's entrepreneurship and harnessing demographic dividends. Furthermore, the subprogramme will provide support to the various subprogrammes and implementing divisions across ECA, in mainstreaming gender into the deliverables that they provide to member States.

- 18.164 The subprogramme will provide technical support to member States to measure progress and report on the status of implementation of their national programmes and policies related to their global and regional commitments. Specifically, the subprogramme plans to build on the results of the African Gender and Development Index, and also on the findings and recommendations of the African women's leadership report. Furthermore, the subprogramme will roll out the Index in the remaining countries that have not yet implemented the index.
- 18.165 This work will assist member States in their progress towards achieving Goal 5 on gender equality and the empowerment of women and girls. In addition, the work is expected to have positive impacts towards achievement, both direct and indirect, of a number of other Goals, including Goals 1, 2, 3, 4, 8, 10, 11, 13 and 16.
- 18.166 The subprogramme plans to support member States on issues related to COVID-19 by placing greater emphasis on resilience and focusing more on the impact of exogenous shocks in addition to existing and underlying risks and vulnerabilities faced by women and girls. This will be achieved by revisiting project objectives to ensure resilient outcomes in relation to COVID-19 and other external shocks.
- 18.167 The above-mentioned work is expected to result in:
 - (a) Strengthened consideration of a gender perspective in the planning and implementation of national policies and programmes to ensure outcomes that address gender equality and women's empowerment;
 - (b) Greater policy influence and impact to respond to the defined outcomes of global and regional commitments on gender equality and women's empowerment.
- 18.168 The planned support on issues related to COVID-19 is expected to result in:
 - (a) Increased knowledge and strengthened capacities to design and develop policies that address the care economy as part of COVID-19 response and recovery;
 - (b) Greater resilience of women and girls in facing intersecting challenges and inequalities, in particular by gaining access to opportunities, services and products through digital platforms.

Programme performance in 2020

- 18.169 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Strengthened capacity of member States to report on the implementation of gender equality commitments

- 18.170 African countries have ratified various global and regional human treaties that commit them to promoting gender equality and pursue policies aimed at eliminating discrimination against women. They are committed to reporting on the measures that they have adopted to give effect to the provisions of these treaties. In the Africa regional review meeting organized by ECA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and African Union Commission, member States reaffirmed their commitment to accelerating implementation of the Beijing Platform for Action aligned with the implementation of the 2030 Agenda and Agenda 2063. The subprogramme has strengthened the capacity of member States to use the African Gender and Development Index to report on their gender equality commitments, as part of their voluntary national reviews, universal periodic reviews, reports for the 25-year review of the implementation of the Beijing Declaration and Platform for Action and in national planning. The subprogramme aligned the Index with relevant Sustainable Development Goal indicators and with relevant human rights instruments and their

provisions on gender equality and women's empowerment, replacing existing Index indicators where appropriate. It is envisaged that the use of the Index will assist member States in bringing out gender perspectives in their COVID-19 response and recovery efforts and enable policy actions that lessen the burden imposed on women and girls by the pandemic. The new proposed African Gender and Development Index indicators will encompass more health perspectives, along with other indicators related to the impacts of COVID-19 and other public health pandemics in the region.

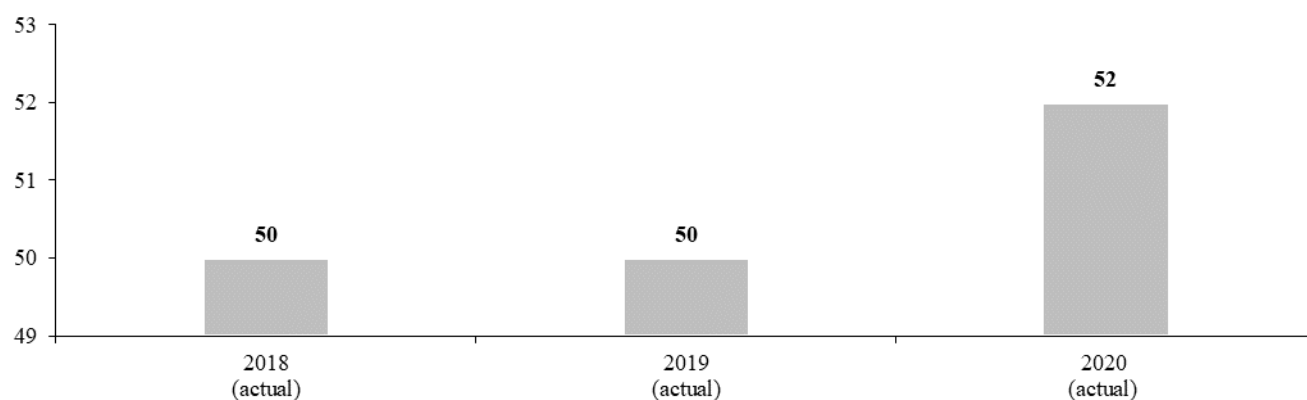
- 18.171 The subprogramme also provided technical support and consulted widely on the use of existing Sustainable Development Goal indicators and human rights instruments, in order to update the indices and methodology of the African Gender and Development Index and align it more closely with global frameworks, and ensure policy coherence and synergy with existing monitoring tools and instruments and streamlined reporting processes and procedures for member States. Furthermore, the subprogramme focused on significant gender challenges for deeper analysis, and contextualized Sustainable Development Goal monitoring and reporting to regional priorities, to enrich the existing knowledge and evidence base provided by the Index. This includes providing support to Eswatini, Ethiopia, Mauritius, Namibia and Seychelles, to use the Index to monitor and report on their global and regional commitments on gender equality.

Progress towards the attainment of the objective, and performance measure

- 18.172 The above-mentioned work contributed to the objective, as demonstrated by 52 member States implementing the African Gender and Development Index to monitor and report on their regional and global gender equality commitments (see figure 18.XI).

Figure 18.XI

Performance measure: total number of countries that have employed the African Gender and Development Index to monitor and review their commitments on gender equality (cumulative)



Impact of COVID-19 on subprogramme delivery

- 18.173 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled a number of deliverables, including a workshop on strengthening the implementation of the national strategy to institutionalize the gender approach in development in Mauritania and the provision of technical support to Botswana, the Democratic Republic of the Congo and Lesotho to mainstream gender into national policies and strategies. The subprogramme postponed a number of deliverables, including a regional workshop on harnessing the demographic dividend with a gender perspective. The subprogramme also contributed to the ECA publication “COVID-19 in Africa: protecting lives and economies”, by analysing the effects of the pandemic on women and girls. These changes had an impact on the programme performance in 2020, as specified under result 2 below.
- 18.174 At the same time, however, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. Working in collaboration

with the African Union Commission and UN-Women, the subprogramme hosted an online high-level meeting of ministers responsible for gender and women's affairs to look at post-COVID-19 pandemic recovery policies with a gender perspective. The subprogramme collaborated with the NEPAD Unit at ECA to backstop the Department of Economic and Social Affairs in organizing a series of high-level African dialogues on COVID-19. The subprogramme modified deliverables, including revision of the technical note on the demographic dividend project to incorporate regional analysis on COVID-19.

Planned results for 2022

- 18.175 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: harnessing the demographic dividend in Africa with gender equality¹¹

Programme performance in 2020

- 18.176 The subprogramme has mainstreamed gender into the deliverables of all ECA subprogrammes, including substantive analysis and their policy recommendations. For example, the subprogramme provided support to subprogramme 5 to integrate gender analysis in its climate-resilient development policies programme and provided support to subprogramme 4 in analysing the facts and figures on women in politics and decision-making in Africa for the report *The World's Women 2020: Trends and Statistics*. Furthermore, the subprogramme undertook a comprehensive analysis of the digital finance ecosystem, as part of the *African Women's Report 2020*, to identify pathways to women's economic empowerment across Africa.
- 18.177 The above-mentioned work contributed to three member States mainstreaming a gender perspective into sectoral policies, which met the planned target reflected in the proposed programme budget for 2020.

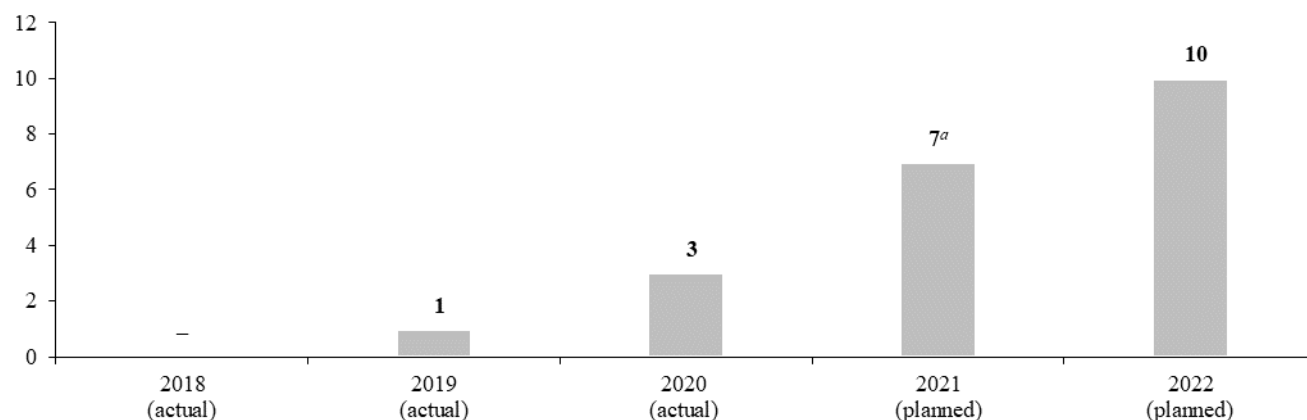
Proposed programme plan for 2022

- 18.178 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will develop an analytical report on ECA work in support of gender-sensitive sectoral policies and plans to convene a commission-wide gender forum at which divisions and subregional offices will showcase their work on gender for feedback from member States. The expected progress is presented in the performance measure below (see figure 18.XII).

¹¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Figure 18.XII

Performance measure: total number of countries adopting sector-specific policies that mainstream gender into sectoral policies (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries¹²

Programme performance in 2020

- 18.179 The subprogramme has undertaken background work on comparing costing models to assess the cost of achieving Sustainable Development Goal 5. The subprogramme also identified sectoral progress on and challenges towards achieving Goal 5 in selected countries through analysis and research undertaken as part of the African Gender and Development Index. These data will form the basis for the sectoral focus of the costing exercise. In performing this analysis and research, the subprogramme strengthened its strategic partnerships with a number of stakeholders, such as UN-Women and the Economic and Social Commission for Asia and the Pacific (ESCAP), which have developed their own methodologies for the costing of Sustainable Development Goal 5. These partnerships will support a more robust development financing perspective.
- 18.180 The above-mentioned work contributed to the implementation of the African Gender and Development Index in two member States to inform the choice of sectors to be included in the subsequent costing exercise, which did not meet the target of costing completed for one pilot country to support the scaling up of the costing model to extend across other sectors for Goal 5 reflected in the proposed programme budget for 2021. This is due to changes in programme implementation as a result of COVID-19, where the subprogramme addressed ad hoc, additional and evolving programme deliverables related to the COVID-19 response.

Proposed programme plan for 2022

- 18.181 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve and the results of the costing will feed into the implementation of the African Gender and Development Index. With its analysis, the subprogramme will further contribute to the efforts by member States to ensure better financing of gender equality and strengthened planning and monitoring processes to enhance their performance in achieving gender equality. The expected progress is presented in the updated performance measure below (see table 18.17).

¹² As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 18.17
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
African Gender and Development Index regional synthesis report, which identified gaps across economic, social and political blocs for 12 countries	African Gender and Development Index regional synthesis report and 25-year review of the implementation of the Beijing Declaration and Platform for Action, which identified priorities and challenges from 15 country analyses and 50 national reports respectively	African Gender and Development Index implemented in two member States to inform the choice of sectors to be included in the subsequent costing exercise	Costing completed for five countries to inform investments and resource allocation	Five countries identify gaps across economic, social and political blocs, and integrate costing measures into planning, monitoring and evaluation of gender equality programmes

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced capacity of member States to address gender equality in the economic and digital transformation of African countries

Proposed programme plan for 2022

- 18.182 Information and communications technology, in the form of digital technology, is key to stimulating a promising digital and information economy across Africa, creating the jobs of the future for the continent's growing youth population, engendering a critical mass of highly skilled and technically qualified personnel for the labour market and providing the tools needed to empower every African women and girl. Challenges persist, however, in the form of structural barriers to the empowerment of women and girls in harnessing the digital economy, so that they may participate in, and benefit from, inclusion in the development, use and adoption of digital technology initiatives across Africa. The COVID-19 pandemic has highlighted the essential role that digital technologies play in connecting individuals and communities, in providing access to services, including education, and in maintaining connectivity to global and local economies.
- 18.183 The subprogramme has undertaken various activities to address the growing gender-related digital divide and to narrow such gender gaps. It has developed a comprehensive report on the digital finance ecosystem, as part of the *African Women's Report 2020*, which focused on digital finance as a pathway to women's economic empowerment. The report provided an assessment of the thematic barriers and challenges to women's economic empowerment within the context of the digital ecosystem, such as the regional disparities in digital skills. The subprogramme has also compiled indices on the status of gender equality and women's empowerment across more than 40 African countries, through the African Gender and Development Index and its related research and analysis. This provides a basis for assessing the status quo on both structural and sectoral benchmarks and targets for addressing women's economic empowerment.

Lessons learned and planned change

- 18.184 The lesson for the subprogramme was that it relied heavily on workshops, expert group meetings and its convening function, together with other face-to-face interactions, to deliver its programme effectively and reach its audience. With the advent of the COVID-19 pandemic and its related restrictions and precautions, the subprogramme was made keenly aware of the limited support that

it could provide without physical engagement with member States. Furthermore, given the lack of broadband infrastructure across the continent, the use of online engagement did not offer an adequate alternative. In applying the lesson, the subprogramme will design its programme delivery in a more flexible manner, so that it can develop and disseminate its knowledge products in a more effective way, including through identifying options for the online delivery of programme elements. Programmatically, the subprogramme will identify ways to empower women through enabling technologies, in particular information and communications technology. It will also build on the digital initiatives of ECA to enhance the digital skills and the work of the Publications, Conference and Knowledge Management Division, namely on initiatives to enhance the digital skills of women and girls to close the gender digital divide.

Expected progress towards the attainment of the objective, and performance measure

- 18.185 This work is expected to contribute to the objective, as demonstrated by five African countries revising policies and programmes designed to reduce the gender digital divide (see table 18.18).

Table 18.18
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Digital finance-related information and communications technology skills of women across Africa stood at 13.7 per cent and 25.6 per cent in North Africa, compared to a global average of 20.6 per cent	- African Gender and Development Index regional synthesis report and 25-year review of the implementation of the Beijing Declaration and Platform for Action, which identified priorities and challenges from 15 country analyses and 50 national reports respectively 33 per cent of Internet users in Africa are women	<i>African Women's Report 2020</i> , which focused on digital finance as a pathway to women's economic empowerment, provided a comprehensive overview of the digital finance architecture	60 per cent of survey respondents, representing member States, have enhanced their knowledge on the gender digital divide	Five African countries revise policies and programmes designed to narrow the gender digital divide

Legislative mandates

- 18.186 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"	59/248	World Survey on the role of women in development
		65/187	Intensification of efforts to eliminate all forms of violence against women
		65/189	International Widows' Day
		70/131	Convention on the Elimination of All Forms of Discrimination against Women

Section 18 Economic and social development in Africa

70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	74/127 74/134 74/235 75/157	Violence against women migrant workers The girl child Women in development Women and girls and the response to the coronavirus disease (COVID-19)
70/176	Taking action against gender-related killing of women and girls	75/158	Trafficking in women and girls
74/126	Improvement of the situation of women and girls in rural areas	75/160	Intensifying global efforts for the elimination of female genital mutilation

Economic and Social Council resolutions

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

Security Council resolutions

1325 (2000)

Economic Commission for Africa resolutions

915 (XLVII)	New continent-wide initiative on gender equality and women's empowerment
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Deliverables

18.187 Table 18.19 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.19

Subprogramme 6: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	2	–
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	–	–	1	–
2. Issues paper on gender equality and the empowerment of women and girls theme for the Committee on Social Policy	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	1	–
3. Biennial session of the Committee on Gender and Social Development	–	–	1	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	—	2	4
4. Project on gender mainstreaming in national plans, policies and programmes in countries that request technical advisory services with emphasis on women's economic empowerment	1	—	1	1
5. Project on the role of women in post-conflict and peacebuilding to strengthen the capacity of member States to ensure women's equitable participation in decision-making	1	—	—	—
6. Project on the demographic dividend with a gender perspective to enhance the capacity of member States to harness the demographic dividend and achieve gender equality	1	—	1	—
7. Project on managing the African Women Leadership Fund to strengthen the economic empowerment of women through the growth of African women fund managers	1	—	—	—
8. Project to support member States in using the subprogramme's measurement tools to report on their gender equality commitments	—	—	—	1
9. Project on assessing the cost of achieving Sustainable Development Goal 5	—	—	—	1
10. Project on enhancing the capacity of member States to address the gender digital divide and positively reimagine a gender perspective in the economic and digital transformation of African countries	—	—	—	1
Seminars, workshops and training events (number of days)	13	3	10	9
11. Workshop on the African women's report on the theme of digital finance as a pathway to women's economic empowerment to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	1	1	4	—
12. Workshop on the Women's Entrepreneurship Report to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	5	1	2	—
13. Training on the African Gender and Development Index to support the efforts of member States to address the priority areas of policy action	5	1	2	5
14. Seminar on the role of women in post-conflict and peacebuilding work to build the capacity among target member States to enhance the participation of women in decision-making	2	—	—	—
15. Workshop on the African women's leadership report to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	—	—	2	—
16. ECA-wide gender forum at which divisions and subregional offices showcase their work on gender in support of member States	—	—	—	2
17. Workshop to review policies and programmes designed to narrow the gender digital divide	—	—	—	2
Publications (number of publications)	1	1	2	1
18. African women's report based on the continent-wide initiative for gender equality and women's empowerment to mainstream a gender perspective into sectoral policies of selected line ministries	—	—	1	—
19. Women's Entrepreneurship Report on the theme of examining the linkages between education and productive entrepreneurship to strengthen the capacity of member States to boost the productivity of women entrepreneurs	1	1	—	—
20. African women's leadership report to assess the status of women in leadership positions	—	—	1	—
21. Analytical report on ECA work in support of gender-sensitive sectoral policies	—	—	—	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
Technical materials (number of materials)	4	4	3	3
22. Operational manual on the integration of a gender perspective and demographic dividends into national planning, to enhance the capacity of member States to harness the demographic dividend through gender equality	1	1	—	—
23. Technical note on the gender and demographic dividend index to strengthen the technical capacity of target countries in their efforts to monitor progress and identify priority areas	1	1	—	—
24. Fact sheet entitled “Women in politics in Africa 2019” to raise awareness in the media and among civil society organizations and member States of the share of female parliamentarians and cabinet ministers in Africa	1	1	—	—
25. Policy research on gender issues and climate change in Africa for effective policy intervention	—	1	—	—
26. Policy brief on women’s entrepreneurship in Africa to enhance the capacity of member States to introduce innovative strategies for boosting the productivity of women entrepreneurs	1	—	—	—
27. Technical notes on the African Gender Index and the African Gender and Development Index to support African countries in measuring the gap in the status of African men and women and to assess progress made by Governments in implementing policies aimed at promoting gender equality and the empowerment of women and girls	—	—	1	—
28. Policy research on gender equality and on women’s empowerment and climate change in Africa for effective policy intervention	—	—	1	—
29. Policy research on gender and the extractive industry in Africa to connect research with the governance of artisanal and small-scale mining sector	—	—	1	—
30. Policy briefs on gender equality in the economic and digital transformation of African countries	—	—	—	3
C. Substantive deliverables				
Consultation, advice and advocacy: special event on International Women’s Day (2022) and 16 days of activism and support for the preparatory ministerial meeting, attended by 15 participants from African countries, for the Commission on the Status of Women.				
D. Communication deliverables				
Digital platforms and multimedia content: maintained and expanded knowledge platforms for information-sharing and advocacy on gender equality and women’s empowerment to deepen dialogue and policy options.				
External and media relations: press releases on the subprogramme’s website after the hosting and organization of each event and active use of the subprogramme’s social media accounts.				

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

Objective

- 18.188 The objective, to which this component contributes, is to enhance the employment creation environment in North Africa through strengthened economic diversification and regional integration and a better recognition of migrant workers’ qualifications and skills.

Strategy

- 18.189 To contribute to the objective, the component will develop macroeconomic models by using available macroeconomic data, rolling out the models and conducting simulations with ministries of finance, planning and central banks in partner countries. The component will also provide technical assistance through partnerships with statistical institutes, to strengthen countries' capacities to develop data analysis and models to quantify economic distortions and identify the public policy changes to be carried out. In addition, the component will conduct research on employment, addressing youth employment through so-called "industries without smokestacks" projects, in collaboration with the Brookings Institution, and will convene subregional workshops on best practices for job creation in North Africa, in collaboration with Oxford Economics. This work will assist member States in mitigating the impact of COVID-19 on employment and in achieving Sustainable Development Goals 4, 8 and 9.
- 18.190 The component will provide advisory services and hold subregional consultations to support member States in building their capacity and developing their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area, in partnership with ministries of trade, the African Union and the European Union. This work will contribute to the progress made by member States towards Goal 17.
- 18.191 The component will work to strengthen capacities in six African countries (Côte d'Ivoire, Mali, Morocco, Senegal, South Africa and Zimbabwe) to collect, analyse and disseminate migration-related data and enhance the recognition of skills and qualifications of African workers, to evaluate the negative impact of COVID-19 on remittances and to implement the migration-related targets of the Sustainable Development Goals and the Global Compact for Safe, Orderly and Regular Migration. The component plans to undertake an assessment of migrants' access to various services and to support member States in the implementation or improvement of migration-related policies in order to ensure the better integration of migrants so that they can contribute to economic development. This will be carried out in partnership with the Department for Economic and Social Affairs, the International Labour Organization (ILO), the International Organization for Migration (IOM) and the Office of the United Nations High Commissioner for Refugees (UNHCR). This work will assist member States in making progress towards Goals 3, 4, 8, 10, 16 and 17.
- 18.192 The component plans to support member States on issues related to COVID-19 by carrying out a detailed analysis of the structural challenges that labour markets face in North Africa in the aftermath of the COVID-19 pandemic, focusing on best practices in employment creation. The subprogramme plans to develop a road map in support of member States dealing with the effects of COVID-19 in North Africa.
- 18.193 The above-mentioned work is expected to result in:
- (a) Member States adopting evidence-based pro-employment macroeconomic policies and redirecting resource allocations towards sectors that have more economic potential in terms of productivity, competitiveness and employment and that stimulate job creation;
 - (b) Member States designing appropriate policies that foster regional integration, enhance productivity and create new jobs;
 - (c) Improved availability and use of migration statistics, and the greater recognition of skills across the continent.
- 18.194 The planned support on issues related to COVID-19 is expected to result in member States initiating projects to decrease the unemployment rate through learning from best practice in employment creation of another country.

Programme performance in 2020

- 18.195 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased policy development by member States to facilitate recovery from COVID-19

- 18.196 Many countries in the North Africa subregion were unprepared to handle a pandemic like that of the coronavirus. The consequences of the pandemic are expected to be catastrophic for millions of people in the subregion. In response to COVID-19 and to ad hoc requests from member countries, the component produced a report on the medium to long-term impact of the pandemic and suggested mitigation strategies for North Africa. The report presented a set of policy options to reduce the negative socioeconomic effects of COVID-19, examined critical sectors of economies that were affected and considered in particular the needs of people in vulnerable situations. The component also provided a separate analysis of the socioeconomic impact of the pandemic for the Government of Algeria, using the ECA macroeconomic model, notably by assessing the impact on GDP, employment, the budget deficit and the trade balance. It also prepared a report on Morocco which contributed to the development of the COVID-19 socioeconomic response plan developed by the United Nations country team.
- 18.197 The component further organized five online expert group meetings in relation to COVID-19 on the following issues: best practices in job creation in North Africa, which identified different job creation strategies to increase employment opportunities in North African countries in the context of post pandemic recovery; the potential of the African Continental Free Trade Area to mitigate the impact of COVID-19 on trade strategies in North Africa; the challenges of the post-COVID-19 pandemic era for North Africa, advocating the acceleration of crucial reforms to help the subregion to cope with and rebound from the pandemic; innovation and new technologies in North Africa in the context of COVID-19; and achieving the 2030 Agenda and 2063 Agenda in North Africa. Furthermore, the component organized a meeting on the \$100 billion initiative led by ECA to support Africa in facing the pandemic.

Progress towards the attainment of the objective, and performance measure

- 18.198 The above-mentioned work contributed to the objective, as demonstrated by two North African countries, Egypt and Morocco, adopting job creation strategies to increase employment opportunities in the context of post COVID-19 pandemic; two member States, Mauritania and the Sudan, adopting policies to limit the impact of the pandemic through the African Continental Free Trade Area and different trade strategies; and a further two member States, Algeria and Morocco, adopting policies to accelerate crucial reforms to help the subregion to cope with and rebound from the pandemic (see table 18.20).

Table 18.20
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	–	- Two North African countries, Egypt and Morocco, adopt job creation strategies to increase employment opportunities in the post-COVID-19 pandemic era - Two member States, Mauritania and the Sudan, adopt policies to limit the impact of the pandemic through the African Continental

2018 (actual)

2019 (actual)

2020 (actual)

Free Trade Area and other trade strategies

- Two member States, Algeria and Morocco, adopt policies to accelerate crucial reforms to help the subregion to cope with and rebound from the pandemic

Impact of COVID-19 on component delivery

- 18.199 Owing to the impact of COVID-19 during 2020, the component had to postpone the implementation of scoping and technical support missions to six countries and other planned activities. Those activities included the training of policymakers to design and implement suitable policies to reduce unemployment. The component also postponed major activities of the migration project, such as national and subregional workshops, country situational analysis, capacity-building and advisory services on migration data and statistical dashboards. It further had to postpone planned capacity-building on the localization of the Sustainable Development Goals in Mauritania and on the African Continental Free Trade Area in the Sudan. The component implemented a number of mitigation measures, such as promoting virtual meetings, including for the session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for North Africa, and conducted webinars wherever it was possible and useful to do so. The component postponed some activities that required the physical presence of stakeholders. These changes had an impact on the programme performance in 2020, as specified under result 1 below.
- 18.200 At the same time, however, the component identified new activities to support member States on issues related to COVID-19, within the overall scope of its objective. New and modified activities included several country analyses and analytical contributions to the socioeconomic response plan of the United Nations country team in Morocco and the organization of virtual expert group meetings on the impact of COVID-19. The modified and new deliverables contributed to the results in 2020, as specified in the emerging result above.

Planned results for 2022

- 18.201 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: strategies and policies for employment creation¹³

Programme performance in 2020

- 18.202 The component has worked on the phenomenon of jobless growth in North Africa and analysed the challenges to structural transformation and job creation. Using data from the manufacturing sector, a methodology has been developed and applied to Morocco that showed that distortions in the manufacturing sector have a significant impact on total factor productivity. The component highlighted the need to tackle distortions, boost firms' growth and unleash their job creation capacity. Furthermore, the component supported Algeria, Egypt and Mauritania in strengthening their capacity in the area of building national macroeconomic models for forecasting and policy simulation.
- 18.203 The above-mentioned work contributed to the increased capacity of 40 government officials in macroeconomic modelling, which did not meet the target of 28 policymakers trained to better assess

¹³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

the gaps in public policies and design and implement suitable policies to reduce unemployment reflected in the proposed programme budget for 2020. Owing to the impact of the COVID-19 on the economies of North African countries, the subprogramme reprogrammed its activities to build the capacity of government officials from member States to assess growth performance and make policy simulations to overcome the impact of the pandemic.

Proposed programme plan for 2022

- 18.204 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the component's work will evolve in 2022 to include the following activities: an analysis of the services sector; an analysis of the dynamic impact of distortions on the trajectories of firms in terms of employment creation; the identification of distortions impeding firms' growth; and an analysis of mechanisms that prevent job creation for the skilled youth and human capital accumulation. The component intends to extend the analysis to the rest of the Moroccan economy, Tunisia and countries where data are available. The component will continue to support member States in rolling out their national macroeconomic models, forecasting growth and assessing the impact of different macroeconomic policies. The expected progress is presented in the updated performance measure below (see table 18.21).

Table 18.21
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
–	–	Increased capacity of 40 government officials on macroeconomic modelling	56 policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment	Three countries (Algeria, Egypt and Mauritania) use the macroeconometric model developed for forecasting

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: North African countries adopt best practices for job creation¹⁴

Programme performance in 2020

- 18.205 The component is oriented towards employment creation in North Africa to tackle the long-term deficiencies in the subregion. The component has produced a report on labour markets in North Africa, reviewing structural challenges and the impact of COVID-19 and setting out a road map for the post-pandemic period. The component prepared an analysis of active labour market policies in North Africa and identified several best practices on job creation in the subregion. The component also produced an analysis of the strengths and weaknesses of the subregion facing the challenges induced by the pandemic. This analysis led to policy recommendations to tackle the consequences of the pandemic and the challenges facing employment in the short to medium term. Furthermore, the component is conducting enterprise surveys to capture the effect of the pandemic on private firms (output, employment and investment) to provide policy recommendations for the recovery from the effects of COVID-19 on the economy.

¹⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

- 18.206 The above-mentioned work contributed to the engagement of three North African countries in the development of suitable policies to reduce the negative impact of COVID-19 on employment, in particular on job creation, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 18.207 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States' efforts to mitigate the impact of COVID-19 in the labour market by designing suitable employment policies, promoting their implementation and providing a platform for regional dialogue. The expected progress is presented in the performance measure below (see table 18.22).

Table 18.22
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
–	North African countries gain interest in employment creation for sustainable development and become engaged in regional dialogue	Three North African countries (Egypt, Morocco and Tunisia) engaged in the development of suitable policies to reduce the negative impact of COVID-19 on employment	At least one country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme	An additional country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased policy design capacity of North African countries to foster regional integration

Proposed programme plan for 2022

- 18.208 Regional integration is a central process of Agenda 2063, which outlines the African development vision for the next four decades. Among the subregions of Africa, North Africa has the lowest degree of integration and regional integration has the potential to increase GDP by 3 per cent in North Africa. The component has supported member States in studying global value chains and formulating African Continental Free Trade Area national strategies in Algeria and Mauritania. The component has increased member States' knowledge of regional integration and its expected impact on the subregion.

Lessons learned and planned change

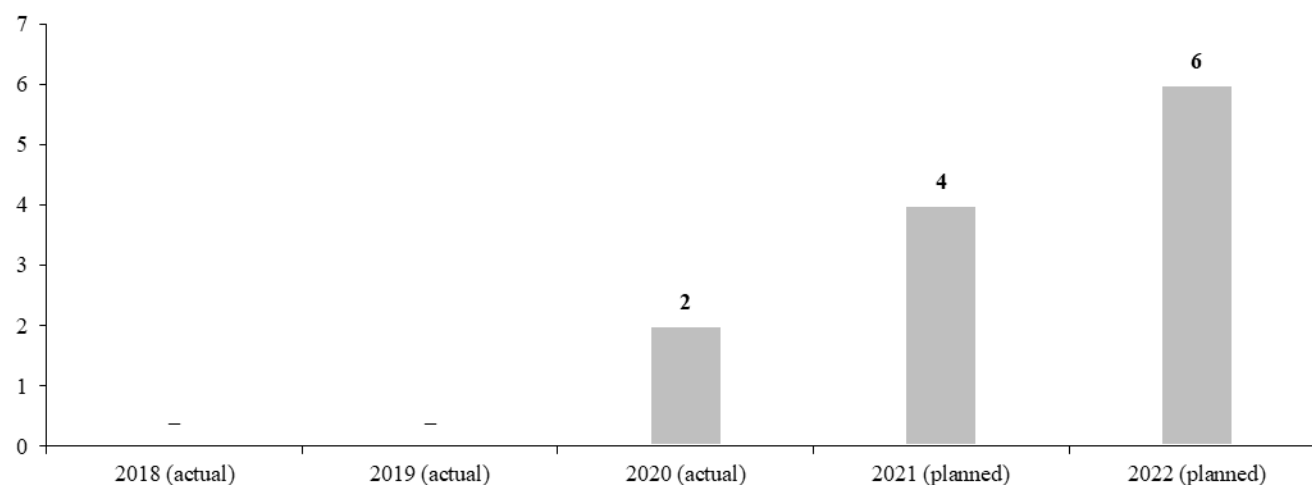
- 18.209 The lesson for the component was that, as expressed by member States, there is a need for a more detailed sectoral analysis of the opportunities for trade development and regional integration in North Africa. The component's previous work on trade facilitation and regional value chains has to be further developed in particular sectors, such as those of pharmaceuticals and finance. In applying the lesson, the component will develop a regional model that could take the form of an integrated productive fabric specialized in sectors such as pharmaceuticals, fishing industries and others.

Expected progress towards the attainment of the objective, and performance measure

- 18.210 This work is expected to contribute to the objective, as demonstrated by six member States designing and implementing appropriate policies to foster regional integration (see figure 18.XIII).

Figure 18.XIII

Performance measure: total number of member States that design appropriate policies to foster regional integration (cumulative)



Legislative mandates

- 18.211 The list below provides all mandates entrusted to the component.

General Assembly resolutions

- 69/3 Priorities and vision articulated in Agenda 2063, the New Partnership for Africa's Development (NEPAD), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development

Deliverables

- 18.212 Table 18.23 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.23

Subprogramme 7, component 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report to the Intergovernmental Committee of Experts for the Subregional Office for North Africa	1	1	1	1
2. Subregional profile on socioeconomic development in the member States	1	1	1	1

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
3. Regional and international agendas and other special initiatives in the member States	1	1	1	1
4. Annual report on the work of ECA in North Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	11	1	11	11
5. Session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for North Africa	11	1	11	11
B. Generation and transfer of knowledge				
Technical cooperation projects (number of projects)	1	1	2	3
6. Support for member States in the implementation of the Agreement Establishing the African Continental Free Trade Area	—	—	1	1
7. Employment project to build the capacity of senior policymakers from North African countries in strategy and policy formulation and implementation, to boost employment for young people and women	1	1	—	1
8. Building a database on migration in selected member States	—	—	1	1
Seminars, workshops and training events (number of days)	12	6	4	2
9. North Africa Development Forum (employment)	—	—	2	—
10. International colloquium on economic development in North Africa	4	—	—	—
11. Training for policymakers on pro-employment macroeconomic policies	8	—	—	—
12. Employment forum	—	—	2	—
13. Webinar on best practices in job creation in North Africa	—	1	—	—
14. Webinar on the potential of the African Continental Free Trade Area to mitigate the impact of COVID-19 on trade strategies in North Africa	—	1	—	—
15. Webinar on the challenges of the post-COVID pandemic 19 era in North Africa	—	1	—	—
16. Webinar on innovation and new technologies in North Africa in the context of COVID-19	—	1	—	—
17. Webinar on achieving the 2030 Agenda and Agenda 2063 in North Africa	—	1	—	—
18. Virtual meeting on the \$100 billion initiative to support Africa in facing the pandemic	—	1	—	—
19. Workshop on macroeconomic forecasts in North Africa	—	—	—	1
20. Subregional workshop to strengthen the capacities of member States to implement selected areas of the Global Compact related to data and skills recognition	—	—	—	1
Publications (number of publications)	1	2	1	3
21. Publication on trade facilitation	—	1	—	—
22. Publication on employment	1	1	1	1
23. Publication on distortions, skill mismatch and employment of skilled workers in North Africa	—	—	—	1
24. Publication on impact of COVID-19 on firms in North Africa	—	—	—	1
Technical materials (number of materials)	3	4	3	1
25. Policy paper to support decision makers on employment	1	1	—	1
26. Policy paper to support decision makers on institutional quality and structural transformation	—	—	1	—
27. Policy paper to support decision makers on climate risk management	1	—	—	—
28. Policy paper to support decision makers on improvement of the role of private sector in pursuit of the Sustainable Development Goals	1	—	—	—
29. Policy paper on migration	—	—	1	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
30. Policy paper on implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	1	–
31. Report on impact and mitigation strategies in North Africa	–	1	–	–
32. Analysis of the socioeconomic impact of the pandemic on Algeria	–	1	–	–
33. Report on Morocco for the development of the COVID-19 socioeconomic response plan	–	1	–	–

C. Substantive deliverables

Consultations, advice and advocacy: advisory services to four member States to develop national macroeconomic models; advisory services to two member States to build their national strategies on implementation of the Agreement Establishing the African Continental Free Trade Area; technical assistance to at least four member States to produce datasets on migration; technical assistance to four member States on implementation of the 2030 Agenda; advisory services to one member State on increasing productivity through a better allocation of resources within the economy.

D. Communication deliverables

Digital platforms and multimedia content: maintained knowledge management website, three maintained platforms: customer relationship management, library, and communities of practice; wide electronic diffusion of publications to communities of practice.

External and media relations: press releases, newsletters, briefings, social media and other communication materials.

Component 2 Subregional activities in West Africa

Objective

- 18.213 The objective, to which this component contributes, is to advance inclusive development in West Africa through strengthening the countries' capacity to integrate demographic dynamics challenges in policies and planning processes and achieve regional integration.

Strategy

- 18.214 To contribute to the objective, the component will promote cooperation with member States, regional entities, think tanks and other partners in the process of demographic dynamics for development. Henceforth, on the one hand, the planned activities will respond to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends and, on the other hand, the component will continue to build on the Commission's comparative advantage to undertake analysis and research on demographic issues (subprogramme 9), combined with its expertise in the macroeconomic area (subprogramme 1). In addition, the component will provide knowledge, tools and policies to remove impediments faced by member States to the acceleration of demographic transition and related implications for sustainable development. For this purpose, a wide range of issues, including family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender equality and the empowerment of women and girls, youth empowerment, peace and security, and others, are being addressed. In the same vein, the component will pursue its strategic partnership with the ECOWAS Commission to ensure that research recommendations are translated into regional policy. This work will support member States' efforts in achieving Sustainable Development Goals 4, 5, 8, 10, 16 and 17.
- 18.215 The component will make use of policy dialogues to serve as a platform for the dissemination of studies and exploration of opportunities for advocacy, best practices and experience-sharing between countries. The component will continue to work in partnership with the United Nations regional offices in West Africa, the United Nations Office for West Africa and the Sahel (UNOWAS), the Liptako-Gourma Integrated Development Authority and the Ministerial Coordination Platform for

the Sahel on strategies to translate into action the findings of its main studies. Regarding the planned activities in the area of the peace and security agenda, the component will emphasize interventions that privilege the coherence and synergy of actions among United Nations entities with a view to optimizing expected results.

- 18.216 The component will leverage momentum to deliver more comprehensive and analytical insight into the existing socioeconomic work on the subregional priorities. In relation to countries' COVID-19 socioeconomic response plans, the component will expand the provided support and advocate demographic-economic policies in partnership with national demographic dividend observatories and universities. In addition, it will put emphasis on initiatives for access to fresh financial resources in response to COVID-19 priorities.
- 18.217 The component will continue, also in view of the socioeconomic impacts of COVID-19, to provide advisory services and technical assistance to ECOWAS and the West African Economic and Monetary Union, intergovernmental organizations and member States in the design and implementation of subregional policies aligned with subregional priorities. More specifically, the component will consolidate his current support for efforts by the ECOWAS Commission to finalize its Vision 2050 and develop its related five-year Community strategic framework.
- 18.218 The above-mentioned work is expected to result in:
- (a) Mainstreaming of demographic dynamics in countries' public policy frameworks, including deeper regional economic and monetary integration through the ECOWAS Vision 2050;
 - (b) Improved livelihoods of populations in the subregion;
 - (c) Enhanced regional integration and successful implementation of the international agreed agendas, including the African Continental Free Trade Area.

Programme performance in 2020

- 18.219 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased focus on the demographic dividend potential in West Africa

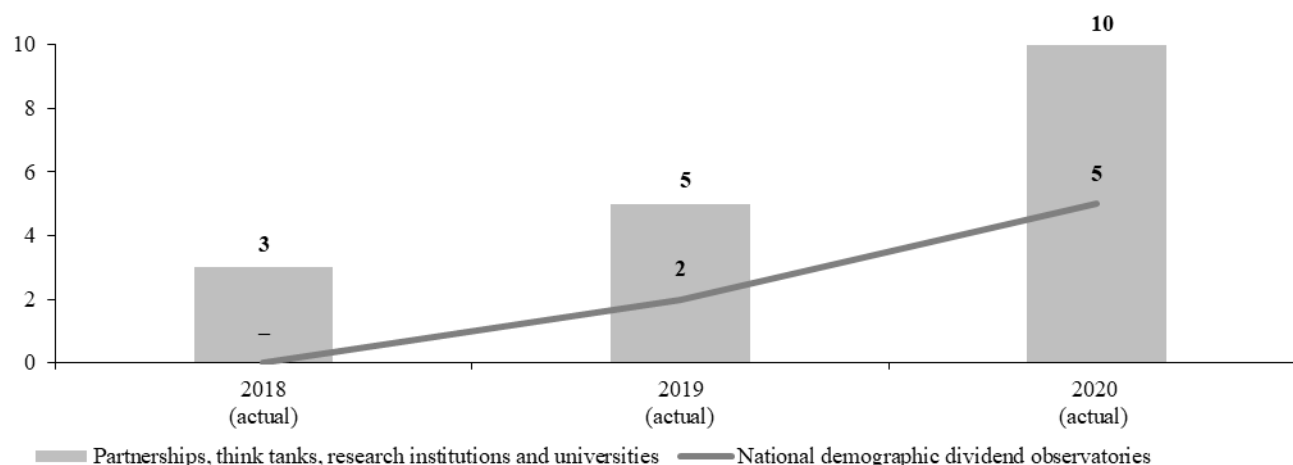
- 18.220 To ensure the successful integration of demographic dynamics in development policies, the subprogramme developed macroeconomic tools, namely a population model and a budget framework sensitive to the demographic dividend, to support Governments in achieving national development goals and the Sustainable Development Goals. The component carried out research which showed that, in the ECOWAS subregion, there were many opportunities for the demographic dividend to be seized. The window of opportunity for the subregion will not close before 2100. The demographic dividend for the West African subregion was estimated at 0.30 per cent in 2019, representing a contribution of 30 per cent to the growth rate of real GDP per capita in the region.
- 18.221 The component worked with the Ministry of Finance of Mali, in partnership with the Regional Centre of Excellence in Generational Economics of the University of Thiès, in Senegal, and jointly organized a workshop on integrating the demographic dividend in the national budgeting framework, in February 2020 in Bamako. The workshop brought together the Directorate General of Budget; members of Parliament, counterparts of the Ministry of Economy and Finance, and representatives of civil society. Furthermore, the component's actions and endeavours have contributed to leveraging its strategic partnership and in-depth involvement of the national demographic dividend observatory in Mali to support integration of the demographic dividend into the budget formulation processes.
- 18.222 In the Niger, the component provided technical and financial assistance and helped to develop its gender and demographic dividend monitoring index. This support has strengthened the national capacity to produce gender and demographic dividend statistics and to integrate the twin dimensions – gender and the demographic dividend – into policies and programmes.

Progress towards the attainment of the objective, and performance measure

- 18.223 The above-mentioned work contributed to the objective, as demonstrated by the increase in the number of national demographic dividend observatories to five and the increase in the number of strategic partnerships with think tanks, research institutions and universities to 10 (see figure 18.XIV).

Figure 18.XIV

Performance measure: total number of national demographic dividend observatories and partnerships including think tanks and research institutions (cumulative)



Impact of COVID-19 on component delivery

- 18.224 Owing to the impact of COVID-19 during 2020, the component changed its approach of delivering meetings, workshops and had to delay the yearly servicing of intergovernmental and expert bodies. With regard to the institutional capacity of ECOWAS, the process of formulating and validating the medium-term strategic framework of the ECOWAS Vision 2050 with the key regional stakeholders was deferred to 2021. The component also modified its comprehensive support planned for countries and moved to virtual formats. Thus, emphasis has been put on online training, in particular in demographic dynamics tools and models which are being made available to member States, regional economic communities and intergovernmental organizations. These changes had an impact on the programme performance in 2020, as specified under result 2 below.
- 18.225 At the same time, however, the component identified additional activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The component was able to repurpose and reprioritize its work programme and supported countries in meeting their immediate needs related to COVID-19. For example, it worked in partnership with the African Union Commission, the Generation Unlimited global partnership and the United Nations Children's Fund (UNICEF) to provide its expertise in demographic economics to feed into the youth consultation on the theme of building forward and building better with young Africans. In addition, it contributed to a study on the macroeconomic impact of COVID-19 in West Africa, which informed country-specific analyses of the socioeconomic impact of the pandemic and the response plans for eight member countries (Cabo Verde, Côte d'Ivoire, Ghana, Guinea, Guinea-Bissau, Niger, Senegal and Togo). In partnership with ECOWAS and the World Food Programme (WFP), the component also conducted a study on the socioeconomic impacts of COVID-19 in West Africa. In addition, a governance strategy for tracking COVID-19 funds was developed for Guinea, one of the five countries of focus, to support the country in the management of resources allocated to the COVID-19 response.

Planned results for 2022

- 18.226 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: clean break with demographic trends in West Africa¹⁵

Programme performance in 2020

- 18.227 The component has worked to make progress towards influencing public policies by building the capacities of national officials. Together with the African Union Office of the Youth Envoy, the African Union Commissioner for Youth and Generation Unlimited, it co-organized an online youth policy conversation, in which 3,849 young women and men participated. The outcome of that event informed the deliberations of the African Union Special Technical Committee on Youth, Culture and Sports. The component also trained 10 national officials at a hands-on workshop held in Mali on integrating the demographic dividend in the national budgeting framework and supported Liberia in implementing its road map on harnessing the demographic dividend by training 22 national experts in national transfer accounts methodology.
- 18.228 The above-mentioned work contributed to building the capacity of 62 national officials in demographic dynamics and strengthening their work to influence the formulation of public policy, which exceeded the planned target of 60 national officials reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 18.229 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the component's work will evolve to include, in addition to capacity-building, an emphasis on the monitoring of budget allocations to the development dividend pillars of public budgeting frameworks at national and subregional levels. The expected progress is presented in the updated performance measure below (see table 18.24).

Table 18.24
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
–	30 national officials trained in demographic dynamics and working to influence public policy formulation process	62 national officials trained in demographic dynamics and working to influence public policy formulation process	100 national officials trained in demographic dynamics and working to influence public policy formulation process	Three member States effectively use the public budgeting framework sensitive to the demographic dividend in their public budget allocation

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Result 2: consolidating 2020 achievements in supporting the ECOWAS Commission and translating recommendations into actions¹⁶

Programme performance in 2020

- 18.230 The component has strengthened the strategic planning and public policy evaluation capacity in the ECOWAS Commission and its member States, with a view to achieving regional integration and increasing accountability. The component also supported the conceptualization of tools and a methodology for the inclusive consultation of ECOWAS populations and conducted an independent assessment of the Commission's Vision 2020. Furthermore, the component organized and worked in partnership with ECOWAS, other ECA subprogrammes, United Nations entities such as UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO), consulting firms and country and regional stakeholders in support of national and regional consultations and a retrospective diagnostic on the successful implementation of the Commission's Vision 2020 to capture the aspirations of the subregion's populations. The outcome of the structural analysis has informed the formulation of the ECOWAS Vision 2050.
- 18.231 The above-mentioned work contributed to a first draft of the Vision 2050 blueprint and its first medium-term implementation plan, which did not meet the target of adoption and launch of the ECOWAS Vision 2050, including the official launch of its single currency, reflected in the programme budget for 2021. The launch of the eco, the proposed single currency for members of ECOWAS, has been postponed, owing to the impact of the COVID-19 pandemic on convergence criteria in the ECOWAS subregion.

Proposed programme plan for 2022

- 18.232 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will work to accelerate the operationalization of the ECOWAS Vision 2050 in line with expected progress in the area of regional integration. It will also support the revision of the road map for the introduction of the single currency for the subregion. The expected progress is presented in the performance measure below (see table 18.25).

Table 18.25
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Evaluation of progress made against the 2014 road map for the ECOWAS single currency, proposal of scenarios and adoption of a new road map	Assessment of the ECOWAS Vision 2020 and formulation of the post-2020 vision, with the prioritization of accelerated implementation of the ECOWAS capacity development plan	First draft of the Vision 2050 blueprint and its first medium-term implementation plan	At least two West African countries operationalize the ECOWAS Vision 2050, including special emphasis on regional economic and monetary integration	At least two additional West African countries operationalize the ECOWAS 2050 Vision, including special emphasis on regional economic and monetary integration

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹⁶ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Result 3: strengthened national strategies for implementing the African Continental Free Trade Area

Proposed programme plan for 2022

- 18.233 The performance of regional economic communities in terms of their contribution to intra-African trade has varied while they are all facing common challenges, such as the inability to boost domestic production and economic diversification. Given the complexity of free trade area provisions, continued attention and support were provided to subregional initiatives, which included support for the development of national strategies to enable member States of the subregion to take full advantage of the African Continental Free Trade Area. The component also promoted the mainstreaming of a gender perspective and a youth focus in the formulation of policies and programmes related to the Area. Accordingly, those aspects have already been included in the validated national African Continental Free Trade Area strategies of six countries: Côte d'Ivoire, Guinea, Niger, Senegal, Sierra Leone and Togo. To date 11 out of 15 (73 per cent) West African countries have ratified the Agreement Establishing the African Continental Free Trade Area and three countries – Benin, Burkina Faso and Guinea-Bissau – are being supported in their work to review and finalize the development of their respective national African Continental Free Trade Area strategies.

Lessons learned and planned change

- 18.234 Learning from pandemics such as those of Ebola and COVID-19, the lesson for the component was that it needed to support member States with the development of an interministerial plan for trade, in order to focus in particular on cross-border trade, to ensure limited disruption of the flows of essential goods and persons in the event of partial or full border closures or disruptions. In applying the lesson, the component will support the formulation and implementation of integrated national industrialization and economic diversification policies. It will further prepare for adoption an integrated approach to facilitate the mainstreaming of trade perspectives in national development plans. Since trade in services is an ongoing aspect of the African Continental Free Trade Area negotiations, regional economic communities will continue to develop and implement regional African Continental Free Trade Area strategies that address barriers to trade in services and harness the potential role of regional economic communities to better service trade integration. The component therefore also plans to provide continued advice for the harmonization of the liberalization agenda of the services sector.

Expected progress towards the attainment of the objective, and performance measure

- 18.235 This work is expected to contribute to the objective, as demonstrated by a growing number of countries in the ECOWAS subregion which have ratified the Agreement Establishing the African Continental Free Trade Area and validated their respective African Continental Free Trade Area national strategies and are implementing the appropriate strategies to derive maximum benefit from intraregional and continental trade (see table 18.26).

Table 18.26
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	• Agreement Establishing the African Continental Free Trade Area launched by the African Union on 7 July 2019 in Niamey • No ECOWAS member country ratified the Agreement • No national African Continental Free Trade Area strategies validated by countries	• 11 ECOWAS countries ratified the Agreement • 6 ECOWAS countries validated African Continental Free Trade Area national strategies (Côte d'Ivoire, Guinea, Senegal, Niger, Sierra Leone and Togo)	• 12 ECOWAS countries ratified the Agreement (cumulative) • 9 ECOWAS countries validated African Continental Free Trade Area national strategies (cumulative)	• 13 ECOWAS countries ratified the Agreement (cumulative) • 10 ECOWAS countries validated African Continental Free Trade Area national strategies (cumulative)

Legislative mandates

18.236 The list below provides all mandates entrusted to the component.

Economic Commission for Africa resolutions

830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa	909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
		931 (XLVIII)	Data revolution and statistical development

Conference of the Parties to the United Nations Framework Convention on Climate Change decisions

1/CP.21 Adoption of the Paris Agreement

Deliverables

18.237 Table 18.27 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.27

Subprogramme 7, component 2: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa on implementation of the work of ECA in West Africa	1	1	1	1
2. Annual report on the implementation of agreed-upon regional and international development agendas and on the work of ECA in West Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	16	16
3. Annual sessions of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa	8	8	8	8
4. Annual meeting of the West Africa subregional coordination mechanism for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of effort and creating synergies among development stakeholders	—	—	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Projects on strengthening the institutional capacity of regional economic communities, intergovernmental organizations and countries to capitalize on demographic dynamics for development in West Africa	1	1	1	1
Seminars, workshops and training events (number of days)	14	14	14	14
6. Workshop of think tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa	9	9	9	9
7. Training to strengthen member States' capacities in demographic dynamics for development	5	5	5	5
Publications (number of publications)	4	4	3	3
8. Publications on country and subregional profiles	3	3	2	2
9. Publications on the data revolution to support the monitoring of sustainable development in West Africa	—	—	—	—
10. Publication on economic and social structural transformation in West Africa	1	1	1	1
Technical materials (number of materials)	1	1	2	2
11. Policy briefs on sustainable economic and social transformation in West Africa	1	1	1	1
12. Technical materials on demographic dynamics for development	—	—	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to 15 member States, upon request, and advisory services on the monitoring and implementation of strategies, statistics development, regional integration, demographic dynamics for development and sustainable development in West Africa and making progress towards the Sustainable Development Goals.				
D. Communication deliverables				
Outreach programmes, special events and information materials: organization of the Intergovernmental Committee for Senior Officials and Experts with 150 high-level participants, launch of flagship reports and related publications.				
External and media relations: press releases and provision of other communication materials to the media.				
Digital platforms and multimedia content: subregion-specific content for the ECA website, social media platforms such as Twitter and Facebook, the library, communities of practice.				

Component 3

Subregional activities in Central Africa

Objective

- 18.238 The objective, to which this component contributes, is to expand the manufacturing and high-value service sectors and increase the share of tradeable and manufactured goods in total exports; deepen regional value chains; and improve the competitiveness and productivity of local economies in order to accelerate economic diversification and structural transformation in Central Africa.

Strategy

- 18.239 To contribute to the objective, the component will support the operationalization and implementation of economic diversification strategies, visions and industrial plans, which were formulated in Chad, Cameroon, the Congo and Equatorial Guinea over the period 2018–2019. It will also support the formulation of similar policies in other Central African countries. The component will also advocate a conducive business climate in Central Africa, addressing binding constraints associated with access to finance, market information, quality infrastructure, availability and quality of skills, fiscal regime and legal and regulatory framework. The component plans to pursue its support for United Nations country teams and member States in Central Africa by training them in the use of the ECA integrated planning and reporting toolkit.
- 18.240 The component will collect and collate market access information and trade opportunity data and, through the provision of advisory services and technical assistance, support countries in translating their national African Continental Free Trade Area strategies into specific and bankable projects, programmes and reforms.
- 18.241 The component will also continue to provide support to the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC) in the harmonization of their trade instruments and the formulation of a consolidated industrial development and economic diversification master plan for Central Africa. Building on the Central Africa Consensual Transport Master Plan, the component will support the subregion in the transformation of transport corridors into development corridors through the GIS-enabled spatial planning and hot spot analysis tool.
- 18.242 The component will provide advisory services and technical assistance to member States for the purpose of upgrading their information and communications technology infrastructure and regulatory frameworks that are required for the digital transition, including support for the establishment of technology innovation centres in two selected countries, the development of e-commerce and the implementation of digital identity systems. This will benefit from collaboration with the ECA African Centre of Excellence on Digital Identity, Trade and Economy. Supporting member States in Central Africa to secure fiscal space for economic diversification will remain an area of focus, in particular following the position taken by Central African ministers of finance and economy in October 2019 to focus the next three-year programme with the International Monetary Fund (IMF) not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues, such as economic diversification. To this effect, the component will provide technical assistance and advisory services to socialize the ECA macro model in Central Africa and train a critical mass of experts in relevant units in the administration of the member States. This will include dedicated courses provided through subprogramme 8, in close collaboration with the Debt Management Facility of the World Bank.
- 18.243 The component will also strengthen collaboration with private sector bodies, set quantitative targets for all factors that weaken productivity and competitiveness, and subsequently develop a reform agenda conducive to triggering the changes needed to reach these targets. This will be done in partnership with the private sector, subregional think tanks and regional economic communities at the regional level, in order to foster emulation, peer learning and progress. The overall work of the

component will contribute to supporting member States in making progress towards the Sustainable Development Goals, more specifically Goals 8, 9 and 12, notably through the support of the emergence of regional value chains and intra Central-Africa trade, and the inclusion of pro-growth and pro-jobs policies in development strategies.

- 18.244 The component, in collaboration with United Nations country teams in Central Africa, plans to support member States on issues related to COVID-19 by providing analysis on the socioeconomic impact of the pandemic on their economies and by formulating policy measures aimed at strengthening the resilience of local economies to external shocks, including those caused by COVID-19 related trade and supply-side disruptions. The component will contribute to strengthening the capacity of the member States' health systems, protecting small and medium-sized enterprises, and supporting the agricultural and pharmaceutical sectors, in the framework of the call for building forward and building better.
- 18.245 The above-mentioned work is expected to result in:
- (a) Well designed and integrated economic diversification and industrial development master plans, leading to the emergence of regional value chains, an expansion of the manufacturing and high-value service sectors;
 - (b) Better performing, well-integrated and functional industrial clusters, special economic zones and industrial plants and well-informed and evidence-based trade creation, thus contributing to the increase of the share of intra-Central Africa trade in the subregion's total trade;
 - (c) Better understanding by member States and other stakeholders of the binding constraints on private sector development which can contribute to the design of better strategies and approaches to private sector development;
 - (d) Extensive integration of the relevant economic diversification-related goals and targets of the 2030 Agenda and Agenda 2063 in national development strategies and plans, common country assessments and United Nations sustainable development cooperation frameworks, thereby bringing countries and United Nations country teams to place stronger emphasis on trade and economic diversification issues;
 - (e) Increase in the number of projects that secure effective financing of industrialization and economic diversification for member States;
 - (f) Raise in the level of the Central African productive integration index, reflecting the level of integration of local economies in regional value chains;
 - (g) Improved access by local firms to information and communications technology products, thus boosting their productivity;
 - (h) Assistance to member States in the subregion in securing fiscal space to finance their infrastructure needs and modernize their services, in turn improving the business environment and enhancing productivity and competitiveness;
 - (i) Strengthened role of the private sector in economic diversification in Central Africa and also their contribution to the identification of policy and market failures, including governance issues, non-conducive legal and regulatory frameworks, heavy administrative procedures and inadequate public service delivery, which are all factors currently hindering the productivity and competitiveness of the subregion's local economies, the lowest in Africa.
- 18.246 The planned support on issues related to COVID-19 is expected to result in better country response and recovery plans to the pandemic and building forward and building better.

Programme performance in 2020

- 18.247 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Special economic zones and industrial clusters as the vehicle for structural transformation

- 18.248 The share of manufactured goods in total exports of Central Africa is still low. Countries rely on the production and trade of commodities and raw materials with little beneficiation and value addition, exposing them to the vagaries of commodity price fluctuations, leading to booms and busts, macroeconomic instability and unsustainable economic growth. The component has contributed to putting economic diversification at the centre of development policy at the country and regional level, as a sustainable response to building strong, competitive and resilient economies in Central Africa.
- 18.249 With the direct support of the component and its advocacy, several countries in the region developed economic diversification strategies, readjusted their industrial development plans and incorporated structural transformation or economic diversification issues in their major policy and planning frameworks. For example, in Cameroon, economic structural transformation constitutes a pillar of the country's national development strategy for 2020–2030. The component supported the Government in adopting a more results-oriented approach to the implementation of the industrial development master plan by focusing investments in special economic zones and industrial clusters with the greatest and most immediate socioeconomic impact. To this effect, it helped the Government to identify the Kribi-Edea-Douala growth triangle as the plan's poster project. Moreover, and as part of the Kribi-Edea-Douala growth triangle, the component has supported the formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and strong pharmaceutical industry to position Cameroon as a competitive hub in the pharmaceutical production and supply chains in Central Africa. The component has also mobilized the Africa Finance Corporation to co-develop the country's special economic zones and industrial clusters.

Progress towards the attainment of the objective, and performance measure

- 18.250 The above-mentioned work contributed to the objective, as demonstrated by the adoption of the Kribi-Douala-Edea growth triangle as a pilot industrial megacluster to expedite the implementation of the industrial master development plan, of the adoption by the Government of Cameroon of a results-oriented approach to the implementation of the Cameroon industrial development master plan and the formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and strong pharmaceutical industry for Cameroon (see table 18.28).

Table 18.28

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	• Adoption of the Kribi-Douala-Edea growth triangle as a pilot industrial megacluster to expedite implementation of the industrial development master plan • Adoption by the Government of Cameroon of a results-oriented approach to the implementation of the country's industrial development master plan • Formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and

2018 (actual)

2019 (actual)

2020 (actual)

strong pharmaceutical industry
for Cameroon

Impact of COVID-19 on component delivery

- 18.251 Owing to the impact of COVID-19 during 2020, most if not all meetings, workshops and training events organized by the component were held online instead of face-to-face. These included the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa, held in November 2020 on the theme “Building skills for economic diversification in Central Africa”, ad hoc expert group meetings, and many consultations and advisory services. These changes had an impact on the programme performance in 2020, as specified under result 1 below.
- 18.252 At the same time, however the component identified and implemented activities to support member States in addressing issues related to COVID-19, within the overall scope of its objectives, namely contributions to reports on the socioeconomic impact of the COVID-19 pandemic on several Central African countries and on the subregion as a whole; and the articulation of the pathways to building resilient economies in Central Africa, in partnership with the United Nations country teams in Cameroon, the Congo and Gabon.

Planned results for 2022

- 18.253 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: increased economic diversification in Central Africa¹⁷

Programme performance in 2020

- 18.254 In 2020, as a result of a persistent campaign for economic diversification anchored on resource-based and trade-induced industrialization, the component succeeded in placing the theme of economic diversification high on the agendas of Governments and regional economic communities in Central Africa for dealing with and building forward and building better from the COVID-19 pandemic. With the support of the component the CEMAC and ECCAS Commissions committed themselves to rigorously pursuing a consolidated subregional economic diversification and industrialization masterplan. Both regional economic communities have reflected this policy priority in tangible actions and instruments of some of their main institutions and statutory bodies. The component also contributed to the formulation of an economic diversification and industrialization masterplan for Chad and a development vision for the Congo (Vision Congo 2048). Both strategies were validated through a participatory and inclusive process.
- 18.255 Beyond strengthening the capacity of member States and regional economic communities to formulate economic diversification policies, in 2020, the component placed special importance to skills development as a major factor in accelerating the pace of industrialization and economic diversification in Central Africa. To this effect, the theme of the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa held in November 2020 was “Building skills for economic diversification in Central Africa”. The Committee officially declared the period 2021–2030 as the decade for economic diversification in Central Africa to foster a significant change in the structure of the economies of the subregion. This decade for economic diversification is linked to the 2020–2030 decade of action and delivery for sustainable development and the efforts towards fulfilment of Agenda 2063. Accordingly, reporting on the decade of economic

¹⁷ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

diversification in Central Africa will constitute an input to the subregion's reporting on the two agendas.

- 18.256 As part of the ad hoc United Nations task team set up in the Central African Republic, the component assisted the country to develop and execute a response plan to COVID-19, through an analysis of the socioeconomic impact of the pandemic and by incorporating regional and subregional dimensions into the outline. The component also provided an analysis of medium to long-term measures for strengthening the capacity of the country's health system, the protection of small and medium-sized enterprises, and support for the agricultural sector. Meanwhile, together with UNDP, the component co-led the work of the United Nations country team in Cameroon on the socioeconomic impacts of the COVID-19 pandemic. Within this framework, the Subregional Office contributed to the formulation by Cameroon of a response plan to the pandemic through a study on the economic and social impact of COVID-19. The component also helped the formulation of the common country assessment and the United Nations sustainable development cooperation framework for Cameroon. The component leads pillar 1 of the framework, which is centred on the implementation of the national African Continental Free Trade Area strategy and industrial development plan.
- 18.257 The above-mentioned work contributed to the share of 2.1 per cent of intra-Central African trade in intra-African trade, which did not meet the planned target of 3 per cent reflected in the proposed programme budget for 2020, owing mainly to the disruptions caused by COVID-19.

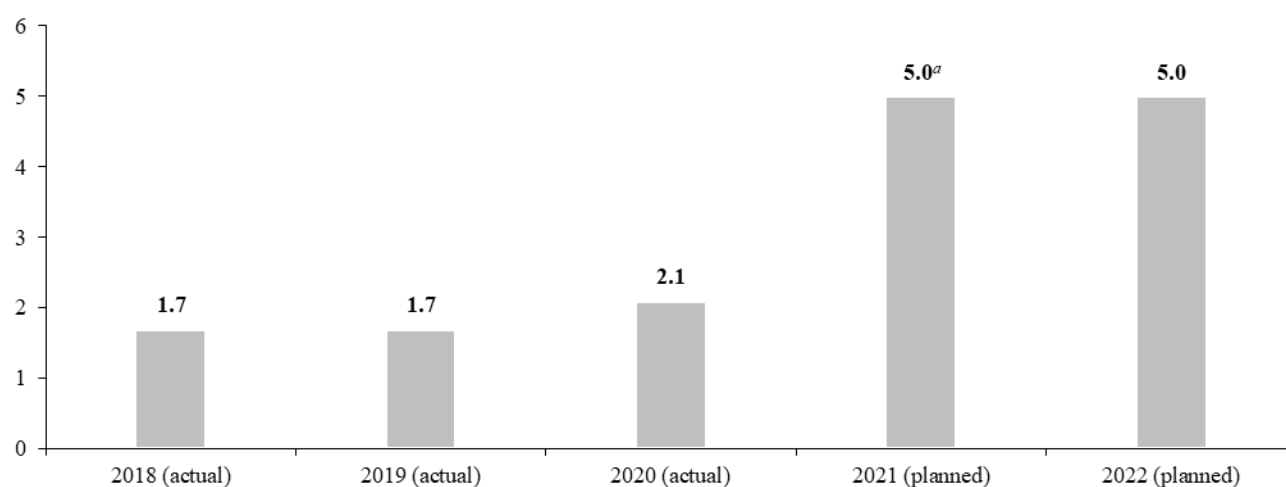
Proposed programme plan for 2022

- 18.258 The component will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase its focus on the implementation of the consolidated subregional economic diversification and industrialization masterplan at the subregional level and similar frameworks at national levels in five member States. The expected progress is presented in the performance measure below (see figure 18.XV).

Figure 18.XV

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

(Percentage)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: switching from design to implementation of economic diversification strategies¹⁸**Programme performance in 2020**

- 18.259 The component has assisted Cameroon in the formulation of its national African Continental Free Trade Area strategy. In addition, the component supported the deployment of a trade decision support model in Cameroon and trained senior industry, statistics and trade officials in use of the model, which supports the country in identifying products and market export opportunities to expand and diversify its export products and markets, within the context of the African Continental Free Trade Area. Furthermore, building on the recommendations of the thirty-fifth session of the Intergovernmental Committee of Senior Officials and Experts, which identified e-commerce as an opportunity to expand trade in modern services and implement the African Continental Free Trade Area in the subregion, the component published a study on the role of mobile technologies in enabling e-commerce in Central Africa, organized an online experts group meeting on that issue and a webinar on maximizing intra-African trade in the context of African Continental Free Trade Area and the role in that process of e-commerce and the private sector, both held in December 2020.
- 18.260 To assist Central African countries to translate the adopted African Continental Free Trade Area strategies into tangible actions to advance economic diversification in Central Africa, the component initiated a GIS-enabled assessment of the growth potential along transport corridors in the subregion. The multivariate analysis and superimposition of socioeconomic and biophysical data has enabled the identification of several economic hotspots that can sustain economic diversification and sustainable development in Central Africa. It further supports better spatial planning, investment decision and the localization of industrial clusters and special economic zones, as well as arbitration between competing land-use options.
- 18.261 In addition, two project proposals on building capacity in natural capital accounting and mainstreaming the process in national accounts in Cameroon and Gabon were prepared and submitted to the Sustainable Development Goals Fund. The natural capital accounting project in Gabon has been funded and is being implemented. This is aimed at strengthening capacity in the natural capital accounting process and demonstrating how to use its outcomes to expand fiscal space through innovative financing tools such as green and blue bonds. The project will expand the options for financing economic diversification in the subregion, given the limited fiscal space and funding constraints as a result of the fall in commodity prices in 2014.
- 18.262 Moreover, the component has consistently engaged the United Nations country teams in the subregion to mainstream structural transformation, economic diversification, green growth and the operationalization of the African Continental Free Trade Area in the common country assessments, United Nations sustainable development cooperation frameworks and the overall work of the United Nations in Central Africa, as a means of building more resilient, job-creating and sustainable economies in the subregion. Achieving economic diversification and green growth is central to the repositioning of the work of the United Nations country teams in the Congo and Gabon. The inclusion of economic diversification-related issues in the work of the country teams in Central Africa will promote the cause of “Delivering as one” and expand the funding possibilities for this important campaign across the subregion.
- 18.263 To encourage local production and consumption, key factors for the achievement of economic diversification, deepen intra-Central Africa trade and increase economic linkages and multiplier effects, such as the expansion of small and medium-sized enterprises, job creation and others, the component launched its campaign on the “Made in Central Africa” label. Use of the “Made in Central Africa” label has been recognized by the CEMAC and ECCAS commissions, senior officials of trade ministries, industry associations, investment promotion authorities and chambers of commerce as a major industrial policy tool for maximizing the benefits for Central African countries of the African Continental Free Trade Area. Under the prevailing rules of origin of the African Continental Free Trade Area, the label would facilitate the expansion of local production and consumption of 379

¹⁸ As reflected in the programme budget for 2021 (A/75/6/Add.1).

products termed sensitive (7 per cent of tradable products) and 172 products considered excluded (3 per cent of tradable products), in respect of which the subregion will not compete with any other.

- 18.264 In addition, at its thirty-fifth session, the Intergovernmental Committee of Senior Officials and Experts of Central Africa, organized by the component, recommended the set-up of two innovation centres in the subregion in collaboration with the Office of Information and Communications Technology (OICT) under the United Nations Technology Innovation Labs initiative. As planned, with the support of the component the Governments of Equatorial Guinea and Gabon submitted requests to OICT for the establishment of innovation centres in their respective countries. Under the leadership of ECA, the component contributed to the launch of an artificial intelligence innovation centre in Brazzaville, aimed at fostering science, technology and innovation in the subregion.
- 18.265 The above-mentioned work contributed to the finalization and adoption of national African Continental Free Trade Area strategies by Cameroon and the Congo, which met the planned target reflected in the programme budget for 2021.
- 18.266 Furthermore, the above-mentioned work contributed to the submission of requests by Equatorial Guinea and Gabon for the establishment of innovation centres, which did not meet the planned target of the establishment of such centres as reflected in the programme budget for 2021. The centres could not yet be established as the United Nations Technology Innovation Labs initiative was paused, pending finalization of an assessment of the different innovation structures within the United Nations.

Proposed programme plan for 2022

- 18.267 The component will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States in implementing their economic diversification strategies. The expected progress is presented in the performance measure below (see table 18.29).

Table 18.29

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
• Requests for assistance in the formulation of national economic diversification strategies • Formulation of the Subregional Office's theory of change and stakeholder engagement plan	• Six out of seven countries covered by the component ratified the Agreement Establishing the African Continental Free Trade Area • Finalization of national economic diversification strategy for Chad • Finalization of African Continental Free Trade Area strategies for Chad and Cameroon • Agreement signed by the Congo and	• Finalization and adoption of national African Continental Free Trade Area strategies for Cameroon and the Congo • Submission of requests by Gabon and Equatorial Guinea for the establishment of innovation centres • Recognition of the "Made in Central Africa" label as a major industrial policy tool for maximizing the	• Central Africa equipped with a macro and trade model to secure fiscal space for economic diversification • High level of investment in the non-oil sector in Central Africa, made possible by bankable projects	Central Africa equipped with bankable projects, innovative partnerships, initiatives and tools in support to economic diversification

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
	Gabon to implement free roaming between the two countries Capacity-building of 463 economic operators and representatives of public administrations on the procedure for the approval of industrial products for the preferential tariff of Central Africa	benefits of the African Continental Free Trade Area for Central African countries		

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: policy changes conducive to economic diversification in the context of building forward and building better from the socioeconomic impacts of the COVID-19 pandemic and the operationalization of the African Continental Free Trade Area

Proposed programme plan for 2022

- 18.268 While there has been progress in the formulation and adoption of economic diversification strategies, their implementation is still constrained by many issues and challenges, such as access to adequate financing and governance and leadership issues. To address these, the business models in Central Africa require a review. To this effect, in line with the imperative call for action of the decade of action and delivery for sustainable development, the component launched the 2021–2030 Decade for Economic Diversification in Central Africa, to usher transformational change into the subregion, anchored on strong coalitions for change.

Lessons learned and planned change

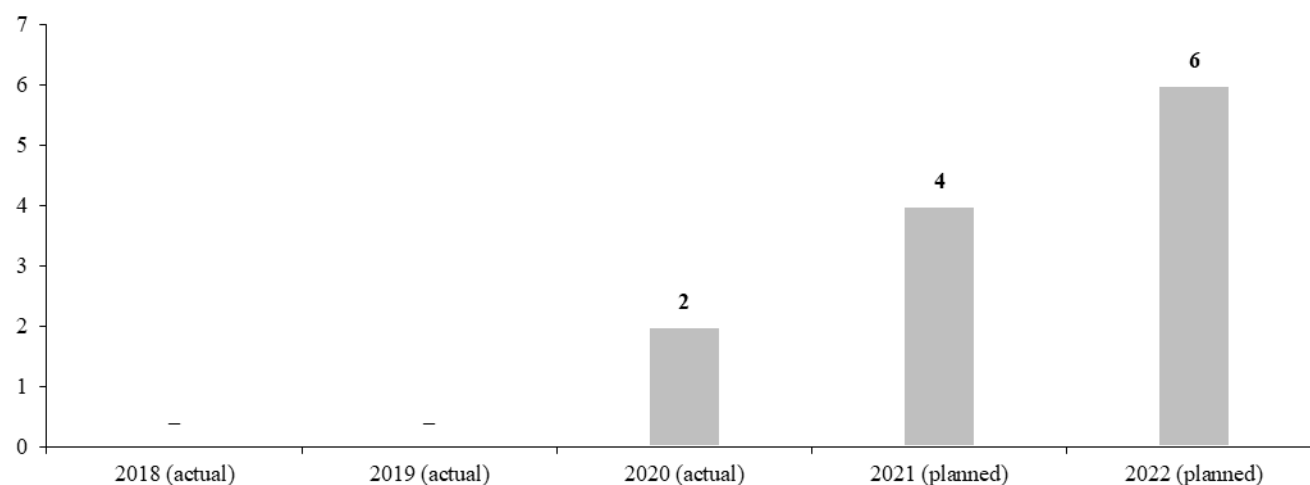
- 18.269 The lesson for the component was that greater development impact is achieved when there is policy alignment and coordination between the subregional office and substantial divisions at headquarters and between line ministries in government departments, and also between development partners, including United Nations country teams. This avoids duplication of efforts and maximizes the opportunities to realize economies of scale. In applying the lesson, the component will promote policy changes and move towards the inclusive and participatory implementation of economic diversification and industrial development plans and strategies, mobilizing both private and public sectors and other pertinent strategic partnerships in the implementation of well-conceived transformational projects and actions. The component will encourage better coordination and United Nations system-wide coherence in the delivery of support to member States and regional economic communities. It will invite partners to co-create and implement joint initiatives from the conceptualization stage, develop relevant theories of change and identify pathways towards harnessing economies of scale and increasing the impact of the coalition's interventions. Moreover, the component will continue to mainstream regional and transboundary issues in the work of the United Nations country teams across Central Africa and reinforce the place of structural transformation and economic diversification in United Nations sustainable development cooperation frameworks.

Expected progress towards the attainment of the objective, and performance measure

- 18.270 This work is expected to contribute to the objective, as demonstrated by the number of policy changes adopted in pursuit of economic diversification and industrial development (see figure 18.XVI).

Figure 18.XVI

Performance measure: total number of policy changes adopted towards economic diversification and industrial development (cumulative)



Deliverables

- 18.271 Table 18.30 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.30

Subprogramme 7, component 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
1. Annual session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa	8	8	8	8
Parliamentary documentation (number of documents)	3	3	1	1
2. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
3. Progress report on regional and international agendas and other special initiatives in the subregion	1	1	–	–
4. Report on the implementation of subregional initiatives in Central Africa	1	1	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Support programme for trade and economic integration	1	1	1	1
Seminars, workshops and training events (number of days)	36	11	36	24
6. Colloquium on economic diversification	1	1	–	–
7. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	10	5	12	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
8. Workshop on natural capital accounting	–	–	–	12
9. Training on trade and market access instruments	25	5	12	12
10. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	–	–	12	–
Publications (number of publications)	4	4	5	3
11. Country profiles in the structural transformation, employment, production and society (STEPS) series	3	1	2	2
12. Background study on the theme for the 2021 session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa	1	1	1	1
13. Publication on enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	–	1	–	–
14. Non-recurrent publication on natural capital and rebasing economic wealth in Central Africa	–	1	1	–
15. Non-recurrent publication on Central Africa and the future of food: the case of regional value chains	–	–	1	–
Technical materials (number of materials)	1	1	1	1
16. Policy brief on emerging issue in Central Africa	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services and high-level policy dialogues with four member States on the implementation and monitoring of economic diversification and African Continental Free Trade Area strategies.				
D. Communication deliverables				
Outreach programmes, special events and information materials: dissemination of brochures and knowledge products, promoting and providing information through press briefings, media visits, newsletters and news releases on achievements on economic diversification and change leadership in the subregion.				
Digital platforms and multimedia content: maintained websites, digital platforms, and communities of practices on economic diversification, industrialization and the Sustainable Development Goals.				

Component 4 Subregional activities in East Africa

Objective

- 18.272 The objective, to which this component contributes, is to achieve deeper regional integration in East Africa, by advancing the operationalization of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism.

Strategy

- 18.273 To contribute to the objective, the component will build on work undertaken over the period 2019–2021 through providing African Continental Free Trade Area impact assessments for member States and regional economic communities, developing African Continental Free Trade Area national and regional strategies, identifying bottlenecks and also opportunities associated with stagnant levels of intraregional trade. The launch of trading under the Agreement Establishing the African Continental Free Trade Area on 1 January 2021 presents opportunities and challenges for member States to scale up their capacity to implement the Agreement.
- 18.274 The component will intensify support for the development of national African Continental Free Trade Area strategies and policy harmonization aided by knowledge production, technical support, policy dialogue and capacity-building for improved policy and strategies pertaining to phases I, II

and III of the African Continental Free Trade Area, focusing on such areas as trade in goods trade in services, digital trade, investment, movement of labour, trade and gender, and competition issues to address the constraints.

- 18.275 External partnerships will be developed with the African Development Bank, Afrieximbank, national bodies responsible for investment and competition issues, the Northern Corridor Transit and Transport Coordination Authority, regional private sector bodies such as the East African Business Council, national private sector institutions and chambers of commerce and industry, policy think tanks, including the African Economic Research Consortium, the Economic Policy Research Centre, the Brookings Institution and TradeMark East Africa. This work will assist member States in making progress towards Goals 8, 9 and 17.
- 18.276 The component will convene regional capacity-building initiatives for member States, intergovernmental bodies and regional economic bodies with partners and investment promotion forums in the subregion, in line with the objectives of the protocol on investment to the Agreement Establishing the African Continental Free Trade Area, which is under development, and in collaboration with other subprogrammes, including subprogrammes 2 and 3, and possibly with UNCTAD.
- 18.277 The component will focus on improving the formulation of policies on the blue economy and promote economic diversification. Through the development and application of data collection and analytical tools, the component will thus assess the socioeconomic and environmental potential of aquatic and marine resources of member States. This will be done in collaboration with other divisions, including subprogrammes 4, 5 and 8, to measure the potential contribution of aquatic and marine resources to sustainable development in the region. The component will convene the second subregional forum to raise awareness on the ocean's economy, based on multisectoral approaches to fisheries, maritime transport, management of freshwater resources, tourism, deep-sea mining, and women's access to natural resources. This work will contribute to the progress of member States in achieving Goals 5, 6, 13, 14 and 17.
- 18.278 The component will further support the implementation of guidelines for urban tourism, in line with the recommendations set out in the African Tourism Strategy formulated by the African Union. The component will scale up its work on the production of high-quality tourism statistics in the subregion, through capacity-building for member States and regional economic communities. This work will be delivered in partnership with subprogrammes 4 and 9, the World Tourism Organization and the World Bank. The component will seek the development of tourism satellite accounts in two more countries in 2022 and will hold consultative and validation meetings with relevant tourism bodies and regional economic communities. Focus will be placed on the resilience of the tourism sector against external shocks such as COVID-19, through cultural tourism products that appeal to the local and regional tourism market and create sustainable employment opportunities for women and young people. This work will contribute to the progress of member States towards Goals 5, 8, 11 and 12.
- 18.279 The component plans to support member States on issues related to COVID-19 by focusing on integrating post-COVID-19 pandemic recovery in national development planning. This work will build on supporting efforts by member States to implement the recommendations from the socioeconomic impact assessments of the COVID-19 pandemic.
- 18.280 The above-mentioned work is expected to result in:
 - (a) Higher levels of intraregional trade in goods and services;
 - (b) Improved regulatory frameworks for investment, hence facilitating operationalization of the African Continental Free Trade Area;
 - (c) Harmonization of investment regime and promotion strategies, making the region more competitive and attractive to intraregional investment;

- (d) Enhanced incorporation of blue economy policies and strategies into national development planning frameworks, as a means of promoting economic diversification and sustainable development;
 - (e) Deeper regional integration through the sustainable management of transboundary water resources and the improved connectivity of land-linked countries;
 - (f) Standardized methodologies for tourism data collection and analysis in the subregion;
 - (g) Improved diversification of the tourism sector to cushion it from external shocks.
- 18.281 The planned support on issues related to COVID-19 is expected to result in increased diversification potential and economic resilience, with a view to building economies in the post-COVID-19 pandemic era through operationalization of the African Continental Free Trade Area.

Programme performance in 2020

- 18.282 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Development of African Continental Free Trade Area strategies in response to the COVID-19 pandemic

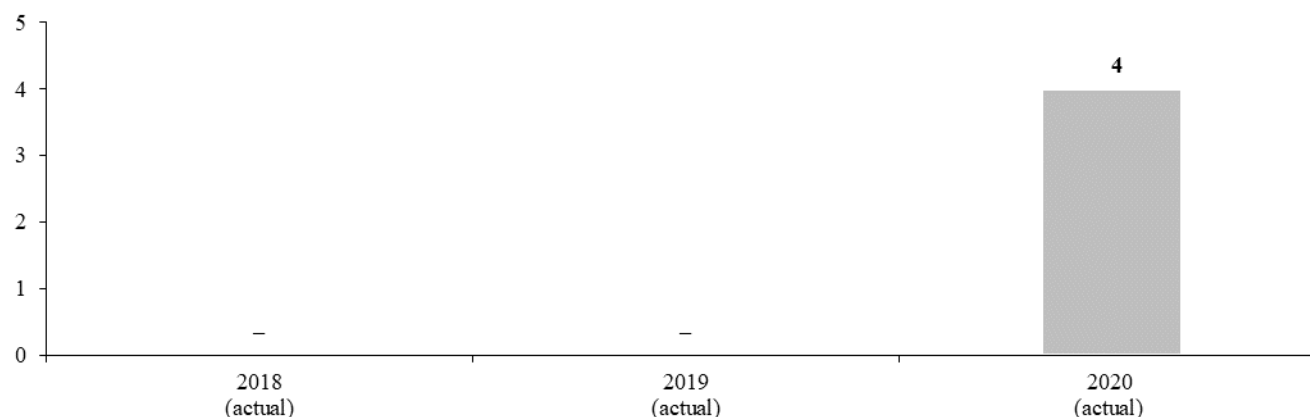
- 18.283 Following the outbreak of the COVID-19 pandemic in early 2020, the component assisted member States and regional economic communities to understand the impact of COVID-19 on their economies through several impact assessments and the development of African Continental Free Trade Area strategies to fast-track implementation of the Agreement establishing the Area as a vehicle for expanding socioeconomic opportunities and addressing the slowdown caused by COVID-19 disruptions.
- 18.284 In response to requests from several member States in 2020, the component conducted COVID-19 impact assessments, including for Djibouti, Rwanda, Seychelles and Uganda, and also for the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), the Indian Ocean Commission and the International Conference on the Great Lakes Region. The COVID-19 impact assessments identified far-reaching economic impacts on the affected member States and included policy advice for them. For instance, the economy of Seychelles contracted by 13 per cent, requiring a different approach involving economic diversification away from the tourism sector, such as the promotion of regional tourism and a focus on other sectors, such as fisheries, in support of economic recovery after the COVID-19 pandemic.

Progress towards the attainment of the objective, and performance measure

- 18.285 The above-mentioned work contributed to the objective, as demonstrated by four member States (Burundi, Comoros, Democratic Republic of the Congo and Rwanda) designing strategies for the African Continental Free Trade Area as a tool for recovery from the COVID-19 pandemic and a regional strategy for EAC in 2020 (see figure 18.XVII).

Figure 18.XVII

Performance measure: total number of countries that designed strategies for the African Continental Free Trade Area as a tool for recovery from the COVID-19 pandemic (cumulative)



Impact of COVID-19 on component delivery

- 18.286 Owing to the impact of COVID-19 during 2020, the component cancelled physical meetings for the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts and data collection for the development of the African Continental Free Trade Area implementation strategies. Some activities were postponed as a consequence of government restrictions on travel owing to the COVID-19 pandemic, for instance, the dissemination and consultation work that was planned in form of seminars, workshops and training events organized in connection with the joint ECA-TradeMark East Africa report. The component modified its approach and adopted online data collection methods for its think-tank functions; and used online platforms to convene the planned twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts and the ad hoc expert group meetings on the blue economy and tourism. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.
- 18.287 At the same time, however, the component identified additional activities to support member States on issues related to COVID-19, within the overall scope of its objectives. It intensified its technical support to member States, regional economic communities and intergovernmental organizations on the conduct of socioeconomic assessments of the impact of the pandemic on the East African subregion, and on the economies of Djibouti, Rwanda, Seychelles, Uganda, the Great Lakes region in general, and the member States of EAC and IGAD. Using high frequency data, the component paid special attention to the impact of the pandemic on regional trade, culminating in several joint publications with the Brookings Institution. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 18.288 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: implementing the African Continental Free Trade Area: from vision to action in East Africa¹⁹

Programme performance in 2020

- 18.289 The component provided support for the harmonization of regional standards for trade in services through a subregional report in 2020 which elaborated the potential for services trade in the context of the African Continental Free Trade Area. Tourism, an important services sector, was hit worst by COVID-19 in 2020, hence the component held a policy dialogue as a special expert group meeting alongside the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts on strategies for tourism recovery in the subregion.
- 18.290 The above-mentioned work contributed to six countries having ratified the Agreement Establishing the African Continental Free Trade Area, which exceeded the planned target of five countries reflected in the proposed programme budget for 2020. In addition, six countries (Djibouti, Ethiopia, Kenya, Madagascar, Seychelles and United Republic of Tanzania) registered a positive service trade balance.
- 18.291 Owing to the impact of the COVID-19 pandemic on data collection and reporting processes, the 2020 actual data on the share of intraregional trade was not available at the time of publication. For that reason, the subprogramme is not able to report the related 2020 actual performance in the context of the proposed programme budget for 2022. The 2020 actual performance will be presented in the context of the proposed programme budget for 2023.

Proposed programme plan for 2022

- 18.292 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will scale up technical support for phases II and III of the African Continental Free Trade Area negotiations on services, investment, and electronic commerce, and further support policy development for the same purposes in 2022. The expected progress is presented in the performance measure below (see table 18.31).

Table 18.31

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
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 organized in support of subregional development priorities such as regional integration and trade, the blue economy and tourism	• Six countries (Djibouti, Ethiopia, Rwanda, Kenya, Somalia and Uganda) ratified the Agreement Establishing the African Continental Free Trade Area • Six countries (Djibouti, Ethiopia, Kenya, Madagascar, Seychelles and United Republic	• Seven countries in the subregion with a positive service trade balance • Eight ratifications of the Agreement Establishing the African Continental Free Trade Area	• Eight countries with a positive services trade balance • One subregional policy position paper for East Africa submitted on the Protocol on Trade in Services to the Agreement Establishing the African Continental Free Trade Area (on services,

¹⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Section 18 Economic and social development in Africa

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
		of Tanzania) registered a positive service trade balance		investment, digital commerce)

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: harnessing deeper regional integration in Africa²⁰
Programme performance in 2020

- 18.293 In line with its regular workplan, the component produced several knowledge products with a view to supporting policy dialogue and a decision-making process leading to ratification of the Agreement Establishing the African Continental Free Trade Area by member States and improving trade as a means of addressing the economic slowdowns caused by the COVID-19 pandemic. These included the African Continental Free Trade Area impact study for East Africa, a report on trade in services, and a subregional profile report. These publications were discussed in different contexts, including at the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts in 2020, during which implementation of the Agreement Establishing the African Continental Free Trade Area was prioritized as a smart strategy enabling countries to recover from the impact of COVID-19. To that end, the component intensified awareness-raising and advocacy work for the African Continental Free Trade Area through knowledge dissemination, in conjunction with such partners as TradeMark East Africa and the Brookings Institution, with a view to heightening awareness of the African Continental Free Trade Area.
- 18.294 The above-mentioned work contributed to the increase in ratifications of the African Continental Free Trade Area to six (Djibouti, Ethiopia, Kenya, Rwanda, Somalia and Uganda), which did not meet the planned target of seven member States reflected in the programme budget for 2021, owing to the impact of COVID-19 on government processes.

Proposed programme plan for 2022

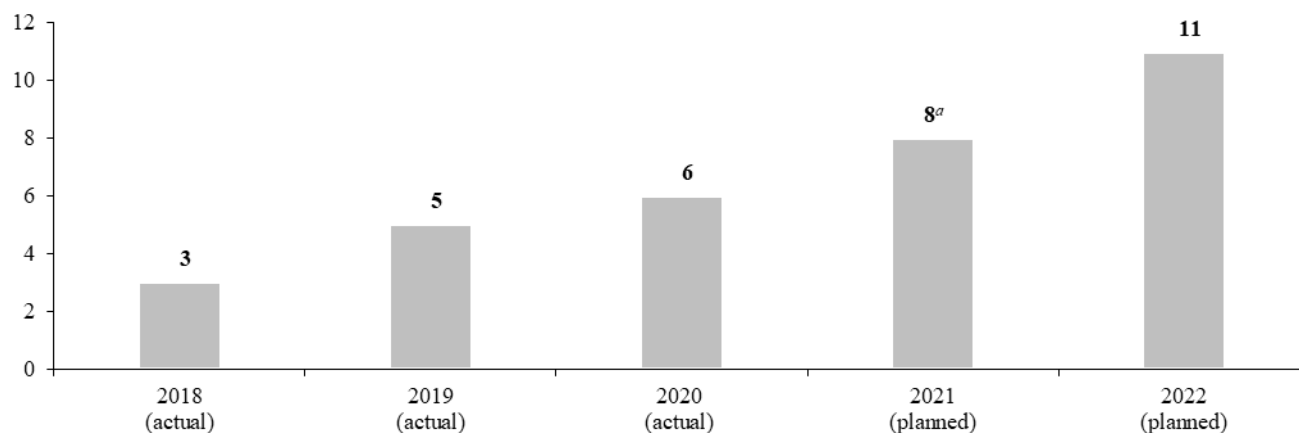
- 18.295 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will focus on advocacy, analysis and capacity and policy development in phases II and III of the African Continental Free Trade Area negotiations (on investment, intellectual property, services and digital trade), to elaborate the opportunities offered by the Area and to encourage countries to ratify the Agreement. The expected progress is presented in the performance measure below (see figure 18.XVIII).

²⁰ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 18.XVIII

Performance measure: total number of ratifications of the Agreement Establishing the African Continental Free Trade Area (cumulative)

(Number of countries)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: strengthened capacity of member States to harness the potential of the blue economy, including tourism within the African Continental Free Trade Area

Proposed programme plan for 2022

- 18.296 The blue economy and tourism are economic sectors that attracted more attention and interest in 2020, owing to their potential and role in the recovery from the COVID-19 pandemic. While the tourism industry was one of the worst affected economic sectors, the blue economy provides hitherto untapped potentials for diversification.
- 18.297 The component supported knowledge generation in 2020 on blue economy satellite accounts for Seychelles, with a view to identifying diversification strategies that can be adopted to build forward better. The component also developed a blue economy valuation toolkit, that was piloted in three countries, Djibouti, Rwanda and Seychelles, to quantify the net contribution of the blue economy to sustainable development, GDP growth, job creation and environmental sustainability. Furthermore, with targeted technical assistance, the component complemented previous work on deep-sea mining, culminating in the development of a deep-sea mining road map for the continent.

Lessons learned and planned change

- 18.298 The lesson for the component was that member States needed more technical support in diversifying their blue economy activities to reduce their dependence on a few sectors and in applying the policy frameworks already developed in this area to create more economic opportunities to mitigate the impact of COVID-19. In applying the lesson, the component will strengthen strategic partnerships with United Nations country teams and external policy think tanks, to ensure that it provides agile technical support and ensures stronger programme sustainability and continuity. The component plans to support countries in the application of the frameworks and tools that were developed in 2020 and 2021 to identify projects with the potential to increase job opportunities and generally support socioeconomic recovery after the COVID-19 pandemic.

Expected progress towards the attainment of the objective, and performance measure

- 18.299 This work is expected to contribute to the objective, as demonstrated by the increase in subregional initiatives in the area of blue economy from three in 2018 to five by 2022, with a view to encouraging economic diversification among countries (see table 18.32).

Table 18.32

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Three member States, regional economic communities and intergovernmental organizations implemented subregional initiatives in the area of the blue economy, energy and tourism	Four policy and dialogue platforms on subregional development priorities, such as regional integration and trade, the blue economy and tourism	Nine policy frameworks and tools developed by member States on the blue economy One country (Seychelles) finalized draft tourism satellite accounts (awaiting government approval)	Thirteen policy frameworks and tools developed by member States on the blue economy	At least two additional member States implement subregional initiatives in the area of the blue economy

Legislative mandates

- 18.300 The list below provides all mandates entrusted to the component.

Economic and Social Council resolutions

2011/43 Support to the Republic of South Sudan

Deliverables

- 18.301 Table 18.33 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.33

Subprogramme 7, component 4: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Documentation for the Intergovernmental Committee of Experts and Senior Officials	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
2. Session of the Intergovernmental Committee of Experts and Senior Officials of the Subregional Office for East Africa	8	8	8	8

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	2	3
3. Field and technical cooperation projects on trade in services and emergence of regional value chains	–	–	1	1
4. Project on urban tourism and the blue economy in East Africa	–	–	–	1
5. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
Seminars, workshops and training events (number of days)	18	6	10	10
6. Seminars and workshops on regional integration, trade and the African Continental Free Trade Area in East Africa	9	1	5	5
7. Workshops on trade, investment, competition, gender and e-commerce in East Africa	–	–	–	1
8. Workshops on social cohesion and linkages between development, humanitarian affairs and peace	–	–	1	1
9. Workshops on blue economy policy experiences from East Africa	3	2	2	1
10. Workshops on tourism satellite accounts in East Africa	3	3	1	1
11. Training event on strategies to enhance the services trade in East Africa	3	–	1	1
Publications (number of publications)	6	6	4	5
12. Subregional profile	1	1	1	1
13. Publication on the regional integration and operationalization of the African Continental Free Trade Area in East Africa	1	1	1	1
14. Publication on social cohesion in the context of open regionalism	1	1	–	–
15. Publication on blue economy policy experiences from East Africa	1	1	1	1
16. Publication on tourism satellite accounts in East Africa	1	1	1	1
17. Publication on strategies to enhance the trade in services and investment in East Africa	1	1	–	1
Technical materials (number of materials)	3	3	3	3
18. Technical materials on priority socioeconomic development issues in East Africa	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: technical support and advisory services to three member States on implementation of the Agreement Establishing the African Continental Free Trade Area, inclusive growth and economic and social transformation through inter-agency coordination.				
D. Communication deliverables				
Outreach programmes, special events and information materials: quarterly booklets, pamphlets, fact sheets, wallcharts and information kits and videos to reach all 14 countries in the subregion.				
External and media relations: quarterly engagements with national and regional media outlets (written blogs and interviews targeting 14 countries); electronic briefs and press releases on major activities of the Subregional Office for East Africa, including regional updates to reach all 14 countries in the subregion.				
Digital platforms and multimedia content: monthly web-based information bulletins on global outreach by the Subregional Office for East Africa.				

Component 5 Subregional activities in Southern Africa

Objective

- 18.302 The objective, to which this component contributes, is to strengthen subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

Strategy

- 18.303 To contribute to the objective, the component will continue to promote cooperation and partnership with member States, regional economic communities, specifically the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA), and other intergovernmental organizations; the African Union; regional development financial institutions such as the African Development Bank; chambers of commerce and industry organized on private sector lines; associations of small and medium-sized enterprises and cross-border traders associations; civil society organizations; universities and research institutions; and United Nations agencies, including the United Nations Industrial Development Organization (UNIDO) and UNCTAD, in advancing regional and national industrialization priorities through the implementation of the SADC industrialization strategy and road map, 2015–2063, and the COMESA industrial policy, 2015–2030, and their alignment with, and support for, national industrialization policies. This work will assist member States in making progress towards the achievement of Sustainable Development Goal 9.
- 18.304 The component also plans to undertake policy research and analysis on industrialization, to provide technical assistance to member States, regional economic communities and intergovernmental organizations and to disseminate best practices at national and regional levels on industrialization in Southern Africa. In addition, the component will support SADC in the implementation of the new strategic vision for Southern Africa – Vision 2050 – and its 10-year strategic plan, the regional indicative strategic development plan, 2020–2030. This work will contribute to the progress of member States towards the achievement of Goal 9.
- 18.305 The component will continue to support and collaborate with regional entities and partners such as the SADC Business Council, the COMESA Business Council and the Southern Africa Trust in engaging the private sector, in particular micro, small and medium-sized enterprises, through initiatives such as the establishment and roll-out of a digital platform for such enterprises in Southern Africa, on which those enterprises and their owners, other entrepreneurs and policymakers can exchange information to facilitate business development and to enhance productivity. It will also assist in creating institutional and learning support structures and tools to assist micro, small and medium-sized enterprises to harness innovative approaches to promote their competitiveness and growth of private sector development in the subregion. Furthermore, the component will support implementation of the multi-year collaborative programme on advancing industrialization in the COMESA subregion. The component also plans to provide continued support to member States on the African Continental Free Trade Area in facilitating national consultations and awareness-raising on the free trade area process, ratification of the Agreement Establishing the African Continental Free Trade Area and developing national strategies on the implementation of the Agreement, thereby contributing to the progress of member States towards attainment of Goals 1 and 10.
- 18.306 The component plans to support member States on issues related to COVID-19 by continuing to undertake analytical work on the impact of COVID-19 on the private sector, including micro, small and medium-sized enterprises, and on industrialization and trade in Southern Africa. The component will focus on building the capacities of governments and the private sector, enabling them to address the impact of the pandemic by rolling out initiatives aimed at supporting the recovery from COVID-19 pandemic and the resurgence of micro, small and medium-sized enterprises, and strengthening their resilience to future shocks.
- 18.307 The above-mentioned work is expected to result in:
- (a) Implementation of the SADC industrialization strategy and road map and the COMESA industrial policy, which will include key initiatives on developing the digital platform for micro, small and medium-sized enterprises for Southern Africa to enhance information sharing and exchange among such enterprises, other entrepreneurs and policymakers; and the development of industrial clusters in selected member States as a pilot scheme, such as the common industrial park between Zambia and Zimbabwe, to promote investment and foster industrial development in the subregion;

- (b) Creation of a harmonized and enabling policy environment at the subregional and national levels to anchor the promotion of self-sustained and balanced growth, diversification of the manufacturing base and an improvement in the competitiveness of the industrial sector with matured regional value chains of the various commodities and non-natural resources produced in Southern Africa;
 - (c) Deployment of innovative approaches by micro, small and medium-sized enterprises in Southern Africa, including digitalization to address their competitiveness, trade and industrial-related challenges.
- 18.308 The planned support on issues related to COVID-19 is expected to result in:
- (a) Strengthened capacities of micro, small and medium-sized enterprises to leverage innovative approaches that address the impact of the pandemic, as a base upon which to build their resilience to shocks and address competitiveness challenges so that they become more effective enablers of trade and industrial development in Southern African;
 - (b) Governments and policymakers better supporting micro, small and medium-sized enterprises in the post-pandemic context.

Programme performance in 2020

- 18.309 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased subregional cooperation and integration in Southern Africa

- 18.310 At the extraordinary session, held in Luanda in 2012, under the theme “SADC strategic challenges, threats and opportunities in the long term: SADC Vision 2050”, the Heads of State and Government of the Southern African Development Community took the decision that, in the years to follow, a long-term vision should be formulated to indicate where the SADC region would want to be by 2050, by positioning itself in the context of emerging continental and global challenges, issues and opportunities.
- 18.311 In responding to a formal request by SADC in 2019 for assistance in carrying out this decision, the component provided technical support and field-level advisory services to the SADC secretariat throughout the entire visioning process, including brain-storming sessions, providing substantive inputs to background documents, backstopping consultants and subject matter experts; and by supporting technical meetings and meetings of senior officials that galvanized stakeholders in building up the vision for the subregion. In its design, the vision was anchored on three interrelated pillars, namely, industrial development and market integration; infrastructure development in support of industrialization and regional integration; and social and human capital development in support of industrialization and broad regional integration. Importantly, formulation of the SADC Vision 2050 was underpinned by, and synchronized with, the SADC industrialization strategy and road map, 2015–2063, which is a long-term framework formulated to spur inclusive industrial development and sustainable economic growth in line with the objective of the component.
- 18.312 The component also provided technical support to the SADC secretariat in formulating the SADC regional indicative strategic development plan for the period 2020–2030, designed to operationalize the SADC Vision 2050, including by outlining key priority areas and actions aimed at strengthening subregional and national capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

Progress towards the attainment of the objective, and performance measure

- 18.313 The above-mentioned work contributed to the objective, as demonstrated by the cumulative number of seven subregional initiatives adopted by member States that promote subregional cooperation and integration in Southern Africa (see table 18.34).

Table 18.34
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Three subregional initiatives were approved by SADC:	Two additional subregional initiatives were approved by SADC:	Two additional subregional initiatives were approved by SADC:
(a) Mining sector skills audit framework	(a) SADC Protocol on Industry	(a) SADC Vision 2050
(b) Minerals beneficiation profile	(b) SADC Regional Mining Vision	(b) SADC regional indicative strategic development plan, 2020–2030
(c) SADC regional intellectual property rights framework		

Impact of COVID-19 on component delivery

- 18.314 Owing to the impact of COVID-19 during 2020, the component changed the mode of provision of advisory services to member States and regional economic communities and the convening of planned meetings, such as the annual session of the Intergovernmental Committee of Senior Officials and Experts of the component, the Forum on regional integration in Southern Africa, and ad hoc expert group meetings for reviewing planned publications on industrialization in Southern Africa and on regional integration in Southern Africa, which were delivered with reduced durations (hours and days) via videoconferencing platforms, instead of in the usual face-to-face format.
- 18.315 At the same time, however, the component identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely, undertaking analytical work on the economic and social impact of the COVID-19 pandemic by collaborating with the United Nations resident coordinator offices and United Nations country teams in Botswana, Lesotho, Malawi, Mauritius, Zambia and Zimbabwe. The component also provided analytical support to SADC in producing publications. Furthermore, the component contributed to continent-wide analyses on the economic and social impact of COVID-19 on Africa.

Planned results for 2022

- 18.316 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: accelerating industrialization in Southern Africa²¹**Programme performance in 2020**

- 18.317 The component has been assisting member States to accelerate the process of inclusive industrialization in Southern Africa, aimed at achieving a reduction in inequality and poverty. The component provided technical support to the Government of Eswatini in developing a national financing framework for micro, small and medium-sized enterprises. Furthermore, the component, through effective engagement with COMESA, supported the governments of Zambia and Zimbabwe in reaching agreement on an initiative to establish a common agro-industrial park between the two neighbouring countries, constituting an industrial cluster point that would promote and facilitate agro-processing activities and the development of agriculture value chains.

²¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

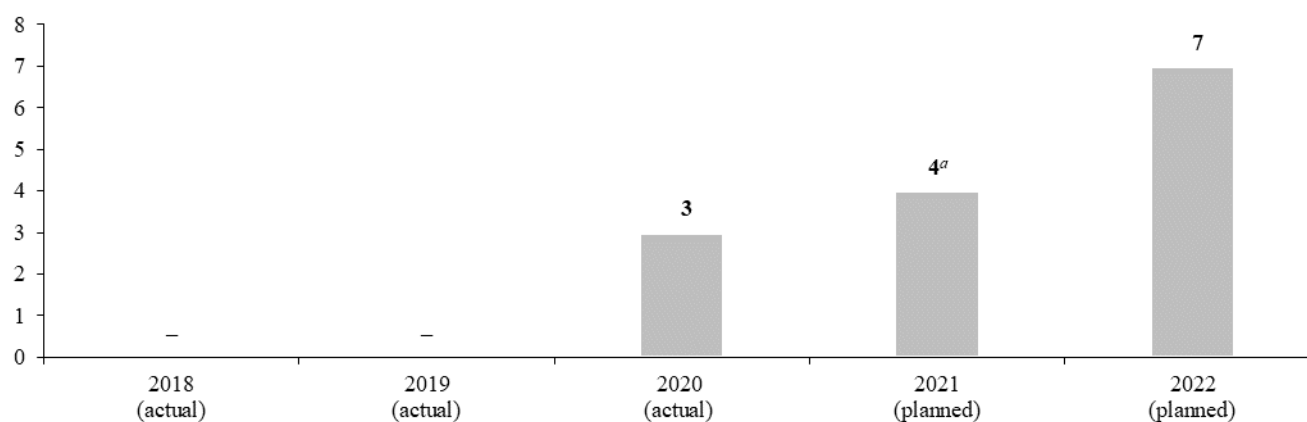
- 18.318 The above-mentioned work contributed to three member States embarking on initiatives aimed at promoting inclusive industrialization, namely, Eswatini, Zambia and Zimbabwe, which exceeded the planned target of two countries reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 18.319 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the component's work will evolve to include supporting countries in incorporating key elements of not only the SADC industrialization strategy and road map, 2015–2063, but also of the COMESA industrial policy, 2015–2030, by strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa. The component will also continue to provide technical support to ongoing initiatives, such as the establishment of a common agro-industrial park between Zambia and Zimbabwe, to ensure that they are fully realized and scaled up. The expected progress is presented in the updated performance measure below (see figure 18.XIX).

Figure 18.XIX

Performance measure: total number of Southern African countries that incorporate key elements of the SADC industrialization strategy and road map (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: from policy to action: deepening industrialization in Southern Africa²²

Programme performance in 2020

- 18.320 The component has been providing technical support and field-level advisory services and has engaged member States and other stakeholders, such as the private sector and civil society organizations, in the African Continental Free Trade Area process through its analytical work and convening of expert and statutory meetings.
- 18.321 The above-mentioned work contributed to four member States (Angola, Lesotho, Zambia and Zimbabwe) aligning their national frameworks with the SADC industrialization strategy and road map, which exceeded the planned target of two southern African countries reflected in the programme budget for 2021.

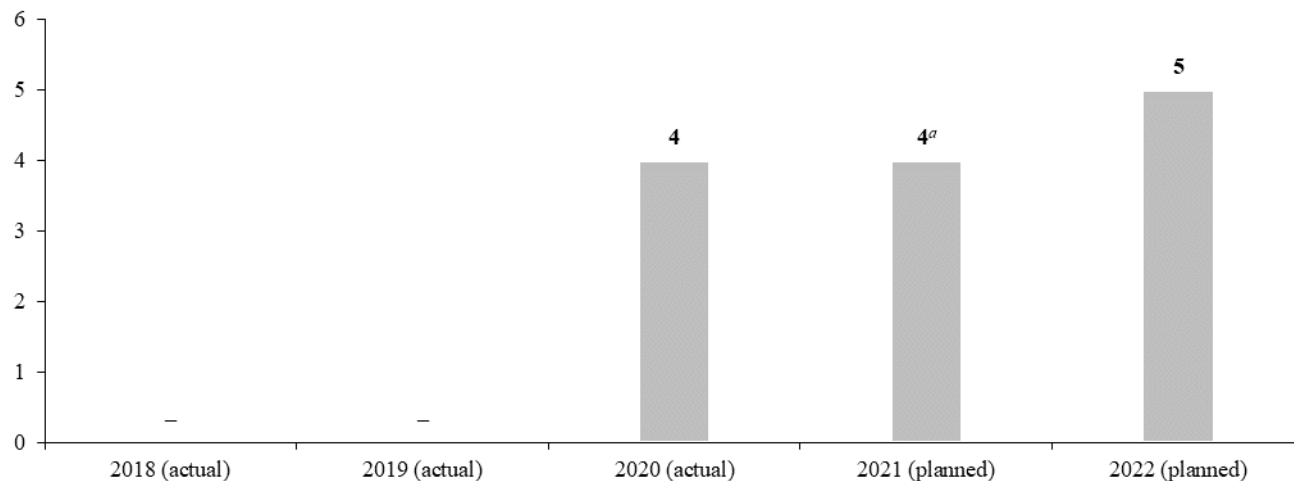
²² As reflected in the programme budget for 2021 (A/75/6/Add.1).

Proposed programme plan for 2022

- 18.322 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will undertake analytical work; convene expert, statutory and policy dialogue meetings; provide technical support to member States and regional economic communities; and engage the private sector and other non-State entities in efforts to deepening inclusive industrialization in Southern Africa by facilitating the diversification of the manufacturing base and the development of agricultural and minerals value chains. The component will also continue to engage some member States in facilitating the ratification of the Agreement Establishing the African Continental Free Trade Area even before they develop a national African Continental Free Trade Area strategy and implementation plan, while other countries will need, first, to conduct impact studies and then to develop national strategies and implementation plans before they can ratify the Agreement. The expected progress is presented in the performance measure below (see figure 18.XX).

Figure 18.XX

Performance measure: total number of southern African countries that develop or align the SADC industrialization strategy and road map in national frameworks (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: inclusive industrialization in Southern Africa through private sector development

Proposed programme plan for 2022

- 18.323 The component has been providing support to member States and regional economic communities in Southern Africa, aimed at strengthening their capacities in the development of policies, strategies and programmes on inclusive industrialization. This work is anchored on the priorities of the subregion as espoused by subregional policy frameworks, including the SADC industrialization strategy and road map, 2015–2063; the SADC Regional Mining Vision; the SADC Protocol on Industry and the COMESA industrial policy, 2015–2030. More recently, the component's work has focused on assisting member States to harmonize and align their national industrial policies and strategies with these subregional frameworks. Furthermore, the component has provided support to member States in the subregion in moving towards ratification and implementation of the Agreement Establishing the African Continental Free Trade Area, a continental arrangement that seeks to create a continent-wide market and which will also stimulate industrial activity. Thus, in 2020, the

Governments of Zambia and Zimbabwe developed their national African Continental Free Trade Area strategies and implementation plans, while Angola and Lesotho have ratified the Agreement.

Lessons learned and planned change

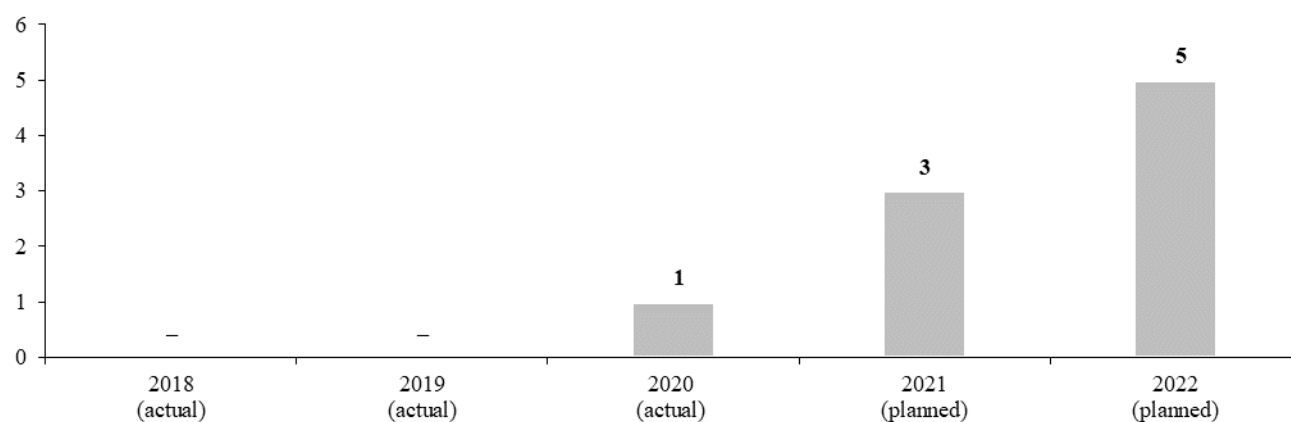
- 18.324 The lesson for the component was that the successful formulation and implementation of industrial policies are not always linear processes but often iterative, requiring several reviews to ensure coherence. In applying the lesson, the component will ensure flexibility in the manner in which technical support is provided to member States and regional economic communities. For instance, while policy harmonization is still in progress at the subregional level, it is also possible for policy alignment at the national level to begin. Accordingly, and to further deepen the inclusive industrialization agenda, in 2022 the component will focus on providing further support to member States to align their national policies with the subregional frameworks. The component will also seek to strengthen the capacities of member States and regional economic communities to promote the development of the private sector, in particular micro, small and medium-sized enterprises, and to facilitate their integration in the industrialization process of the subregion. This will include creating a harmonized and enabling policy environment at the subregional and national levels to anchor the promotion of self-sustained and balanced growth, diversification of the manufacturing base and an improvement in the competitiveness of the industrial sector with matured regional value chains of the various commodities and non-natural resources produced in Southern Africa.

Expected progress towards the attainment of the objective, and performance measure

- 18.325 This work is expected to contribute to the objective, as demonstrated by an increased number of member States that have developed initiatives aimed at promoting the integration of micro, small and medium-sized enterprises in the inclusive industrialization agenda (see figure 18.XXI).

Figure 18.XXI

Performance measure: total number of member States that have developed initiatives aimed at promoting the integration of micro, small and medium-sized enterprises in the inclusive industrialization agenda (cumulative)



Legislative mandates

- 18.326 The list below provides all mandates entrusted to the component.

General Assembly resolutions

- 61/51 Cooperation between the United Nations and the Southern African Development Community

Deliverables

18.327 Table 18.35 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.35

Subprogramme 7, component 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	4	2	4
1. Annual report on the work of ECA in Southern Africa	1	1	1	1
2. Report to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	1	1	1	1
3. Report on key economic and social developments and prospects for regional integration in Southern Africa	—	1	—	1
4. Progress report on regional and international agendas and other special initiatives in Southern Africa	—	1	—	1
Substantive services for meetings (number of three-hour meetings)	8	6	8	8
5. Annual session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	8	6	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
6. Field project on industrialization and regional integration in Southern Africa	1	1	1	1
7. Fellowship programme for young African economists on inclusive industrialization and regional integration	1	1	1	1
Seminars, workshops and training events (number of days)	5	4	5	6
8. Forum on regional integration in Southern Africa	3	2	3	2
9. Policy dialogue on economic and social development in Southern Africa	2	2	2	2
10. Training in inclusive industrialization and regional integration	—	—	—	2
Publications (number of publications)	2	2	2	2
11. Publication on regional integration in Southern Africa	1	1	1	1
12. Publication on industrialization in Southern Africa	1	1	1	1
Technical materials (number of materials)	2	2	2	2
13. Policy brief on industrialization and economic transformation in Southern Africa	1	1	1	1
14. Research paper on economic and social development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services, including technical knowledge, upon request by member States, regional economic communities and intergovernmental organizations, on inclusive industrialization and regional integration, operationalization of the African Continental Free Trade Area, and support for the work of 11 United Nations country teams in Southern Africa (Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe).				
Databases and other substantive digital materials: database on economic and social statistics updated.				
D. Communication deliverables				
Outreach programmes, special events and information material: events and quarterly electronic newsletters for the dissemination of information on inclusive industrialization and regional integration.				
Digital platforms and multimedia content: web-based information, social media platforms, and communities of practice.				

Subprogramme 8

Economic development and planning

Objective

- 18.328 The objective, to which this subprogramme contributes, is to strengthen African countries' development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development.

Strategy

- 18.329 To contribute to the objective, the subprogramme will continue delivering face-to-face and online training based on enriched training content on sectoral, national and regional development, and medium to long-term planning to deal with the socioeconomic impact of the COVID-19 pandemic.
- 18.330 The subprogramme will also continue to promote peer learning and collaboration among African development planners through a community of practice and will provide wide access to its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers.
- 18.331 Furthermore, through cooperation with resident coordinator offices, different subprogrammes and components of the Commission and external partners (think tanks, academic institutions, the private sector and civil society), the subprogramme will continue to support countries' capacity to monitor and evaluate the implementation of the 2030 Agenda and Agenda 2063 using the integrated planning and reporting toolkit developed by the programme. In particular, this work will assist member States in making progress towards the achievement of Sustainable Development Goals 1, 5, 8 and 17.
- 18.332 The subprogramme will further continue delivering face-to-face and online training based on updated training content on economic and social policy formulation and management.
- 18.333 The subprogramme will foster knowledge generation, cross-fertilization and knowledge-sharing through research products and fellowship programmes, development seminars and high-level policy dialogues. Emphasis on mainstreaming gender and youth-related issues in all relevant public policies will continue in 2022 through the identification of relevant courses in which gender and youth-related content, such as entrepreneurship, employment, green economy in the context of sustainable development and poverty eradication, innovation and digital transformation, will be included. This work will further the progress of member States in achieving Goals 7 and 8.
- 18.334 The subprogramme will also, in collaboration with other subprogrammes, continue to offer face-to-face and online training to resident coordinator offices in selected priority areas, in support of their leadership efforts aimed at addressing the socioeconomic impact of COVID-19. The training will build on the programme's comparative advantages in such areas as trade and the African Continental Free Trade Area, macroeconomic modelling, the regional integration index and many others.
- 18.335 The subprogramme plans to support member States on issues related to COVID-19 oriented towards macroeconomic policies and development planning, with a view to building forward and building better and achieving resilient recovery.
- 18.336 The above-mentioned work is expected to result in:
- (a) Development planners being better informed and equipped to effect inclusive and COVID-19-responsive development planning processes, in support of structural transformation;
 - (b) Officials and other stakeholders being capable of more effectively formulating, managing and influencing public policies;
 - (c) More inclusive approaches to the formulation of development policies by member States.

- 18.337 The planned support on issues related to COVID-19 is expected to result in the enhanced competence of professional planners and policymakers in mainstreaming the COVID-19 context in policy management and development planning, in order to strengthen the inclusiveness of economies and their resilience to shocks.

Programme performance in 2020

- 18.338 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased institutional capacity relating to the Agreement Establishing the African Continental Free Trade Area

- 18.339 The Agreement Establishing the African Continental Free Trade Area is a milestone in institutional progress towards integration on the continent. Thirty African countries have ratified the Agreement and the subprogramme built the capacity of policymakers and government officials, in addition to other stakeholders, with a view to promoting gradual ratification of the Agreement. The subprogramme held training measures for 813 beneficiaries, including dedicated courses on such topics as making the African Continental Free Trade Area work; the African Continental Free Trade Area for journalists; gender and the African Continental Free Trade Area; webinars and research papers on such issues as the African Continental Free Trade Area in the context of COVID-19: macroeconomic and sectoral impacts; the African Continental Free Trade Area and the labour market; food security and labour mobility in the context of the African Continental Free Trade Area: the case of Senegal; and the impact of the African Continental Free Trade Area on trade flows: empirical evidence using the extended gravity model. Two working papers on the impact of COVID-19 were published jointly with the United Nations country team in Senegal and a paper on the issues of the African Continental Free Trade Area and the impact of COVID-19: macroeconomic and trade diversion versus trade creation assessment, prepared jointly with the International Food Policy Research Institute (IFPRI).

Progress towards the attainment of the objective, and performance measure

- 18.340 The above-mentioned work contributed to the objective, as demonstrated by the increased number of trainees in 2020, a period that coincides with the gradual ratification of the Agreement by the above-mentioned member States (see figure 18.XXII).

Figure 18.XXII

Performance measure: number of trainees, disaggregated by sex, in African Continental Free Trade Area issues, attesting to a significant improvement in the inclusion of the Area in national development plans (annual)



Impact of COVID-19 on subprogramme delivery

- 18.341 Owing to the impact of COVID-19 during 2020, in particular the resulting travel restrictions, the subprogramme cancelled all in situ training activities, turning them into online activities and therefore increasing the number of participants, especially women. As a consequence, the subprogramme was unable to implement hands-on practice sessions for some important specialized courses such as data analysis and macro-modelling. The subprogramme reconfigured its training material in an e-learning format, to ensure continued capacity development support for member States.
- 18.342 At the same time, however, the subprogramme identified new activities to support member States in dealing with issues related to COVID-19, within the overall scope of its objectives, namely systematically mainstreaming issues related to COVID-19 into its training and research activities, to allow member States to rethink their respective macroeconomic planning for emergencies and beyond to build forward better. It organized webinars and produced research papers and policy briefs with a COVID-19 and post-COVID-19 approach.

Planned results for 2022

- 18.343 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: strengthened capacity of member States to implement the 2030 Agenda for Sustainable Development and Agenda 2063²³

Programme performance in 2020

- 18.344 In response to the global COVID-19 pandemic, the subprogramme converted all the planned on-site activities to digital activities, reducing the number of visiting fellows that it received. These adjustments significantly increased the number of participants in training activities. The subprogramme delivered 18 digital training events and trained the fifth cohort of the master's degree

²³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

in industrial policies, jointly administered with the University of Johannesburg. Analytical research was conducted through two development seminars, nine webinars, two high-level policy dialogues and one research fellowship, in which 975 experts (553 women), from 47 African countries participated. Out of the 900 respondents to the annual survey conducted in 2020, 87 per cent indicated that they had used knowledge acquired from training at the African Institute for Economic Development and Planning in their professional activities. Most of them provided tangible examples of the knowledge acquired.

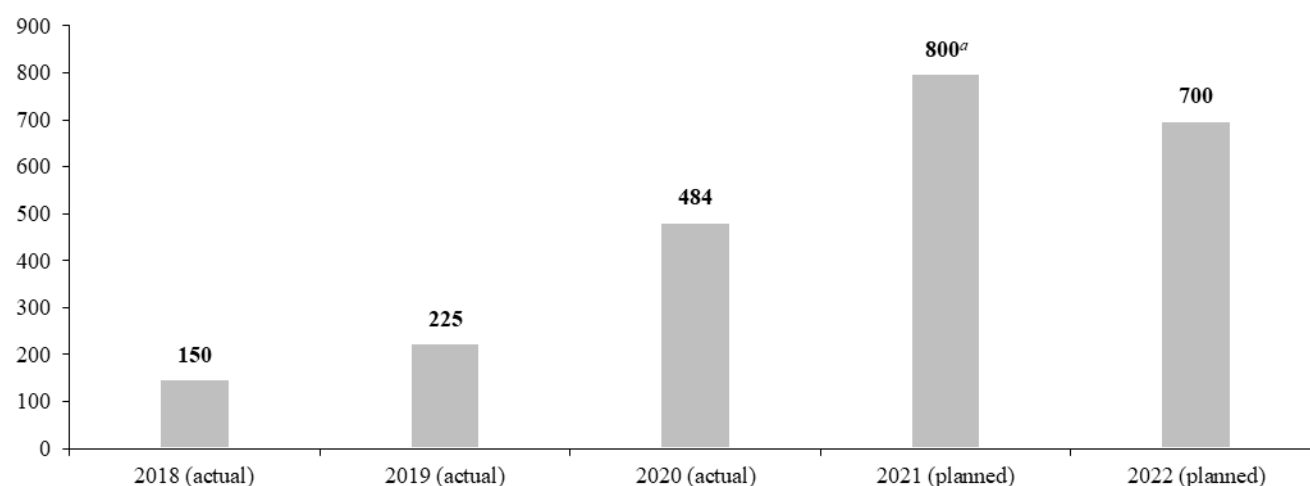
- 18.345 The above-mentioned work contributed to the strengthened capacity of 484 women, which exceeded the planned target of 300 female participants certified reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 18.346 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue improving public sector policy management and development planning in support of member States' structural transformation in line with the 2030 Agenda and Agenda 2063. The subprogramme plans to continue mainstreaming social investment and development in its training, research and knowledge delivery activities, geared towards the structural transformation of Africa. The subprogramme will increase the number of activities – courses, development seminars, workshops and research related products. It will promote the joint delivery principle with the different subprogrammes, with a particular emphasis on subprogrammes 6 and 9. The expected progress is presented in the performance measure below (see figure 18.XXIII).

Figure 18.XXIII

Performance measure: number of female participants certified (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: improving public sector management and development planning²⁴

Programme performance in 2020

- 18.347 The subprogramme has been working on improving public sector management and development planning in support of member States' structural transformation. It continued to assist member States in the implementation of the 2030 Agenda and Agenda 2063 and adapted its activities to take into

²⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

account the impact of the COVID-19 pandemic and support member States to plan forward better, in terms of debt management as a response to health emergencies and different economic shocks.

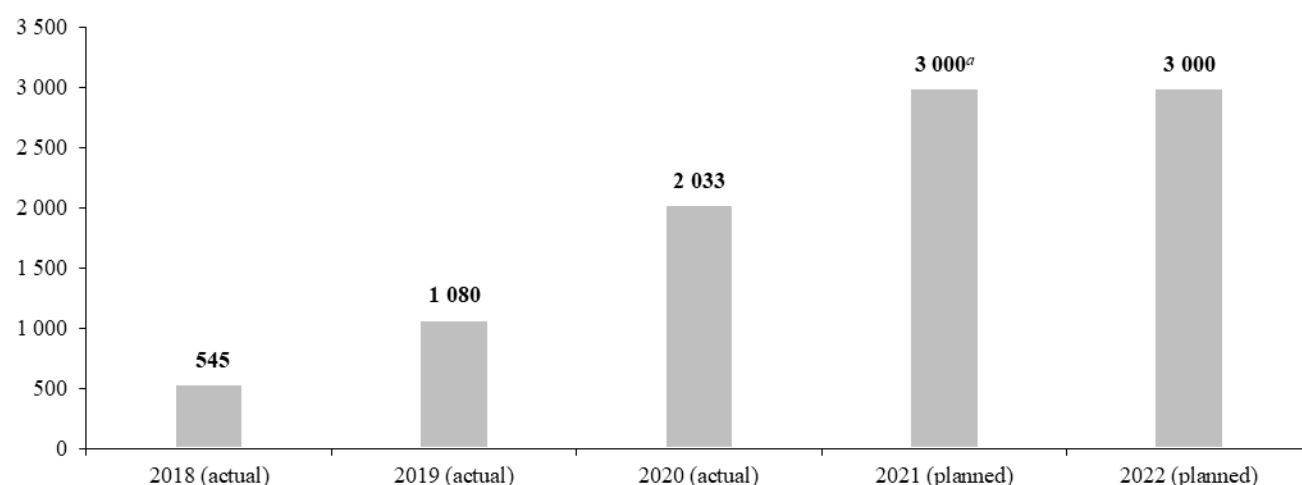
- 18.348 The above-mentioned work contributed to 2,033 trainees having acquired knowledge and skills through training at the African Institute for Economic Development and Planning in public policy formulation, which exceeded the planned target of 2,000 trainees reflected in the programme budget for 2021. In addition, 80 per cent of trainees attested that their knowledge and skills for effective public policies, policy influence, monitoring and evaluation had improved.

Proposed programme plan for 2022

- 18.349 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue the strengthening of the institutional capacity in public policy formulation and economic planning through trainings, research and knowledge-sharing activities. The expected progress is presented in the performance measure below (see figure 18.XXIV).

Figure 18.XXIV

Performance measure: number of trainees acquiring knowledge and skills through training at the Institute in public policy formulation (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced capacity of professional planners and policymakers for more inclusive and resilient economies

Proposed programme plan for 2022

- 18.350 COVID-19 has had a severe impact on economies and the well-being of people. It has revealed the fragility of the economic and social models of African countries, and also their vulnerability to various shocks. The subprogramme has conducted research work to take into account the impact of the pandemic in its training programmes and proposed areas of reflection to better address the economic and social challenges facing countries.

Lessons learned and planned change

- 18.351 The lesson for the subprogramme stemming from the impact of COVID-19 on countries' planning processes was that it needed to integrate a risk management dimension in its capacity-building and research programmes relating to macroeconomic planning and sustainable development. This focus

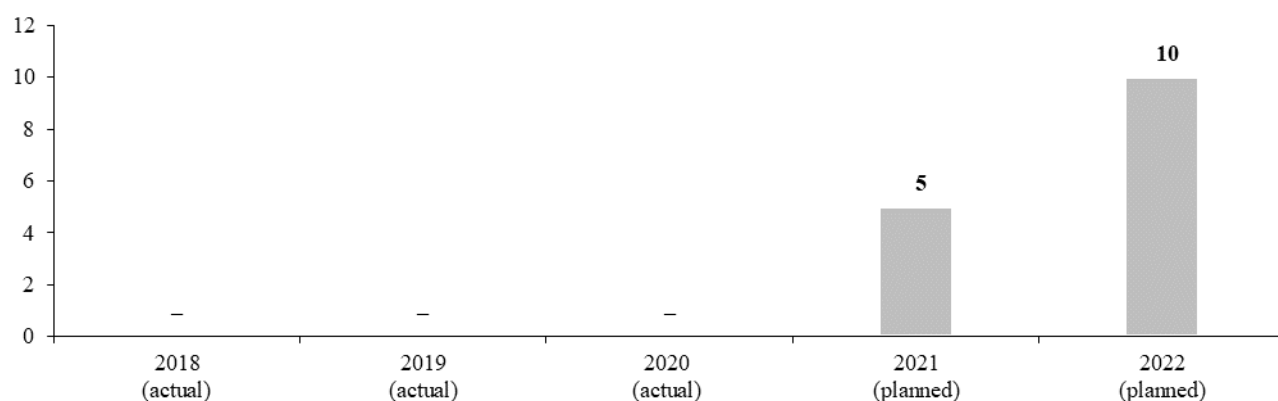
is in line with the imperative of building forward and building better and supporting inclusive and resilient recovery. In applying the lesson, and in response to the recommendations formulated by member States at the seventh session of the Africa Regional Forum on Sustainable Development, the fifty-third session of the Conference of African Ministers of Finance, Planning and Economic Development and the fifty-eighth session of the Governing Council of the African Institute for Economic Development and Planning, the subprogramme will strengthen consideration of the impact of COVID-19 on countries' national development planning and programming. The subprogramme will further adapt its training and research components to strengthen the ability of member States to manage various forms of risks and to absorb exogenous shocks, with the view to reducing their vulnerability to unforeseen crises.

Expected progress towards the attainment of the objective, and performance measure

- 18.352 This work is expected to contribute to the objective, as demonstrated by the number of policies developed by member States that contribute to building more inclusive and resilient economies (see figure 18.XXV).

Figure 18.XXV

Performance measure: total number of policies developed by member States directed towards building more inclusive and resilient economies (cumulative)



Legislative mandates

- 18.353 The list below provides all mandates entrusted to the subprogramme.

Economic Commission for Africa resolutions

58 (IV)	Establishment of the African Institute for Economic Development and Planning	908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa's structural transformation
858 (XLI)	Special Meeting of the Governing Council of the African Institute for Economic Development and Planning	956 (LI)	African Institute for Economic Development Planning

Economic and Social Council resolutions

2011/13; 2018/22	African Institute for Economic Development and Planning
2013/2	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

Deliverables

18.354 Table 18.36 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.36

Subprogramme 8: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	4	4	4
2. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
3. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	8	4	4	4
4. Meetings of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
5. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	66	32	60	53
6. Project to design and deliver a portfolio of two-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	25	—	15	10
7. Project to design and deliver a portfolio of one-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	—	—	10	5
8. Project to design and deliver a portfolio of digital learning courses (in English and French) on development planning and economic management, including self-paced, instructor-led and blended courses or webinars to build the capacity of middle and senior-level public officials from African countries	40	30	30	35
9. Project to design and deliver master's degree programmes on industrial policy, development planning and natural resources governance to build the capacity of senior and executive-level public officials from African countries	1	1	1	1
10. Visiting research fellowships for policy researchers and African policy officials to undertake publishable work leading to policy recommendations on development planning and economic management	—	1	4	2
Seminars, workshops and training events (number of days)	27	19	16	20
11. Development seminars on various aspects of development planning and economic management to build the capacity of African senior policymakers through mutual learning and knowledge exchange	12	9	10	12

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
12. Curriculum development workshops gathering experts to develop new training courses addressing the deduced and expressed capacity development needs of member States	15	10	6	8
Publications (number of publications)	2	2	2	2
13. Publications on economic management and development planning	2	2	2	2
Technical materials (number of materials)	45	20	45	34
14. Studies and policy briefs on economic management and development planning	35	9	35	24
15. Knowledge materials on development planning and economic management for use in self-paced distance learning uploaded to classified knowledge repositories	10	11	10	10

C. Substantive deliverables:

Consultation, advice and advocacy: advisory services to five member States and all six regional economic communities on economic management, development planning and capacity-building; field visits to explore practical applications of classroom learning in areas such as industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism in collaboration with concerned subprogrammes and the United Nations system.

Databases and substantive digital materials: coordination of two communities of practice for African development planners.

D. Communication deliverables:

Outreach programmes, special events and information materials: high-level policy dialogues with 150 policy officials from 10 member States, 5 private sector representatives, and 5 subject-matter experts to debate various issues pertaining to African economic development and planning, with particular emphasis on those related to the 2030 Agenda.

External outreach and media relations: information kit for the African Institute for Economic Development and Planning comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.

Library services: books, journals and other library materials on economic management and development planning in French and English.

Subprogramme 9 Poverty, inequality and social policy

Objective

- 18.355 The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality through member States' improved policies and strategies for social investments and productive urban job creation.

Strategy

- 18.356 To contribute to the objective, the subprogramme will support national strategies on eradication of poverty and reduction of inequalities with a focus on social protection, population and development, migration and ageing. The work will provide options for the development and implementation of national policy on social investments which contribute to the reduction of poverty and vulnerability and the achievement of the 2030 Agenda. The subprogramme plans to strengthen the policy competence of member States and provide technical assistance, organize regional dialogue and foster learning on strategies that promote inclusion and equitable development in Africa. It will provide continued support to African member States in the implementation and appraisal of the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing, the Programme of Action of the International Conference on Population and Development and the Addis Ababa Declaration on Population and Development in Africa beyond 2014. To improve

policy uptake, the subprogramme will engage with national policymakers and all stakeholders through the United Nations resident coordinator offices.

- 18.357 The subprogramme will continue to promote the policy prioritization of urban job creation through the development of urban strategies and investment frameworks for national development planning, in line with Sustainable Development Goal 11. The subprogramme will develop the knowledge of member States, provide technical assistance and facilitate regional policy learning and dialogue to advance planned and managed urbanization for accelerated structural transformation. In addition, technical assistance will be provided to strengthen member States' capacities to better measure and monitor urbanization dynamics. The work will be carried out largely in partnership with the African Union Commission, the United Nations Human Settlements Programme (UN-Habitat), the African Development Bank and the organization United Cities and Local Governments of Africa.
- 18.358 The above-mentioned work is expected to result in:
- (a) Enhanced research evidence on policy options for poverty eradication, social investments and protection of the economically vulnerable;
 - (b) Strengthened capacities of member States to better tackle and respond to poverty, inequalities, migration and population and development;
 - (c) Increased prioritization of productive urban job creation in national development planning, with a view to eradicating extreme poverty and reducing inequality;
 - (d) Improved policy knowledge and evidence base on the impact of urbanization on addressing poverty and inequality;
 - (e) Strengthened capacities of member States to measure and monitor urbanization dynamics.
- 18.359 The planned support on issues related to COVID-19 is expected to result in improved economic and financial recovery and resilience in African countries.

Programme performance in 2020

- 18.360 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Strengthened national capacities for developing and implementing targeted social policies to respond to COVID-19

- 18.361 In response to the increase in poverty and vulnerability due to COVID-19, the subprogramme generated new evidence on economically vulnerable proportions of the population and provided empirically grounded social policy options. The expected increase in poverty due to COVID-19 and the inadequacy of coverage through social policies demonstrate the importance of a review of poverty and vulnerability measurement techniques to propose design policy responses. The subprogramme contributed to making progress towards this goal by developing analytical tools on the measurement and monitoring of poverty and vulnerability and indicating how these relate to social investments and policy formulation. Upon the request by two member States, the subprogramme developed knowledge products on the potential of digital tools in enhancing secondary school quality and supported the recalibration of a national health strategy for the period 2019–2023 to mitigate the effects of COVID-19.

Progress towards the attainment of the objective, and performance measure

- 18.362 The above-mentioned work contributed to the objective, as demonstrated by two member States with strengthened national capacities for formulating inclusive, social policies for responding to COVID-19 (see table 18.37).

Table 18.37
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Five member States with strengthened capacity for monitoring of social investments (Chad, Kenya, Mauritania, Mozambique and Nigeria)	Five member States to formulate inclusive, social policies (Chad, Kenya, Mauritania, Mozambique and Nigeria)	Two member States (Ethiopia and Namibia) with strengthened national capacities for formulating inclusive, social policies for responding to COVID-19, through the production of policy tools for interactive engagement with national policymakers

Impact of COVID-19 on subprogramme delivery

- 18.363 Owing to the impact of COVID-19 during 2020, the subprogramme postponed some deliverables of two projects on social policy in Africa to enhance the capacities of policymakers in selected countries; the finalization of the report on international migration in Africa; the finalization of the report on the state of urbanization in Africa for evidence-based policymaking; the high-level policy dialogue on the linkages between security and development; the African Human Security Index report; and the policy brief on security and development in Africa. The subprogramme adopted an online approach for the delivery of the capacity-building workshops on social policy for policymakers in selected countries. In addition, workshops on urbanization and development to build the policy capacity of member States were delivered online and attended by 414 African policymakers and experts. These changes had an impact on the programme performance in 2020, as specified under result 1 below.
- 18.364 At the same time, however, the subprogramme identified additional activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely a webinar on the joint response to COVID-19 by China and Africa; a report on reducing poverty and vulnerability in Africa in the time of COVID-19 and an accompanying global dialogue; an assessment of the poverty and employment effects of COVID-19 in Ethiopia and Namibia; assessment and monitoring of the potential of digital tools in enhancing secondary school quality in Ethiopia and combating the threat posed by COVID-19 on schooling; a webinar on COVID-19 and security in Africa as a side event during the African Peace and Security Annual Conference; a report and webinar on COVID-19 in African cities: impacts, responses and policy recommendations; and strengthening of knowledge and skills of the local governments of Accra, Yaoundé and Harare. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 18.365 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: international migration in Africa²⁵

Programme performance in 2020

- 18.366 The subprogramme has contributed to the overall objective of poverty eradication and reduction in inequality by focusing on intra-African migration, which represents over 70 per cent of total international migration. The subprogramme supported the collection and analysis of migration data

²⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

and their use in policy formulation as an integral part of tackling inequality and the eradication of poverty. The subprogramme contributed to the regional review of the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda by providing improved data for monitoring progress on migratory flows and building the capacity of national statistical offices to generate and use migration data for policy formulation. The subprogramme supported the production of three national reports and a regional review report on the Global Compact.

- 18.367 The above-mentioned work contributed to the strengthened knowledge and adoption of policy products on African migration by three member States (Ethiopia, Morocco and Nigeria), which did not meet the target of five member States (Ethiopia, Mali, Morocco, Nigeria and Zimbabwe) reflected in the proposed programme budget for 2020. The two remaining national reports for Mali and Zimbabwe have been postponed, as has finalization of the regional report on migration.

Proposed programme plan for 2022

- 18.368 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will undertake capacity-building exercises in the generation of migration data and statistics for better integration of migration issues in national development plans, and also provide inputs to regular regional reviews of the Global Compact for Safe, Orderly and Regular Migration. The expected progress is presented in the performance measure below (see table 18.38).

Table 18.38
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Subregional and regional consultations on the preparation of key knowledge products and advocacy materials on migration	Increased knowledge resulting from case study reports on migration for Cameroon, Ethiopia, Morocco, Senegal and South Africa	Strengthened knowledge and adoption of policy products developed on African migration among three member States (Ethiopia, Morocco and Nigeria)	Strengthened capacities, and development and increased knowledge on international migration by six member States (Côte d'Ivoire, Mali, Morocco, Senegal, South Africa and Zimbabwe), which deepens the existing analysis. In addition, five member States will be part of the component on digital identification of migrants in the Horn of Africa	Enhanced capacities to collect, analyse and disseminate migration data and statistics and to develop and integrate migration in national development plans in seven member States

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: adoption of urban frameworks for urban job creation in Africa²⁶**Programme performance in 2020**

- 18.369 The subprogramme has strengthened the knowledge and skills of African policymakers in designing urban strategies for national development and industrial and regional integration plans, with a view to accelerating economic growth and job creation for poverty eradication and inequality reduction. The subprogramme also provided technical advisory services to member States to strategically integrate urban priorities in their national economic and development planning. Furthermore, the subprogramme strengthened the capacities of local governments to monitor the implementation of the Sustainable Development Goals through voluntary local reviews. As an example, the subprogramme supported the formulation of a national regional development framework as an input to the Ethiopian 10-year national development plan and assisted five local governments in formulating voluntary local reviews (Accra, Yaoundé, Harare, Victoria Falls, Zimbabwe, and Ngora district, Uganda).
- 18.370 The above-mentioned work contributed to strengthening the capacities of six national and local governments in the design, implementation and monitoring of urban strategies for national development planning and attainment of the Sustainable Development Goals, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 18.371 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will generate knowledge, deliver training and technically backstop the formulation of strategies for well-planned, managed and job-rich urbanization that enables economic diversification. The expected progress is presented in the performance measure below (see table 18.39).

Table 18.39

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Countries formulate African priorities for the implementation of the New Urban Agenda, including job creation and economic transformation	Countries adopt African priorities for the implementation of the New Urban Agenda through the Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	Strengthened capacities of six national and local governments in the design, implementation and monitoring of urban strategies for national development planning and attainment of the Sustainable Development Goals	Formulation of an urban strategy and investment framework for national development planning	Strengthened capacities of five member States to design strategies for accelerated urban job creation in the context of national development planning

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

²⁶ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Result 3: increased national capacities to design inclusive policies

Proposed programme plan for 2022

- 18.372 The socioeconomic impact of the COVID-19 pandemic has exacerbated poverty and vulnerability in Africa. The pandemic has stretched the capacity limits of member States, while providing opportunities to reflect on how social policies could be more appropriately designed and expanded to protect the poorest and populations in vulnerable situations.

Lessons learned and planned change

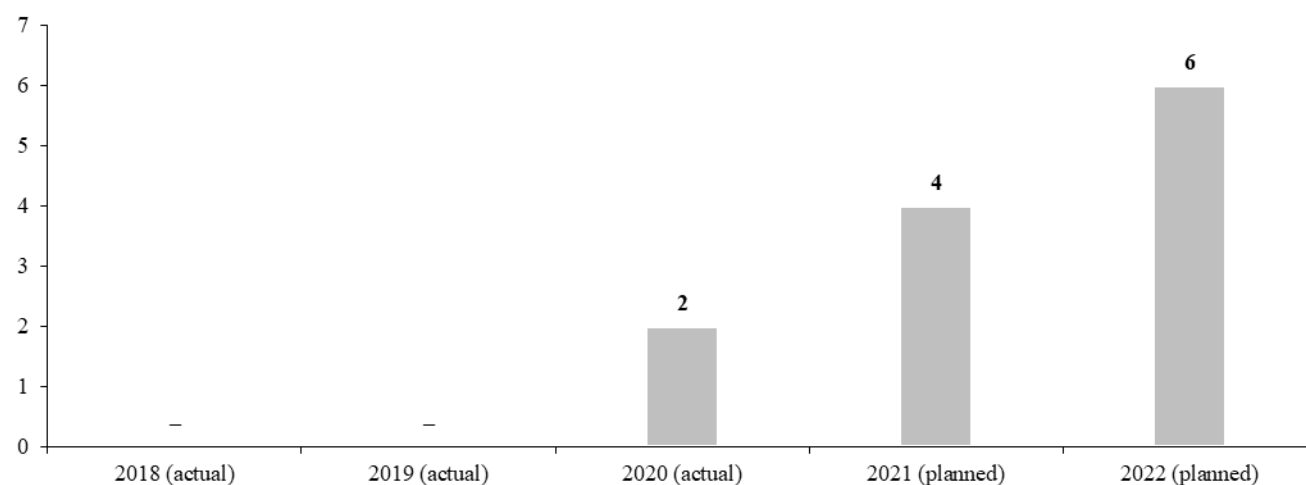
- 18.373 The lesson for the subprogramme was that it had made insufficient use of digital tools for delivering technical assistance to member States, which became apparent during the COVID-19 pandemic. In applying the lesson, the subprogramme will devise suitable digital tools and platforms to ensure effective delivery of its support to member States on the reduction of poverty and inequality, including through the development and use of an electronic platform for the sharing of information on managing risk and vulnerability. The subprogramme further plans to provide support to African Governments drawing on its work on strengthening national capacities to design and implement social protection policies for rapid recovery from the COVID-19 pandemic. It will scale up analytical tools and knowledge developed to improve poverty measurement and vulnerability identification.

Expected progress towards the attainment of the objective, and performance measure

- 18.374 This work is expected to contribute to the objective, as demonstrated by six member States using policy and digital tools to design improved inclusive social policies for reducing risk and vulnerability (see figure 18.XXVI).

Figure 18.XXVI

Performance measure: total number of member States that use tools to design inclusive social policies for reducing risk and vulnerability (cumulative)



Legislative mandates

- 18.375 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

65/234

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

65/312

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

Section 18 Economic and social development in Africa

71/256	New Urban Agenda;	75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
72/144	Follow-up to the Second World Assembly on Ageing		
72/146	Policies and programmes involving youth		

Economic and Social Council resolutions

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
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Economic Commission for Africa resolutions

909 (XLVI)	Realizing and harnessing the demographic dividend in Africa	940 (XLIX)	International migration in Africa
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Deliverables

18.376 Table 18.40 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.40

Subprogramme 9: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	1	–
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	–	–	4	–
2. Meetings of the Committee on Gender and Social Development on the work of the subprogramme	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	2	2	5
3. Projects on urbanization and development to build the capacity of national policymakers	2	2	1	2
4. Projects on social policy in Africa to enhance the capacities of policymakers in selected countries	2	–	1	2
5. Project to build the capacity of national policymakers in the context of synergy between the economic and social development programmes of Africa and its peace and security agenda	1	–	–	–
6. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	–	–	–	1
Seminars, workshops and training events (number of days)	10	8	12	14
7. Workshops on urbanization and development to build the policy capacity of member States	4	2	6	4
8. Workshop on peace and security in Africa in the context of human security	–	–	–	1
9. Capacity-building workshops on social policy for policymakers and policy dialog in selected countries	5	5	6	8

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
10. High-level policy dialogue on synergy between the economic and social development programmes of Africa and its peace and security agenda	1	1	–	–
11. High-level political dialogue on the African human security index	–	–	–	1
Publications (number of publications)	4	1	4	5
12. African Social Development Report	–	–	1	–
13. Report on the state of urbanization in Africa for evidence-based policymaking	1	–	1	1
14. Report on strategies to reduce the poverty gap in Africa	1	–	1	–
15. Report on the African human security index; qualitative and quantitative	1	–	–	1
16. Report on international migration in Africa	1	–	–	1
17. Africa migration report	–	–	1	–
18. Report on the Madrid International Plan of Action on Ageing	–	–	–	1
19. Report on the International Conference on Population and Development	–	–	–	1
20. COVID-19 in African cities: impacts, responses and policy recommendations	–	1	–	–
Technical materials (number of materials)	5	–	2	3
21. Policy brief on better monitoring of urbanization dynamics	–	–	–	1
22. Policy briefs on urbanization to raise awareness of African policymakers	2	–	1	1
23. Policy briefs on scaling up the monitoring of social investments in Africa: report in two countries	2	–	–	–
24. Policy brief on security and development in Africa in the context of human security	1	–	–	–
25. Policy brief on poverty and inequality	–	–	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: dissemination of knowledge products and improved data and statistics for evidence-based policies, strategies and investments to national policymakers in three member States; technical assistance for improved capacities in policy formulation, implementation and monitoring for 100 policymakers; policy dialogues for enhanced policy learning and exchange at national and regional scales.				
D. Communication deliverables				
Outreach programmes, special events, and information materials: flyers, brochures and advocacy materials on the work of the subprogramme; special events at relevant global and regional events; webinars and online seminars.				
External and media relations: press and media communication on the role of cities and social policy in the development of Africa.				
Digital platforms and multimedia content: digital platform for exchange and peer learning on voluntary local reviews in Africa; and one knowledge platform and the African human security index composite index available as an open source online by 2022.				

B. Proposed post and non-post resource requirements for 2022

Overview

18.377 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 18.41 to 18.43.

Table 18.41

Overall: evolution of financial resources by objects of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	48 137.5	51 916.9	—	—	(343.0)	(343.0)	(0.7)	51 573.9
Other staff costs	2 391.8	4 283.7	—	—	(28.3)	(28.3)	(0.7)	4 255.4
Hospitality	1.5	19.4	—	—	—	—	—	19.4
Consultants	2 643.0	1 153.3	—	—	(1.1)	(1.1)	(0.1)	1 152.2
Experts	368.3	2 160.0	—	—	(86.7)	(86.7)	(4.0)	2 073.3
Travel of staff	671.4	1 231.1	—	—	(52.9)	(52.9)	(4.3)	1 178.2
Contractual services	8 395.4	6 936.6	—	—	(779.7)	(779.7)	(11.2)	6 156.9
General operating expenses	5 089.9	5 251.2	—	—	564.9	564.9	10.8	5 816.1
Supplies and materials	625.8	1 532.6	—	—	(12.6)	(12.6)	(0.8)	1 520.0
Furniture and equipment	4 949.0	2 599.4	—	—	172.9	172.9	6.7	2 772.3
Improvement of premises	1 468.0	52.9	—	—	42.7	42.7	80.7	95.6
Grants and contributions	2 470.5	537.2	—	—	—	—	—	537.2
Other	24.6	—	—	—	—	—	—	—
Total	77 236.8	77 674.3	—	—	(523.8)	(523.8)	(0.7)	77 150.5

Table 18.42

Overall: proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 15 NPO, 287 LL
Abolishment	(2)	1 P-4 and 1 P-3 under programme support
Proposed for 2022	533	1 USG, 2 D-2, 15 D-1, 43 P-5, 68 P-4, 75 P-3, 27 P-2/1, 15 NPO, 287 LL

^a More information on post changes is reflected in annex III.

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); NPO, National Professional Officer; LL, Local level; USG, Under-Secretary-General.

Table 18.43

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed ^a
	2021 approved ^a	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	2	—	—	—	—	2
D-1	15	—	—	—	—	15
P-5	43	—	—	—	—	43
P-4	69	—	—	(1)	(1)	68
P-3	76	—	—	(1)	(1)	75
P-2/1	27	—	—	—	—	27
Subtotal	233	—	—	(2)	(2)	231
General Service and related						
LL	287	—	—	—	—	287
NPO	15	—	—	—	—	15
Subtotal	302	—	—	—	—	302
Total	535	—	—	(2)	(2)	533

^a Includes two temporary posts (1 P-3 and 1 National Professional Officer).

18.378 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 18.44 to 18.46 and figure 18.XXVII.

18.379 The overall resources proposed for 2022 amount to \$77,150,500 before recosting, reflecting a net decrease of \$523,800 (or 0.7 per cent) compared with the appropriation for 2021. Resource changes result from one factor, namely: other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 18.44

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
A. Policymaking organs	176.2	473.2	—	—	—	—	—
B. Executive direction and management	8 706.3	8 673.0	—	—	47.6	47.6	0.5
C. Programme of work							
1. Macroeconomic policy and governance	1 971.4	3 461.3	—	—	(11.8)	(11.8)	(0.3)
2. Regional integration and trade	3 283.3	3,133.3	—	—	(5.3)	(5.3)	(0.2)

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Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Private sector development and finance	2 418.9	2 791.6	–	–	(8.2)	(8.2)	(0.3)	2 783.4
4. Data and statistics	6 728.9	4 613.1	–	–	(13.4)	(13.4)	(0.3)	4 599.7
5. Technology, climate change and natural resource management	3 033.9	3 017.0	–	–	106.4	106.4	3.5	3 123.4
6. Gender equality and women's empowerment	912.4	997.9	–	–	(7.4)	(7.4)	(0.7)	990.5
7. Subregional activities for development								
(a) Subregional activities in North Africa	2 648.0	3 148.4	–	–	(26.6)	(26.6)	(0.8)	3 121.8
(b) Subregional activities in West Africa	3 027.5	3 224.5	–	–	(28.3)	(28.3)	(0.9)	3 196.2
(c) Subregional activities in Central Africa	3 408.4	4 103.1	–	–	(36.5)	(36.5)	(0.9)	4 066.6
(d) Subregional activities in East Africa	2 453.3	2 933.5	–	–	(27.8)	(27.8)	(0.9)	2 905.7
(e) Subregional activities in Southern Africa	2 475.8	2 638.9	–	–	(24.7)	(24.7)	(0.9)	2 614.2
Subtotal, subprogramme 7	14 013.0	16 048.4	–	–	(143.9)	(143.9)	(0.9)	15 904.5
8. Economic development and planning	1 329.8	1 318.7	–	–	–	–	–	1 318.7
9. Poverty, inequality and social policy	2 770.5	3 082.8	–	–	(10.3)	(10.3)	(0.3)	3 072.5
Subtotal, C	36 462.1	38 464.1	–	–	(93.9)	(93.9)	(0.2)	38 370.2
D. Programme support	31 892.2	30 064.0	–	–	(477.5)	(477.5)	(1.6)	29 586.5
Subtotal, 1	77 236.8	77 674.3	–	–	(523.8)	(523.8)	(0.7)	77 150.5

(2) Extrabudgetary

Component/subprogramme	2020 expenditure	2021 estimate	Total changes	Percentage	2022 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	348.9	174.4	–	–	174.4
C. Programme of work					
1. Macroeconomic policy and governance	126.8	–	1 017.2	–	1 017.2
2. Regional integration and trade	4 021.5	8 210.4	(4 776.8)	(58.2)	3 433.6
3. Private sector development and finance	48.4	567.7	95.5	16.8	663.2
4. Data and statistics	771.5	1 264.2	(174.9)	(13.8)	1 089.3

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Total changes</i>	<i>Percentage</i>	<i>2022 estimate</i>
5. Technology, climate change and natural resource management	1 872.8	3 692.3	(1 614.7)	(43.7)	2 077.6
6. Gender equality and women's empowerment	239.4	1 106.2	(881.5)	(79.7)	224.7
7. Subregional activities for development ^a					
(a) Subregional activities in North Africa	48.3	—	—	—	—
(b) Subregional activities in West Africa	598.0	786.5	(136.5)	(17.4)	650.0
(c) Subregional activities in Central Africa	97.6	88.5	(88.5)	(100.0)	—
(d) Subregional activities in East Africa	(6.2)	—	250.0	—	250.0
(e) Subregional activities in Southern Africa	(1.6)	—	297.6	—	297.6
Subtotal, subprogramme 7	736.0	875.0	322.6	36.9	1 197.6
8. Economic development and planning	1 585.5	1 623.0	—	—	1 623.0
9. Poverty, inequality and social policy	—	1 106.2	484.3	43.8	1 590.5
Subtotal, C	9 401.8	18 445.0	(5 528.3)	(30.0)	12 916.7
D. Programme support	5 873.7	6 822.8	—	—	6 822.8
Subtotal, 2	15 624.4	25 442.2	(5 528.3)	(21.7)	19 913.9
Total	92 861.2	103 116.5	(6 052.1)	(5.9)	97 064.4

^a Negative 2020 expenditures under the subregional activities in East Africa and Southern Africa are due to closure of prior period (2019 and before) commitments in 2020; the grants under these components have been closed in 2020 and cancellation of prior period commitments, and arising negative expenditure balances, were reflected in the relevant donor reports.

Table 18.45

Overall: proposed posts for 2022 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2022 proposed</i>
	<i>2021 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	53	—	—	—	—	53
C. Programme of work						
1. Macroeconomic policy and governance	25	—	—	—	—	25
2. Regional integration and trade	22	—	—	—	—	22
3. Private sector development and finance	18	—	—	—	—	18
4. Data and statistics	36	—	—	—	—	36

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Component/subprogramme	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
5. Technology, climate change and natural resource management	20	—	—	—	—	20
6. Gender equality and women's empowerment	6	—	—	—	—	6
7. Subregional activities for development						
(a) Subregional activities in North Africa	19	—	—	—	—	19
(b) Subregional activities in West Africa	18	—	—	—	—	18
(c) Subregional activities in Central Africa	23	—	—	—	—	23
(d) Subregional activities in East Africa	20	—	—	—	—	20
(e) Subregional activities in Southern Africa	20	—	—	—	—	20
Subtotal, subprogramme 7	100	—	—	—	—	100
8. Economic development and planning	—	—	—	—	—	—
9. Poverty, inequality and social policy	21	—	—	—	—	21
Subtotal, C	248	—	—	—	—	248
D. Programme support	234	—	—	(2)	(2)	232
Subtotal, 1	535	—	—	(2)	(2)	533

(2) Extrabudgetary

Component/subprogramme	2021 estimate	Total changes	2022 estimate
A. Policymaking organs	—	—	—
B. Executive direction and management	—	—	—
C. Programme of work	—	—	—
1. Macroeconomic policy and governance	—	—	—
2. Regional integration and trade	8	—	8
3. Private sector development and finance	—	—	—
4. Data and statistics	3	—	3
5. Technology, climate change and natural resource management	4	—	4
6. Gender equality and women's empowerment	—	—	—
7. Subregional activities for development			
(a) Subregional activities in North Africa	—	—	—
(b) Subregional activities in West Africa	—	—	—
(c) Subregional activities in Central Africa	—	—	—

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>2021 estimate</i>	<i>Total changes</i>	<i>2022 estimate</i>
(d) Subregional activities in East Africa	–	–	–
(e) Subregional activities in Southern Africa	–	–	–
Subtotal, subprogramme 7	–	–	–
8. Economic development and planning	20	–	20
9. Poverty, inequality and social policy	–	–	–
Subtotal, C	35	–	35
D. Programme support	31	–	31
Subtotal, 2	66	–	66
Total	601	(2)	599

Table 18.46

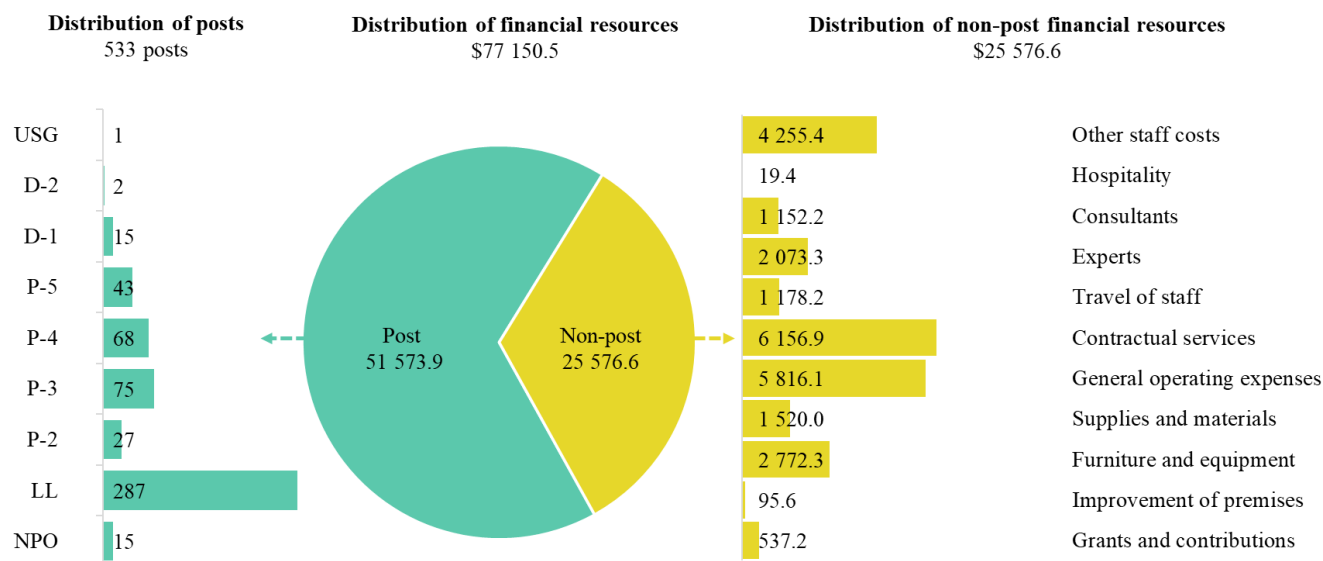
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	48 137.5	51 916.9	–	–	(343.0)	(343.0)	(0.7)	51 573.9
Non-post	29 099.3	25 757.4	–	–	(180.8)	(180.8)	(0.7)	25 576.6
Total	77 236.8	77 674.3	–	–	(523.8)	(523.8)	(0.7)	77 150.5
Post resources by category								
Professional and higher		233	–	–	(2)	(2)	(0.9)	231
General Service and related		302	–	–	–	–	–	302
Total		535	–	–	(2)	(2)	(0.4)	533

Figure 18.XXVII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

18.380 As reflected in table 18.44 (1), resource changes reflect a net decrease of \$523,800, as follows:

- (a) **Executive direction and management.** The net increase of \$47,600 in non-post resources relates to:
- (i) Increased requirements under furniture and equipment (\$118,100) to support the business continuity plan;
 - (ii) Increased requirements under general operating expenses (\$23,500), due mainly to higher anticipated communication requirements as a result of continued flexible working practices;
 - (iii) Reduced requirements, partially offsetting the above increased requirements:
 - a. Under other staff costs (\$24,700), to take into account lower general temporary assistance and overtime requirements due to more efficient use of human resources through flexible working arrangements;
 - b. Under travel of staff (\$30,200), to take into account increased use of virtual teleconferencing in lieu of in-person attendance to events;
 - c. Under contractual services (\$38,500), due mainly to reduced external printing requirements in line with anticipated increase in use of internal facilities for printing;
 - d. Under consultants (\$600), reflecting increased use of virtual teleconferencing and remote working arrangements in lieu of travel;

- (b) **Subprogramme 1, Macroeconomic policy and governance.** The decrease of \$11,800 in consultants (\$6,700) and experts (\$5,100) reflects increased use of virtual teleconferencing in lieu of travel;
- (c) **Subprogramme 2, Regional integration and trade.** The decrease of \$5,300 in experts mainly reflects increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings and reduced travel of experts;
- (d) **Subprogramme 3, Private sector development and finance.** The decrease of \$8,200 in experts reflects increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings and reduced travel of experts;
- (e) **Subprogramme 4, Data and statistics.** The decrease of \$13,400 in experts mainly reflects increased use of virtual teleconferencing increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings and reduced travel of experts;
- (f) **Subprogramme 5, Technology, climate change and natural resource management.** The net increase of \$106,400 in non-post resources relates to:
 - (i) The increase of \$119,600 under other staff costs, which reflects the proposed inward redeployment of one general temporary assistance position of Programme Management Officer (NPO) from the programme support component to strengthen the programme management capacity of the subprogramme;
 - (ii) The decrease of \$13,200 under experts reflects increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings and reduced travel of experts;
- (g) **Subprogramme 6, Gender equality and women's empowerment.** The net decrease of \$7,400 in non-post resources relates to:
 - (i) Reduced requirements under experts (\$43,800) due to increased use of virtual teleconferencing in lieu of travel of experts;
 - (ii) Increased requirements, partially offsetting the above reductions:
 - a. Under consultants (\$16,800), due to the need to recruit more consultants to facilitate the work in the selected member States on gender mainstreaming;
 - b. Under contractual services (\$19,600), to cover the cost of the digital platform for organizing virtual expert group meetings;
- (h) **Subprogramme 7, Subregional activities for development.** The net decrease of \$143,900 in non-post resources mainly relates to:
 - (i) Reduced requirements under other staff costs (\$8,500);
 - (ii) Reduced requirements under consultants (\$30,700);
 - (iii) Reduced requirements under travel of staff (\$31,100);
 - (iv) Reduced requirements under contractual services (\$115,600);
 - (v) Reduced requirements under general operating expenses (\$34,000);
 - (vi) Reduced requirements under supplies and materials (\$29,800);
 - (vii) Increased requirements, partially offsetting the above reductions, under experts (\$32,400) and furniture and equipment (\$73,400).

The reduced requirements mainly reflect efficiencies that are planned to be realized through increased use of the virtual platforms in lieu of travel and through continued flexible working arrangements, which are expected to result in more efficient use of human resources; increased use of electronic publications and communication materials in lieu of hard-copy printouts; anticipated reduction in requirements for utilities, transportation, rental of equipment and rental

of conference premises; and anticipated reduction in the requirements for stationery and office supplies. The increased requirements mainly reflect the anticipated higher volume of policy dialogues and knowledge products-related interactions with national experts and national resource persons, anticipated increase in the number of expert groups meetings organized and in number of experts participating for ensuring equal representation of all member States; and provisioning for purchasing of replacement vehicles and other major equipment;

- (i) **Subprogramme 9, Poverty, inequality and social policy.** The net decrease of \$10,300 relates to reduced requirements under experts (\$30,100), travel of staff (\$800), other staff costs (\$100) and contractual services (\$400), mainly reflecting increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings, more efficient use of human resources through flexible working arrangements and reduced hard-copy print out requirements, partially offset by higher requirements under consultants (\$21,100), reflecting the increased need to engage consultants to facilitate the work on producing analytical inputs on reduction of vulnerability, poverty and inequality in the selected member States;
- (j) **Programme support.** The net decrease of \$477,500 relates to:
 - (i) The decrease of \$343,000 under post resources, which reflects the proposed abolishment of one post of Librarian (P-4), and one post of English Editor (P-3), which have been vacant for more than 24 months before the recruitment freeze measure was put in place (\$343,000). The Secretary-General considers that the ability demonstrated by the organization to continue to fully implement its mandates without these posts provides an opportunity to propose their abolishment;
 - (ii) The decrease of \$114,600 under other staff costs, which reflects the proposed outward redeployment of one general temporary assistance position of Programme Management Officer (NPO) to subprogramme 5 to strengthen the programme management capacity of the subprogramme (\$119,600). This is partially offset by higher requirements for the overtime of the facilities management team, reflecting the anticipated increase in maintenance works for the 45-year-old and 60-year-old Niger and Congo buildings and upgrading of the United Nations Conference Centre in Addis Ababa (\$5,000);
 - (iii) The net decrease of \$10,400, which reflects the build-back-better practices, mainly in the recruitment of consultants (\$1,000), to take into account the increased use of virtual teleconferencing in lieu of travel, and under furniture and equipment (\$18,600), due to anticipated reduction in replacement of furniture and equipment, reflecting the continuation of flexible working arrangements. These decreases are partially offset by increased requirements for travel of staff (\$9,200), reflecting the increased travel that facilities management and information and communication technology staff would undertake to provide services for strengthening communication and data infrastructure in the subregional offices;
 - (iv) The decrease of \$644,800 under contractual services, which reflects reduced requirements for service contracts, for the maintenance of premises, electro-mechanical services and gardening (\$69,400), and redeployment from contractual services to general operating expenses, to align the cost of service contracts for the maintenance of premises, electro-mechanical services and gardening requirements with its appropriate class (\$575,400);
 - (v) The increase of \$575,400 under general operating expenses, which reflects redeployment from contractual services, to align the cost of service contracts for the maintenance of premises, electro-mechanical services and gardening requirements with its appropriate class;
 - (vi) The increase of \$17,200 under supplies and materials, to take into account the anticipated increase in requirements for supplies and materials used by facilities management;

- (vii) The increase of \$42,700 under improvement of premises, which reflects anticipated increase in maintenance works as a result of aged buildings and improvement works related to disability accessibility.

Extrabudgetary resources

- 18.381 As reflected in tables 18.44 (2) and 18.45 (2), ECA expects to continue to receive both cash and in-kind contributions, which complement regular budget resources. For 2022, extrabudgetary resources (cash contributions) are estimated at \$19,913,900 and would provide for 66 posts, as presented in table 18.45 (2). The extrabudgetary resources are mobilized mostly from bilateral sources under agreements between ECA and global and regional institutions and organizations concerned with African development. Resources would primarily finance technical cooperation activities and build the capacities of member States in a number of priority areas, such as supporting the accelerated programme on civil registration and vital statistics; establishing the African Fund for Women Leadership; boosting of intra-African trade; strengthening advisory capacities for land governance in Africa; delivering climate-resilient development policies in Africa over the period 2019–2023; building capacity for inclusive and equitable African trade arrangements; deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area to support economic integration and operationalizing the African Continental Free Trade Area; supporting private sector development; and pooling procurement of essential drugs, products and local pharmaceutical production. The expected decrease of \$5,528,300 is due mainly to reduced requirements for travel as a result of increased use of online platforms to engage experts and the completion of major projects, such as the procurement of essential drugs and products and local pharmaceutical production and building the capacity of women to benefit from the African Continental Free Trade Area in early 2022. Extrabudgetary resources represent 20.5 per cent of the total requirements for ECA.
- 18.382 The extrabudgetary resources under this section are subject to the oversight of the Under-Secretary-General, who has delegated authority from the Secretary-General.

Policymaking organs

- 18.383 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies and intergovernmental processes, the servicing of which is the responsibility of ECA. The Commission provides the legislative mandate and policy guidance for the work of the secretariat. The terms of reference of the Commission were established by the Economic and Social Council in its resolution 671 A (XXV) of 29 April 1958 and subsequent amendments. The Commission is composed of 54 members and reports to the Economic and Social Council. Table 18.47 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 18.47

Policymaking organs

(Thousands of United States dollars)

<i>Policy-making organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
Conference of African Ministers of Finance, Planning and Economic Development	The Commission holds annual sessions to review the work of its secretariat, approve its annual programme of work and make decisions on the recommendations of its subsidiary bodies and of the Executive Secretary. The annual session also serves	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 Membership: 54 government officials Number of sessions in 2022: 1	223.2	223.2

Section 18 Economic and social development in Africa

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
	as a forum for articulating the position of Africa on development issues on the agenda of the United Nations. The Committee of Experts is an integral part of the session of the Commission that meets prior to and provides technical support for the Conference of African Ministers of Finance, Planning and Economic Development.			
Intergovernmental Committee of Senior Officials and Experts	The five subregional intergovernmental committees of senior officials and experts meet annually between February and March prior to and report to the Conference of African Ministers of Finance, Planning and Economic Development. 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, and also 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.	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 and subsequent amendments Membership: 54 government officials Number of sessions in 2022: 1	Included in the budget of the subregional offices	Included in the budget of the subregional offices
Committee on Economic Governance	The Committee was established to provide evidence-based advice and guidance on economic governance issues including promoting sound macroeconomic management and inclusive development strategies, fighting corruption and illicit financial flows out of Africa, in addition to networking and support for regional and global governance process such as the African Peer Review Mechanism and representation of Africa at international forums such as the Group of 20.	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1	50.0	50.0
Committee on Statistics and Data	The Committee provides a forum to deliberate on issues related to statistics and data; give guidance on emerging issues in data production, exchange and analysis; introduce innovation in data; and explore capacity and data gaps. The Committee ensures that all member countries have the capability to provide data on a variety of development issues and endeavours to promote the coordination of statistical activities, to foster good statistical practices and to ensure consistent functioning of the statistical system in Africa.	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1	50.0	50.0

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
Committee on Private Sector Development, Regional Integration, Trade, infrastructure, Industry and Technology	The Committee provides a forum for dialogue and consensus-building in the important areas of private sector development, regional integration and trade, infrastructure, industry and technology and, more significantly, serves as a catalyst for accelerating progress at the national and regional levels in these fields. The Committee focuses on topical and emerging issues of relevance to these identified areas, with a view to taking stock of related progress made by African member States.	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1	50.0	50.0
Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	The Committee provides guidance and direction to the work of the Commission on advancing sustainable development, in particular through agricultural transformation, enhanced management and transformation of African land and natural resources, integration of climate resilience in national development plans, and the transition to a green and blue economies, including through technology and innovation. As a policy dialogue and consensus-building forum, the Committee provides direction on the future work and strategic focus of the Commission on key emerging issues relating to agriculture, blue economy, climate change, land and natural resources management, and green economy, in support of the attainment of the development objectives of the 2030 Agenda for Sustainable Development and Agenda 2063, and also support for the implementation of the Africa Mining Vision and the African Union Declaration on Land Issues and Challenges in Africa, both adopted by African Heads of State and Government in 2009, and the Paris Agreement on climate change.	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1	50.0	50.0
Committee on Social Development, Poverty and Gender	The Committee reviews the work undertaken under the subprogrammes on gender equality and women's empowerment and on poverty, inequality and social policy. The Committee provides a forum for analysing the work done by ECA as it relates to the priorities of Africa on poverty and inequality reduction, sustainable urbanization, gender equality and women's empowerment, and social policy. The Committee is also important as a policy dialogue and consensus-building forum to strategically direct future work in these important areas of the African development agenda, and more significantly serves as a catalyst for accelerating progress at the national and	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1	50.0	50.0

Section 18 Economic and social development in Africa

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
	regional levels in these fields. The Committee places an emphasis on topical and emerging issues of relevance to its identified areas of focus, with a view to taking stock of progress made by African member States in these areas and identifying policy directions.			
Total			473.2	473.2

18.384 The Committee of Experts is an integral part of the sessions of the Commission which meets prior to, and provides support for, the Conference of Ministers. At the session of the Commission in 2022, the Committee of Experts will be convened in a preliminary segment, to consider programmatic agenda items, followed by the ministerial segment.

18.385 The proposed regular budget resources for 2022 amount to \$473,200 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.48 and figure 18.XXVIII.

Table 18.48

Policymaking organs: evolution of financial resources

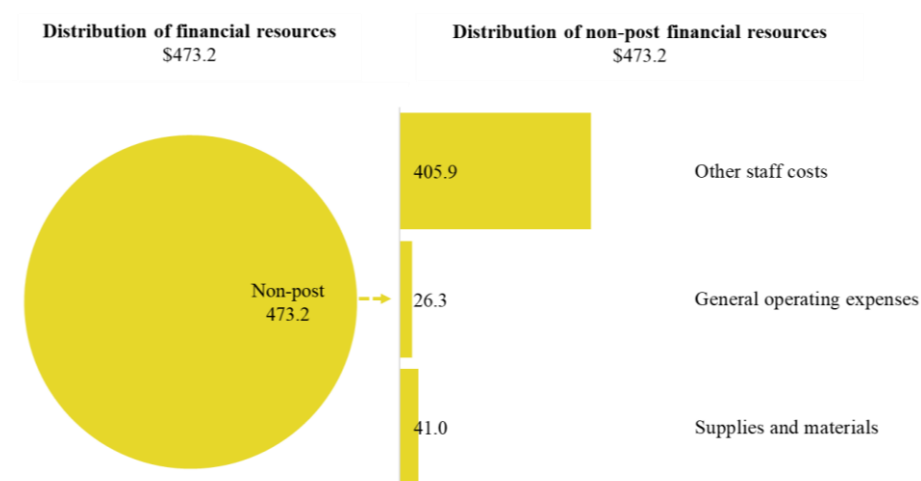
(Thousands of United States dollars)

	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>					<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Non-post	176.2	473.2	—	—	—	—	—	473.2
Total	176.2	473.2	—	—	—	—	—	473.2

Figure 18.XXVIII

Policymaking organs: distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Executive direction and management

- 18.386 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 External Communications and Media Relations Section.
- 18.387 The Office of the Executive Secretary and the offices of the 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 in respect of the formulation of regional strategies and programmes, in line with the goals set out in the 2030 Agenda and Agenda 2063. In addition, it plays a critical leadership role in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and on special initiatives that reinforce the work of ECA and thus provide further impetus to the African development agenda.
- 18.388 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 External Communications and Media Relations Section, the Office promotes the visibility of ECA and its knowledge products at the global and regional levels. The Office is also responsible for ensuring business continuity.
- 18.389 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 ECA senior management on all legal matters and represents the Secretary-General in matters before the United Nations Dispute Tribunal.
- 18.390 The Strategic Planning, Oversight and Results Division includes the Evaluation Section, the Corporate Policy, Planning, Monitoring and Reporting Section and the Standards and Quality Assurance Section. 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.
- 18.391 In accordance with the 2030 Agenda, 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](#), ECA is integrating environmental management practices into its operations. In 2019, a highlight was the elimination of single-use plastics in working towards a plastic-free environment and the introduction of more water fountains in the conference areas. Another highlight was the reduction of waste and the introduction of a recycling system on the compound. ECA continues to pursue the use of videoconferencing in minimizing its carbon footprint, has been carbon-neutral since 2015 and has won certifications in that regard. In 2022, ECA will

continue to reduce its carbon footprint and will maintain its carbon neutrality by offsetting its remaining footprint.

- 18.392 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 18.49. A review of the exceptions for non-compliance found that these were due mainly to late event planning and late nomination of travellers. ECA continues to step up its efforts in planning far in advance and raising awareness with programme managers on the advantages of early nomination of travellers. In addition, ECA continues its corporate agreement with the airlines, which provides for extended ticketing time limits in order to mitigate the impact on cost of late purchases.

Table 18.49
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Timely submission of documentation	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	15	22	100	100

- 18.393 The proposed regular budget resources for 2022 amount to \$8,720,600 and reflect an increase of \$47,600 compared with the appropriation for 2021. The proposed increase of \$47,600 is explained in paragraph 18.380 above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.50 and figure 18.XXIX.

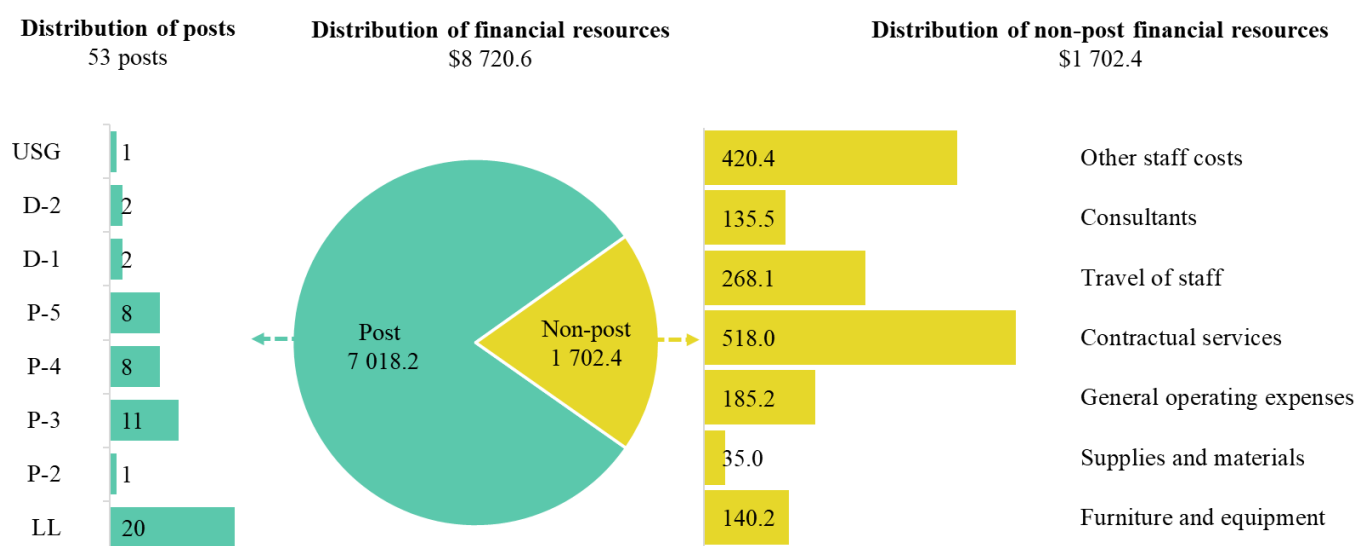
Table 18.50
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 785.3	7 018.2	—	—	—	—	—	7 018.2
Non-post	2 920.9	1 654.8	—	—	47.6	47.6	2.9	1 702.4
Total	8 706.3	8 673.0	—	—	47.6	47.6	0.5	8 720.6
Post resources by category								
Professional and higher		33	—	—	—	—	—	33
General Service and related		20	—	—	—	—	—	20
Total		53	—	—	—	—	—	53

Figure 18.XXIX

Executive direction and management: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.394 Extrabudgetary resources for executive direction and management are estimated at \$174,400 and would provide for non-post resources. The resources would support the Mo Ibrahim Foundation leadership programme. The estimated resource level for 2022 reflects no change compared with the estimates for 2021.

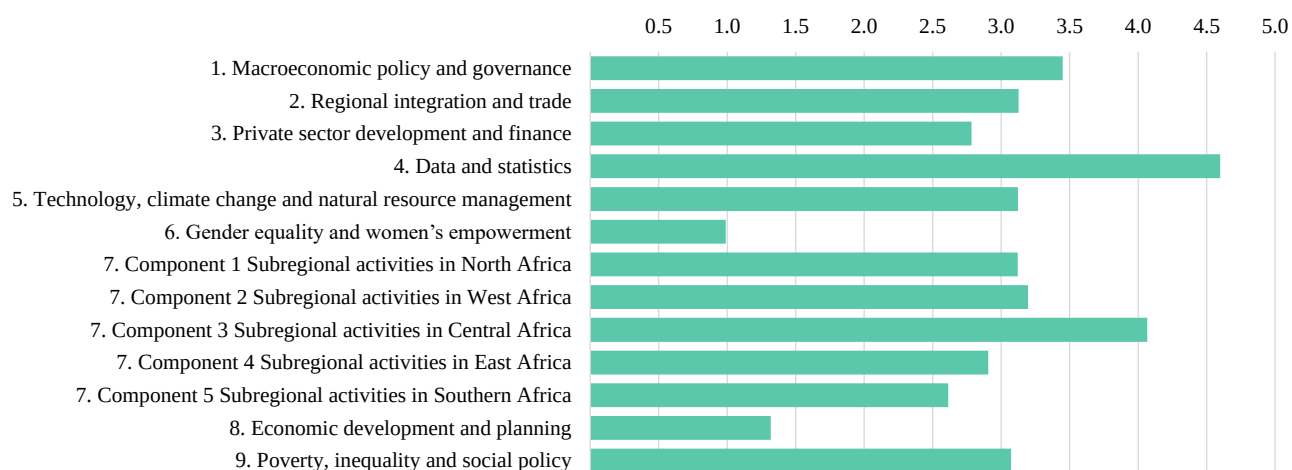
Programme of work

- 18.395 The proposed regular budget resources for 2022 amount to \$38,370,200 and reflect a decrease of \$93,900 compared with the appropriation for 2021. The proposed decrease of \$93,900 is explained in paragraph 18.380 above. The distribution of resources by subprogramme is reflected in figure 18.XXX.

Figure 18.XXX

Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Macroeconomic policy and governance

18.396 The proposed regular budget resources for 2022 amount to \$3,449,500 and reflect a decrease of \$11,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.51 and figure 18.XXXI.

Table 18.51

Subprogramme 1: evolution of financial and post resources

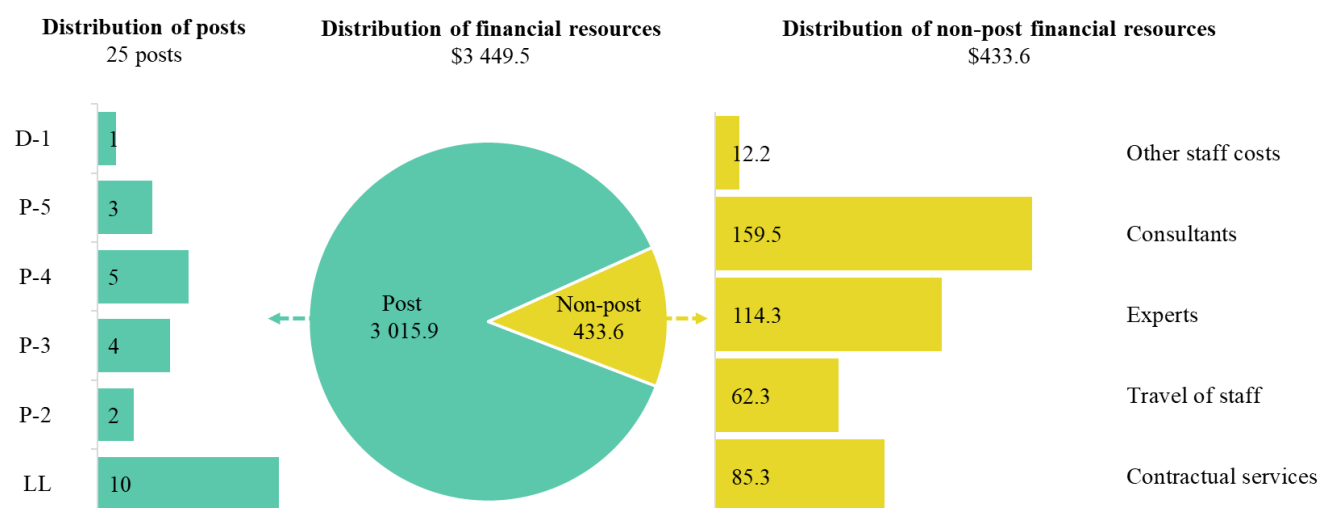
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 777.6	3 015.9	—	—	—	—	—	3 015.9
Non-post	193.9	445.4	—	—	(11.8)	(11.8)	(2.6)	433.6
Total	1 971.4	3 461.3	—	—	(11.8)	(11.8)	(0.3)	3 449.5
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		10	—	—	—	—	—	10
Total		25	—	—	—	—	—	25

Figure 18.XXXI

Subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.397 Extrabudgetary resources for the subprogramme are estimated at \$1,017,200 and would provide for non-post resources. The resources would assist technical cooperation projects, research and analysis on illicit financial flows from Africa, macroeconomic modelling for African policymakers and convening of the African Economic Conference. The expected increase of \$1,017,200 is due mainly to requirements for consultancies, contractual services and experts to organize the Conference and support the project on illicit financial flows from Africa.

**Subprogramme 2
Regional integration and trade**

- 18.398 The proposed regular budget resources for 2022 amount to \$3,128,000 and reflect a decrease of \$5,300 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.52 and figure 18.XXXII.

Table 18.52

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

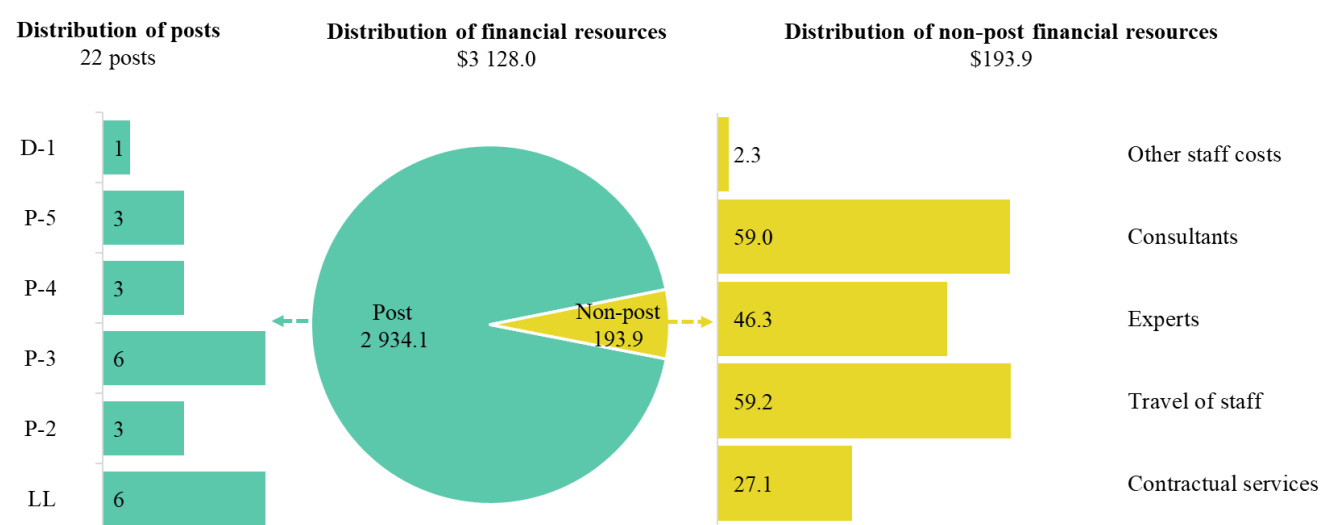
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 003.7	2 934.1	—	—	—	—	—	2 934.1
Non-post	279.6	199.2	—	—	(5.3)	(5.3)	(2.7)	193.9
Total	3 283.3	3 133.3	—	—	(5.3)	(5.3)	(0.2)	3 128.0

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Post resources by category							
Professional and higher		16	–	–	–	–	16
General Service and related		6	–	–	–	–	6
Total		22	–	–	–	–	22

Figure 18.XXXII

Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.399 Extrabudgetary resources for the subprogramme are estimated at \$3,433,600 and would provide for eight posts (1 D-1, 3 P-3, 3 P-2 and 1 National Professional Officer), as well as non-post resources. The resources would enable technical cooperation projects, research and analysis, field support, advocacy and public information in the areas of boosting intra-African trade, capacity-building for inclusive and equitable African trade agreements and operationalizing the African Continental Free Trade Area. The expected decrease of \$4,776,800 is due mainly to the completion of major projects in early 2022, such as the procurement of essential drugs and products and local pharmaceutical production and building the capacity of women to benefit from the African Continental Free Trade Area.

Subprogramme 3
Private sector development and finance

- 18.400 The proposed regular budget resources for 2022 amount to \$2,783,400 and reflect a decrease of \$8,200 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.53 and figure 18.XXXIII.

Table 18.53

Subprogramme 3: evolution of financial and post resources

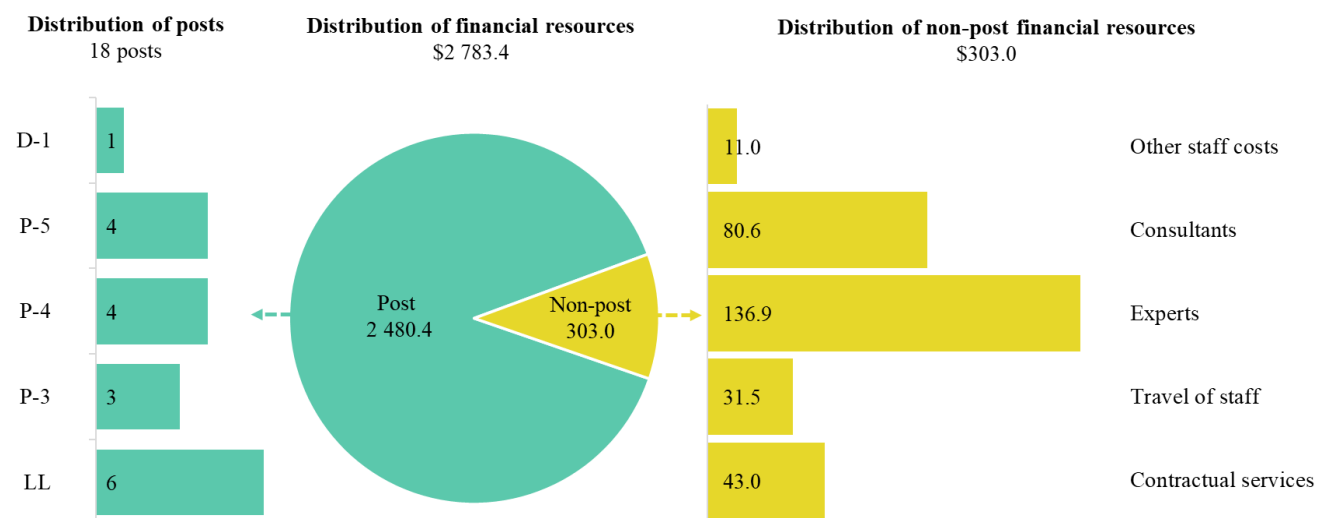
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 298.4	2 480.4	—	—	—	—	—	2 480.4
Non-post	120.5	311.2	—	—	(8.2)	(8.2)	(2.6)	303.0
Total	2 418.9	2 791.6	—	—	(8.2)	(8.2)	(0.3)	2 783.4
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		6	—	—	—	—	—	6
Total		18	—	—	—	—	—	18

Figure 18.XXXIII

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.401 Extrabudgetary resources for the subprogramme are estimated at \$663,200 and would provide for non-post resources. The resources would assist technical cooperation projects, research and analysis in the areas of safer road infrastructure and road safety management. The expected increase of \$95,500 is due mainly to additional requirements for technical training on transport infrastructure and services.

Subprogramme 4

Data and statistics

18.402 The proposed regular budget resources for 2022 amount to \$4,599,700 and reflect a decrease of \$13,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.54 and figure 18.XXXIV.

Table 18.54

Subprogramme 4: evolution of financial and post resources

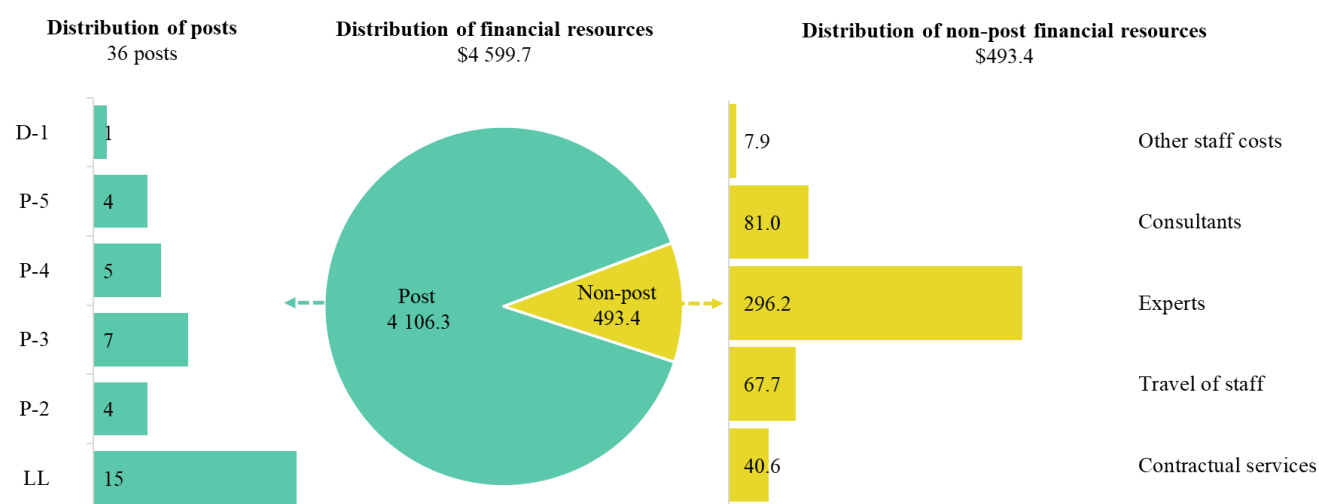
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 217.7	4 106.3	—	—	—	—	—	4 106.3
Non-post	2 511.2	506.8	—	—	(13.4)	(13.4)	(2.6)	493.4
Total	6 728.9	4 613.1	—	—	(13.4)	(13.4)	(0.3)	4 599.7
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		15	—	—	—	—	—	15
Total		36	—	—	—	—	—	36

Figure 18.XXXIV

Subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

18.403 Extrabudgetary resources for the subprogramme are estimated at \$1,089,300 and would provide for three posts (1 P-3 and 2 Local level), as well as non-post resources. The resources would support technical cooperation projects, research and analysis and field support in the areas of agriculture, health, employment and energy statistics initiatives and the establishment of the digital identity

platform for Africa. The expected decrease of \$174,900 is due mainly to completion of the project on the trade in value added database for Africa.

Subprogramme 5 Technology, climate change and natural resource management

18.404 The proposed regular budget resources for 2022 amount to \$3,123,400 and reflect an increase of \$106,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.55 and figure 18.XXXV.

Table 18.55

Subprogramme 5: evolution of financial and post resources

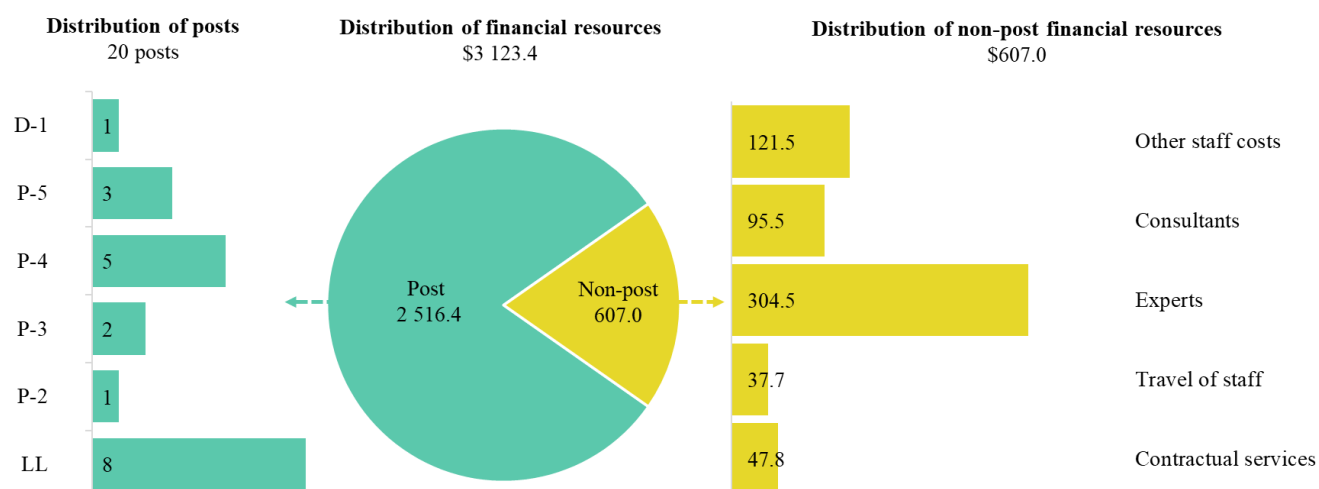
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 568.3	2 516.4	—	—	—	—	—	2 516.4
Non-post	465.6	500.6	—	—	106.4	106.4	21.3	607.0
Total	3 033.9	3 017.0	—	—	106.4	106.4	3.5	3 123.4
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		8	—	—	—	—	—	8
Total		20	—	—	—	—	—	20

Figure 18.XXXV

Subprogramme 5: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.405 Extrabudgetary resources for the subprogramme are estimated at \$2,077,600 and would provide for four posts (3 P-5 and 1 Local level), as well as non-post resources. The resources would enable technical cooperation projects, research and analysis and field support in the areas of delivering climate resilient development policies in Africa and enhancing capacity in climate change, the inclusive green economy, natural resources, innovation and technology in Africa. The expected decrease of \$1,614,700 is due mainly to completion of several projects, including the Africa Climate Resilient Investment Facility and support for the African Climate Policy Centre on weather information services for Africa.

Subprogramme 6 Gender equality and women's empowerment

- 18.406 The proposed regular budget resources for 2022 amount to \$990,500 and reflect a decrease of \$7,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.56 and figure 18.XXXVI.

Table 18.56

Subprogramme 6: evolution of financial and post resources

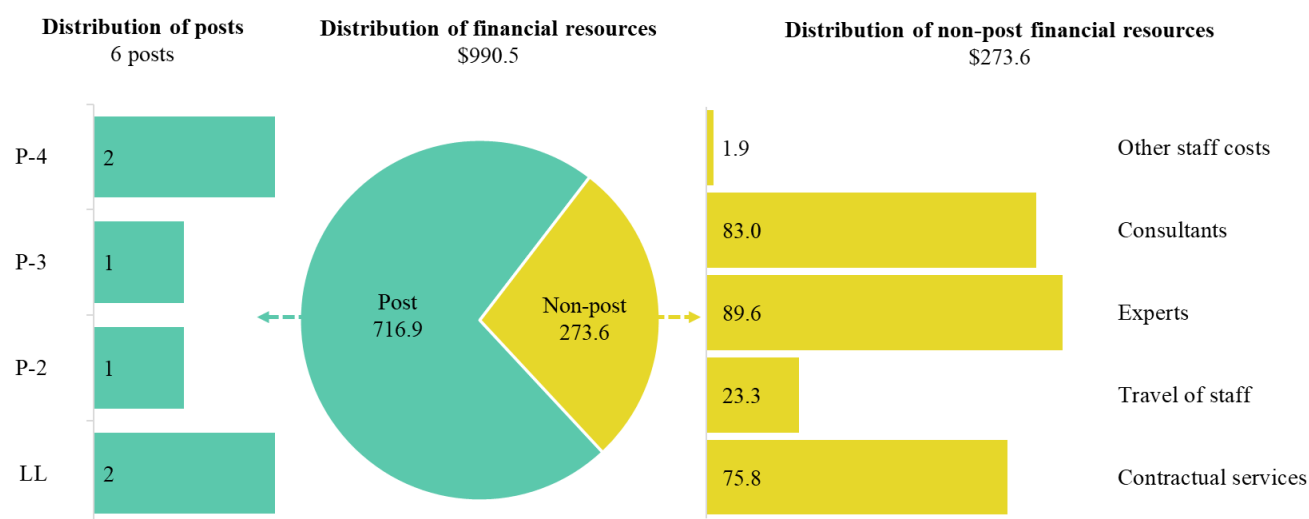
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	657.0	716.9	—	—	—	—	—	716.9
Non-post	255.4	281.0	—	—	(7.4)	(7.4)	(2.6)	273.6
Total	912.4	997.9	—	—	(7.4)	(7.4)	(0.7)	990.5
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		2	—	—	—	—	—	2
Total		6	—	—	—	—	—	6

Figure 18.XXXVI

Subprogramme 6: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.407 Extrabudgetary resources for the subprogramme are estimated at \$224,700 and would provide for non-post resources. The resources would assist technical cooperation projects and field support in the areas of the African Gender and Development Index, gender mainstreaming and gender and digital transformation. The expected decrease of \$881,500 is due to an anticipated reduction in contributions by donors in 2022.

**Subprogramme 7
Subregional activities for development**
**Component 1
Subregional activities in North Africa**

- 18.408 The proposed regular budget resources for 2022 amount to \$3,121,800 and reflect a decrease of \$26,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.57 and figure 18.XXXVII.

Table 18.57

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

(Thousands of United States dollars/number of posts)

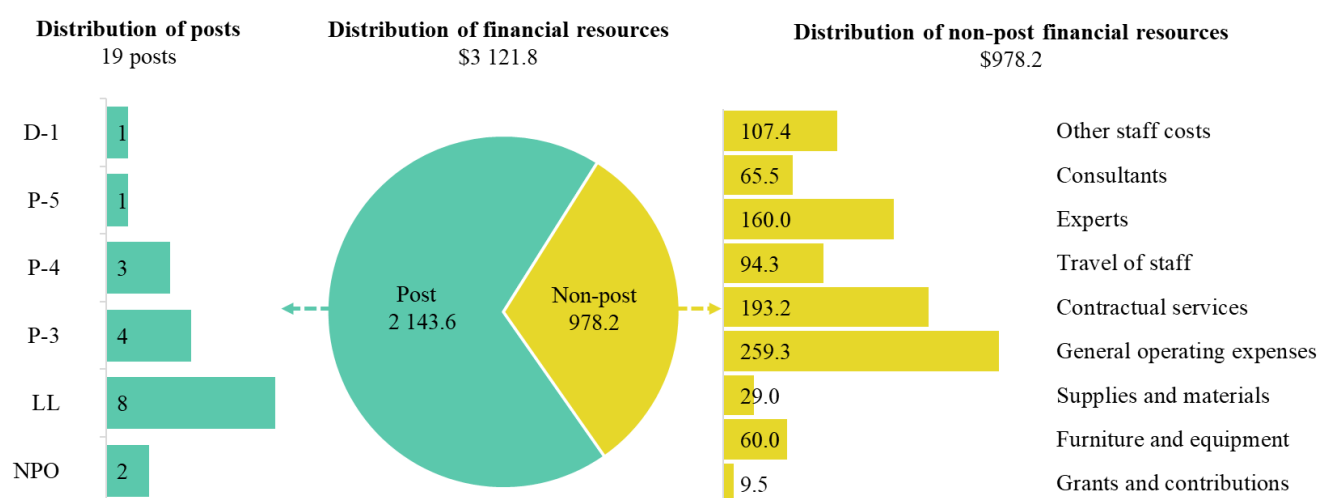
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 008.8	2 143.6	—	—	—	—	—	2 143.6
Non-post	639.2	1 004.8	—	—	(26.6)	(26.6)	(2.6)	978.2
Total	2 648.0	3 148.4	—	—	(26.6)	(26.6)	(0.8)	3 121.8

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		10	—	—	—	—	—	10
Total		19	—	—	—	—	—	19

Figure 18.XXXVII

Subprogramme 7, component 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2

Subregional activities in West Africa

18.409 The proposed regular budget resources for 2022 amount to \$3,196,200 and reflect a decrease of \$28,300 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.58 and figure 18.XXXVIII.

Table 18.58

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

(Thousands of United States dollars/number of posts)

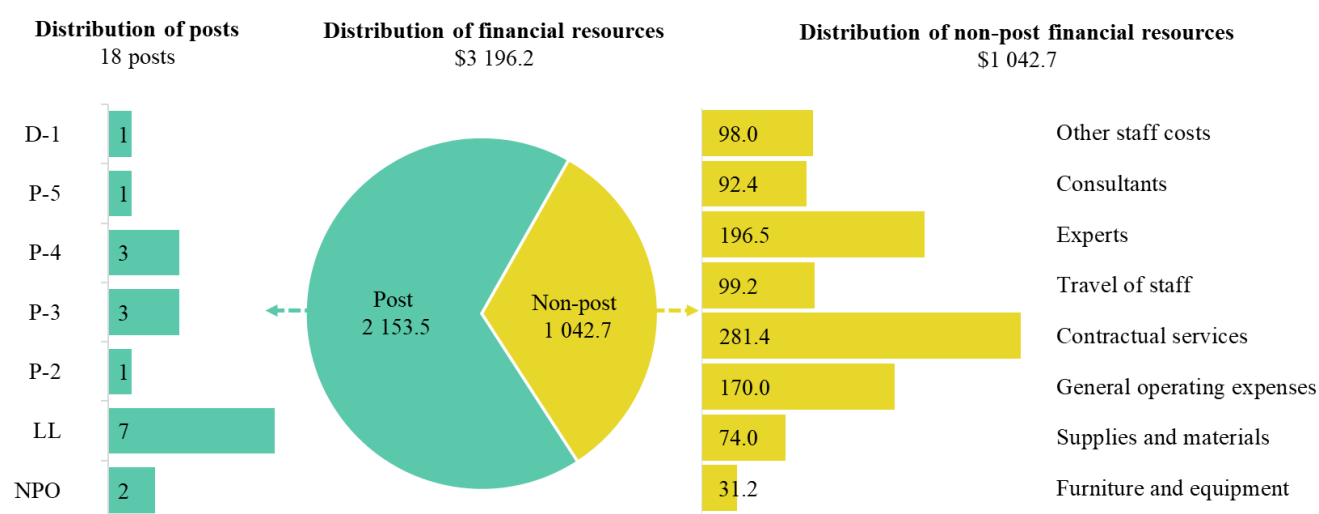
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 013.1	2 153.5	—	—	—	—	—	2 153.5
Non-post	1 014.4	1 071.0	—	—	(28.3)	(28.3)	(2.6)	1 042.7
Total	3 027.5	3 224.5	—	—	(28.3)	(28.3)	(0.9)	3 196.2

		Changes					2022 estimate (before recosting)
2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category							
Professional and higher	9	—	—	—	—	—	9
General Service and related	9	—	—	—	—	—	9
Total	18	—	—	—	—	—	18

Figure 18.XXXVIII

Subprogramme 7, component 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.410 Extrabudgetary resources for the component are estimated at \$650,000 and would provide for non-post resources. The resources would support technical cooperation projects, research and analysis, field support, advocacy in the areas of economic transformation and demographic dynamics for development. The expected decrease of \$136,500 is due mainly to a reduction in number of experts attending ad hoc expert group meetings in person.

Component 3 Subregional activities in Central Africa

- 18.411 The proposed regular budget resources for 2022 amount to \$4,066,600 and reflect a decrease of \$36,500 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.59 and figure 18.XXXIX.

Table 18.59

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

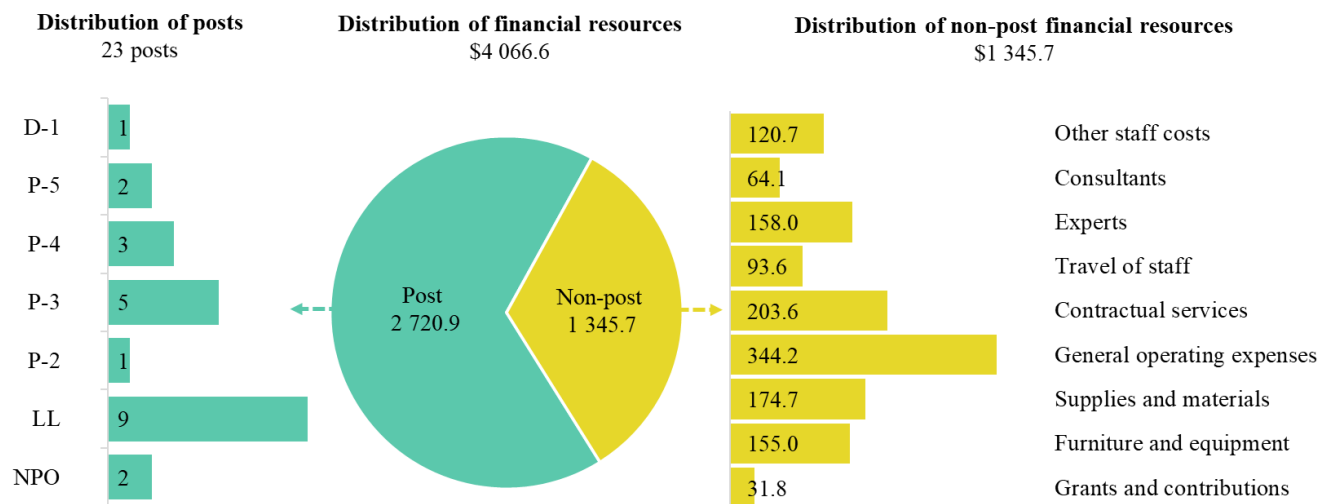
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 554.5	2 720.9	—	—	—	—	—	2 720.9
Non-post	853.9	1 382.2	—	—	(36.5)	(36.5)	(2.6)	1 345.7
Total	3 408.4	4 103.1	—	—	(36.5)	(36.5)	(0.9)	4 066.6
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		11	—	—	—	—	—	11
Total		23	—	—	—	—	—	23

Figure 18.XXXIX

Subprogramme 7, component 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Component 4

Subregional activities in East Africa

- 18.412 The proposed regular budget resources for 2022 amount to \$2,905,700 and reflect a decrease of \$27,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.60 and figure 18.XL.

Table 18.60

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

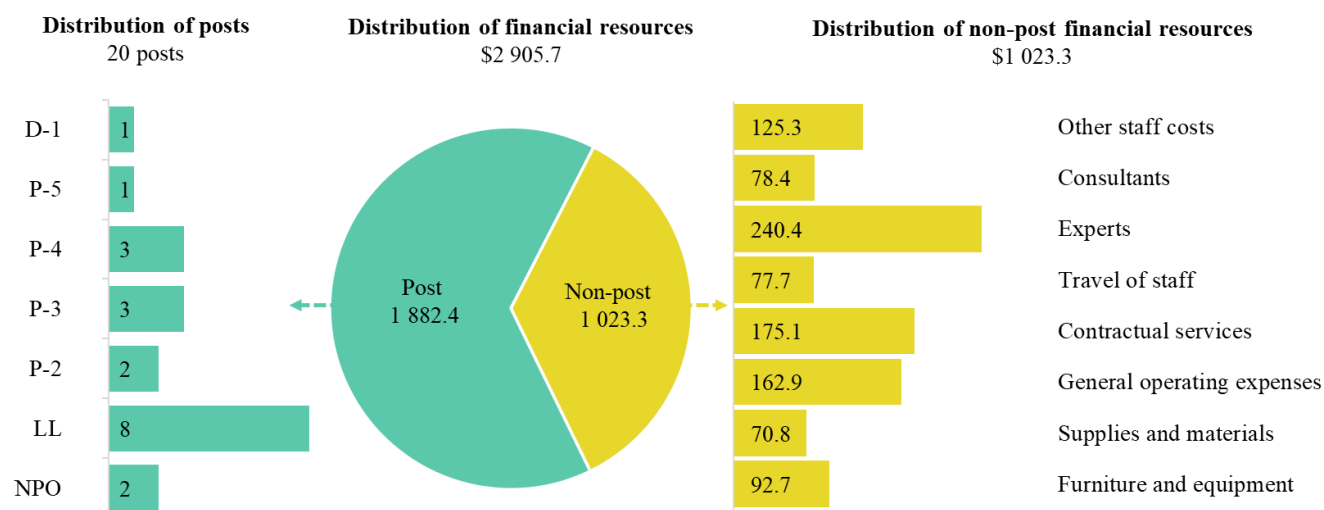
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 832.5	1 882.4	—	—	—	—	—	1 882.4
Non-post	620.8	1 051.1	—	—	(27.8)	(27.8)	(2.6)	1 023.3
Total	2 453.3	2 933.5	—	—	(27.8)	(27.8)	(0.9)	2 905.7
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		10	—	—	—	—	—	10
Total		20	—	—	—	—	—	20

Figure 18.XL

Subprogramme 7, component 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.413 Extrabudgetary resources for the component are estimated at \$250,000 and would provide for non-post resources. The resources would support advisory services, seminars and field projects aimed at strengthening the statistical capacity of member States and supporting high-impact subregional initiatives. The expected increase of \$250,000 is due mainly to new requests from member States, regional economic communities and intergovernmental organizations.

Component 5

Subregional activities in Southern Africa

18.414 The proposed regular budget resources for 2022 amount to \$2,614,200 and reflect a decrease of \$24,700 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.61 and figure 18.XLI.

Table 18.61

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

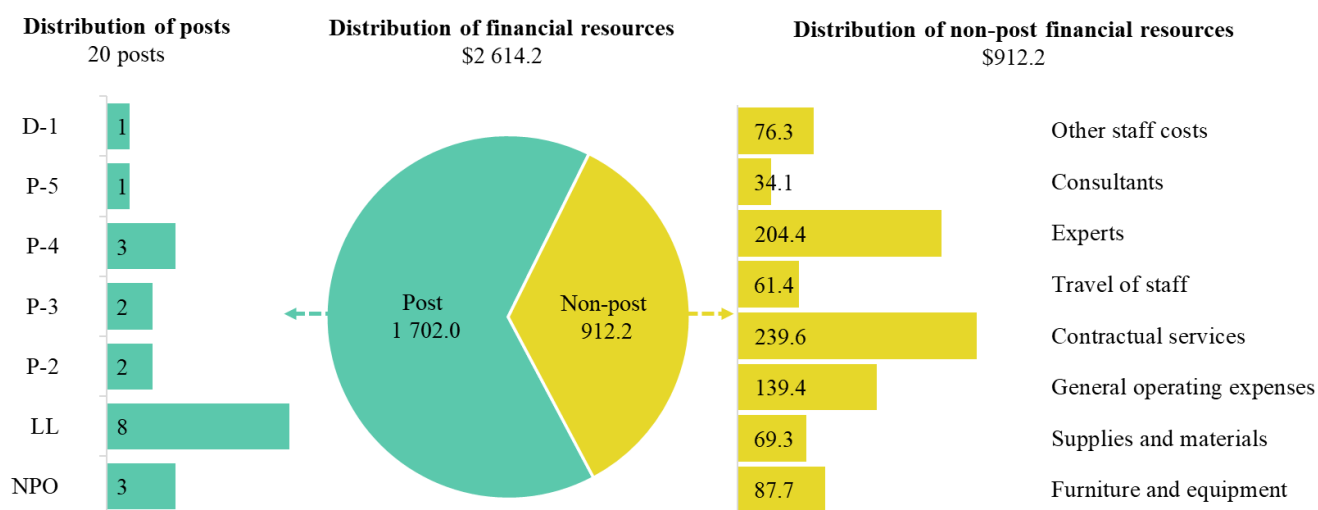
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 828.9	1 702.0	—	—	—	—	—	1 702.0
Non-post	646.9	936.9	—	—	(24.7)	(24.7)	(2.6)	912.2
Total	2 475.8	2 638.9	—	—	(24.7)	(24.7)	(0.9)	2 614.2
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		11	—	—	—	—	—	11
Total		20	—	—	—	—	—	20

Figure 18.XLI

Subprogramme 7, component 5: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

18.415 Extrabudgetary resources for the component are estimated at \$297,600 and would provide for non-post resources. The resources would support technical cooperation projects, research and analysis, field support, advocacy in the areas of industrialization and regional integration in Southern

Africa. The expected increase of \$297,600 is due mainly to new request from member States, regional economic communities and intergovernmental organizations.

Subprogramme 8 Economic development and planning

- 18.416 The proposed regular budget resources for 2022 amount to \$1,318,700 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.62 and figure 18.XLII.

Table 18.62

Subprogramme 8: evolution of financial resources

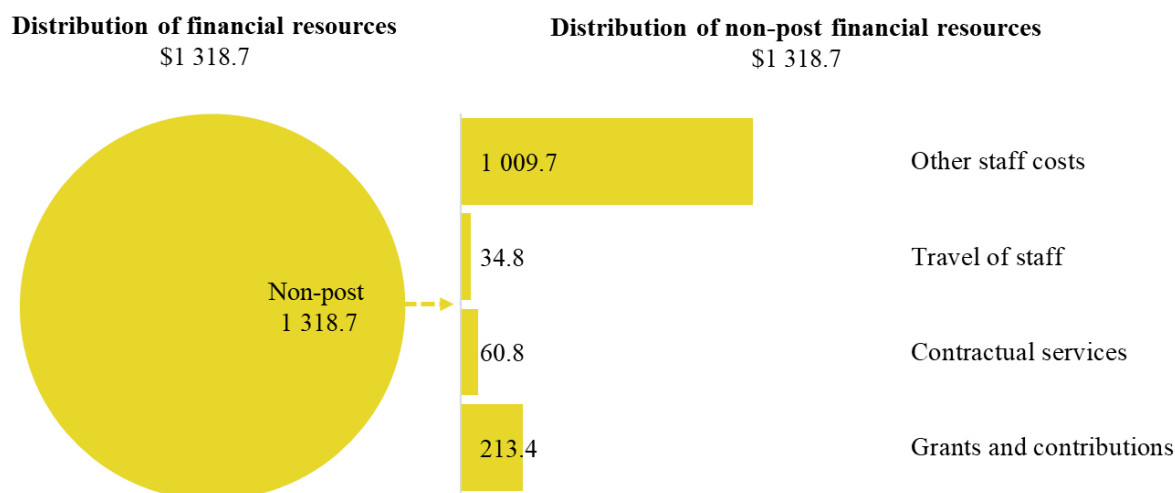
(Thousands of United States dollars)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 329.8	1 318.7	—	—	—	—	—	1 318.7
Total	1 329.8	1 318.7	—	—	—	—	—	1 318.7

Figure 18.XLII

Subprogramme 8: distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 18.417 Extrabudgetary resources for the subprogramme are estimated at \$1,623,000 and would provide for 20 posts (5 National Professional Officer and 15 Local level), as well as non-post resources. The resources would contribute to the operationalization of the African Institute for Economic Development and Planning and will enable the training of participants from member States in economic development and planning. The estimated resource level for 2022 reflects no change compared with the estimates for 2021.

Subprogramme 9

Poverty, inequality and social policy

18.418 The proposed regular budget resources for 2022 amount to \$3,072,500 and reflect a decrease of \$10,300 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.63 and figure 18.XLIII.

Table 18.63

Subprogramme 9: evolution of financial and post resources

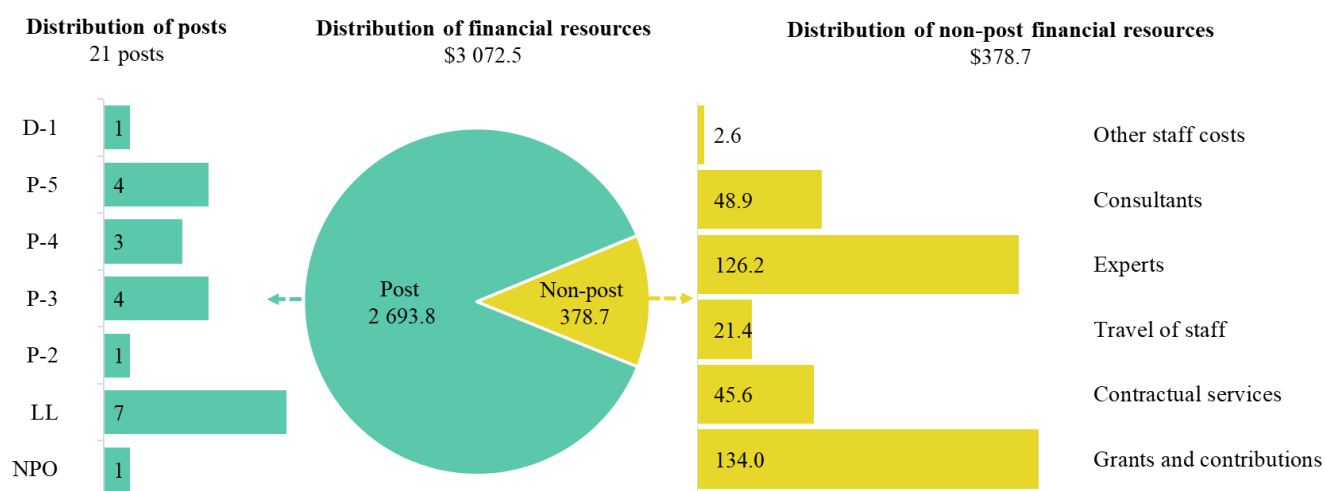
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 319.0	2 693.8	—	—	—	—	—	2 693.8
Non-post	451.5	389.0	—	—	(10.3)	(10.3)	(2.6)	378.7
Total	2 770.5	3 082.8	—	—	(10.3)	(10.3)	(0.3)	3 072.5
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 18.XLIII

Subprogramme 9: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

18.419 Extrabudgetary resources for the subprogramme are estimated at \$1,590,500 and would provide for non-post resources. The resources would assist technical cooperation projects, research and analysis, and field support, including capacity-building in the areas of international migration, population development, strengthening policy capacities on urbanization and development and activities relating to the Madrid International Plan of Action on Ageing. The expected increase of \$484,300 is

due mainly to additional requirements for consultants and experts to contribute to the implementation of projects such as those on assessing the economic impact of infectious diseases and on the African conservation index.

Programme support

- 18.420 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 regulations and rules, policies and procedures and spearheading business continuity initiatives. It encompasses the Office of the Director of Administration, the Human Resources Management 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.
- 18.421 In 2022, 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 will also continue to collaborate with the United Nations agencies, funds and programmes based in Ethiopia to support the United Nations common services framework through the Operations Management Team.
- 18.422 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 cost-recovery initiative and other Umoja-related activities and initiatives.
- 18.423 The proposed regular budget resources for 2022 amount to \$29,586,500 and reflect a net decrease of \$477,500 compared with the appropriation for 2021. The proposed decrease of \$477,500 is explained in paragraph 18.380 above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 18.64 and figure 18.XLIV.

Table 18.64

Programme support: evolution of financial and post resources

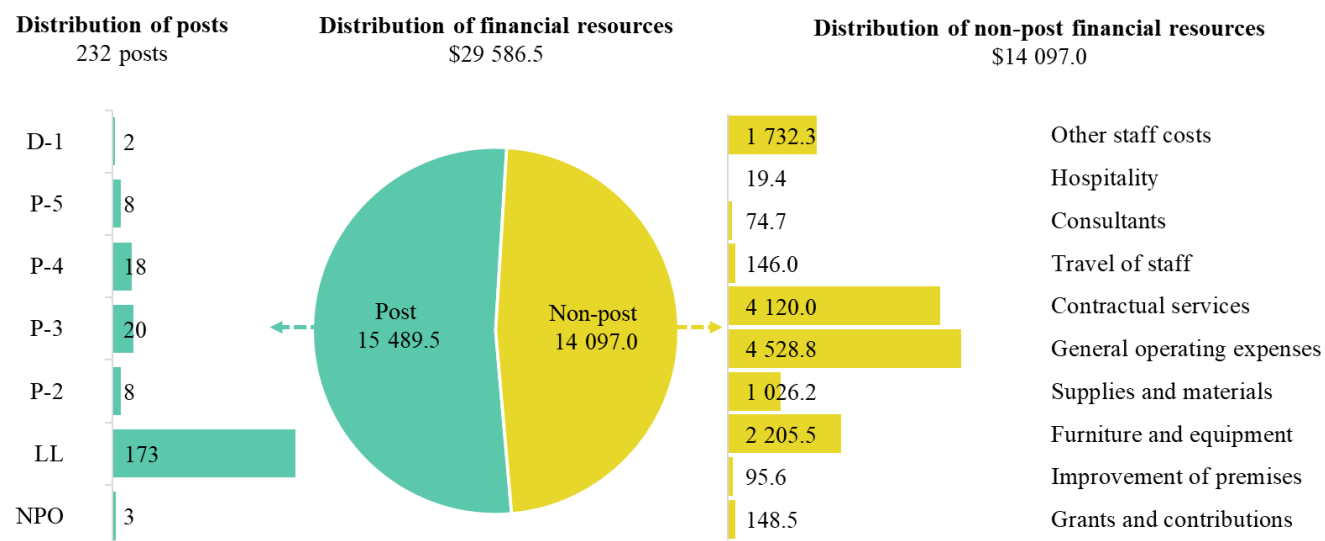
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	15 272.7	15 832.5	—	—	(343.0)	(343.0)	(2.2)	15 489.5
Non-post	16 619.4	14 231.5	—	—	(134.5)	(134.5)	(0.9)	14 097.0
Total	31 892.2	30 064.0	—	—	(477.5)	(477.5)	(1.6)	29 586.5
Post resources by category								
Professional and higher		58	—	—	(2)	(2)	(3.4)	56
General Service and related		176	—	—	—	—	—	176
Total		234	—	—	(2)	(2)	(0.9)	232

Figure 18.XLIV

Programme support: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 18.424 Extrabudgetary resources for the component are estimated at \$6,822,800 and would provide for 31 posts (1 P-3, 2 National Professional Officer and 28 Local level), as well as non-post resources. The resources would support the health-care centre; library, learning, knowledge and information services; conference management services; interpretation, translation and editing services; administration and finance services; human resource management; facilities management; and supply chain management. The estimated resource level for 2022 reflects no change compared with the estimates for 2021.

II. Regional Commissions New York Office

Proposed post and non-post resource requirements for 2022

Overview

- 18.425 The Regional Commissions New York Office is a joint office representing, coordinating and providing policy advice to the five regional commissions, namely, the Economic Commission for Africa, 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 backstop the effective implementation of legislative mandates at the regional level.
- 18.426 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.
- 18.427 In the area of policy advice, the Office carries out analysis and produces policy papers, concept notes and other documents on a wide range of topics. In 2020, in response to the COVID-19 pandemic, and working closely with the regional commissions, the Office co-led the coordination of the substantive contributions by the regional commissions to pillar IV of the United Nations framework for the immediate socioeconomic response to COVID-19, on macroeconomic response and multilateral collaboration; participated actively in the work of the United Nations Sustainable Development Group Task Team on the implementation of the COVID-19 socioeconomic response framework; assumed the function of penholder for a regional commissions joint policy statement entitled “COVID-19: towards an inclusive, resilient and green recovery – building back better through regional cooperation”; and supported the development of joint Development Account projects to address the economic and social challenges emanating from the COVID-19 crisis. The Office also continued to play a critical role in advising and framing the regional commissions’ coordinated approach to conceptualization and operationalization of the repositioning of the regional assets of the United Nations development system, as well as in advising and coordinating positions on other reform streams, among others on regional efforts to better support the country-level and multi-country offices review through its representation of the regional commissions in respective United Nations Sustainable Development Group task teams and providing policy advice in support of the Coordinator’s participation in the meetings of the United Nations Sustainable Development Group principals.
- 18.428 The Office continued its global representation and advocacy role vis-à-vis relevant intergovernmental bodies with a view to informing and influencing decision-making from a regional perspective, thus contributing to continued recognition on the part of Member States of the regional dimensions of development and the inclusion of explicit mandates for the regional commissions in a number of resolutions adopted by the General Assembly and the Economic and Social Council. In 2020, 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, which focused on demonstrating the value proposition of regional cooperation to contribute to an effective response to the COVID-19 crisis. It also reached out to permanent missions of Member States to the United Nations and held online meetings to disseminate and discuss the work of the regional commissions, including on legislative mandates emanating from the regional governing bodies that were brought to the Economic and Social Council for action or attention.
- 18.429 The Office continues to play a central role in supporting the follow-up and review of the 2030 Agenda, notably by strengthening coherence and interaction among entities at the global, regional

and national levels. 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. Specifically, it has ascertained that adequate space would be dedicated to the regional dimension at the high-level political forum on sustainable development, including through a ministerial session reporting the outcomes of the regional forums on sustainable development and the contribution of regional perspectives to the thematic reviews. In 2020, in the margins of the high-level political forum, the Office organized a special event entitled “Messages from the regional commissions: accelerating the 2030 Agenda and building back better from COVID-19” and hosted a voluntary national review lab under the theme “Innovative approaches to spur action and delivery on the 2030 Agenda: lessons from the regions”. It has also supported regional commissions’ contributions to the 2020 Sustainable Development Goal Moment and Sustainable Development Goal Reality Check on the status of implementation of the Goals at the regional level. The Office also organized a Sustainable Development Goal action zone session, entitled “Transformative action for a green, inclusive and gender-equal recovery from the COVID-19 pandemic: innovations and solutions from the regions”. The Office has continued to advocate recognition of the regional dimensions and the role of the regional commissions and the regional forums on sustainable development in the follow-up and review of the 2030 Agenda in the context of the legislative review process conducted by the Economic and Social Council and the high-level political forum and building on the acknowledgement of the regional commissions and the regional forums for sustainable development in the political declaration adopted by the high-level political forum in 2019.

- 18.430 The Office mobilized the regional commissions’ support for the implementation of the Secretary-General’s strategy and road map for financing the 2030 Agenda. In 2020, the Office, first, organized various meetings between the executive secretaries and the Special Envoy of the Secretary-General on Financing the 2030 Agenda, to support an initiative on financing for development in the era of the COVID-19 pandemic and beyond; second, coordinated with the Executive Office of the Secretary-General the conceptualization and organization of high-level round tables to discuss the role of extractive industries as an engine for sustainable development; and, third, led coordination efforts among the regional commissions in their leadership role on the cluster dealing with the operationalization of concerted measures to combat illicit financial flows. The Office has also coordinated the contributions by regional commissions to other financing initiatives, such as the Global Investors for Sustainable Development Alliance and the High-level Panel on International Financial Accountability, Transparency and Integrity for Achieving the 2030 Agenda.
- 18.431 In the context of the reform of the United Nations development system, the Office continued to advocate recognition of the regional dimension and the role of the regional commissions during negotiations in the operational activities for development segment of the Economic and Social Council on implementation of the quadrennial comprehensive policy review. The ensuing resolutions in 2020 agreed to the revised regional architecture of the United Nations development system and adopted other transformative areas proposed by the Secretary-General.
- 18.432 In addition, the Office represents the regional commissions in various inter-agency forums. In 2020, it actively participated in and contributed to the work of several reform streams and advisory bodies of the United Nations Sustainable Development Group in such areas as the socioeconomic response to the COVID-19 pandemic, strategic financing, integrated policy support, programme development and results and the multi-country offices review. This has resulted in the strong recognition of the regional dimension of development in the socioeconomic response to the COVID-19 pandemic and in many of the reform initiatives and outcomes, such as in the strengthened link between regional collaborative platforms and peer support groups and the redesign of multi-country offices. The Office continues to participate actively in internal mechanisms of the development system supporting the preparation of the 2021 meeting of the high-level political forum, and the conceptualization of the decade of action and delivery for sustainable development at the regional level. Lastly, the Office represents the regional commissions in the work of the Chief Executives Board High-Level Committee on Programmes. In this context, the Office has actively participated in the work of several task teams, including in the areas of biodiversity and inequality.

- 18.433 In 2020, the Office further strengthened its communication and outreach function and increased the visibility of the work of the regional commissions at United Nations Headquarters in New York, including through the dissemination of a bi-weekly newsletter on the regional responses to the socioeconomic impact of COVID-19, and also through a revamped webpage.
- 18.434 As part of its coordination function, the Office continued to promote 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 other departments of the United Nations Secretariat and United Nations agencies, funds and programmes through its networks of focal points in such areas as support for Member States in the implementation of the 2030 Agenda, financing for development, statistics, inequalities, digital connectivity, social development and South-South and triangular cooperation. The Office has also continued collaboration with the offices of the presidents of the Economic and Social Council and of the General Assembly in the preparation of high-level meetings and in support of their priorities. In addition, the Office has promoted partnerships and joint projects to be financed through the Development Account, such as the joint projects on integrated national financing frameworks and on statistics and data to inform the COVID-19 responses, 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.
- 18.435 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, 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. The Office is increasingly using online platform tools and organizing meetings in an online format whenever possible, as well as distributing documentation and promotion materials digitally rather than in printed form.
- 18.436 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 18.65. The cost-sharing arrangements of travel in some instances between the Office and respective regional commissions have resulted in delays beyond the Office's control in the issuance of tickets. This was particularly relevant in 2019, when there were extensive consultations on the regional repositioning led by the Deputy-Secretary-General in person in the regions and which the Director had to attend in support of the exercise. The Office will continue to make efforts to improve the compliance rate by, among other things, promoting advance planning and working more closely with the Travel Unit to reserve tickets based on the preliminary itinerary in order to secure tickets at the lowest price and minimizing instances of exceptions.

Table 18.65
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	50	89	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	100	100	100

- 18.437 The proposed regular budget resources for 2022 amount to \$1,029,300 and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Additional details are reflected in tables 18.66 to 18.69 and figure 18.XLV.

Table 18.66

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	988.4	972.8	—	—	—	—	—	972.8
Other staff costs	—	10.2	—	—	—	—	—	10.2
Hospitality	—	0.3	—	—	—	—	—	0.3
Travel of staff	7.7	15.6	—	—	—	—	—	15.6
Contractual services	9.5	13.8	—	—	—	—	—	13.8
General operating expenses	5.9	7.6	—	—	—	—	—	7.6
Supplies and materials	0.1	2.7	—	—	—	—	—	2.7
Furniture and equipment	—	6.3	—	—	—	—	—	6.3
Total	1 011.6	1 029.3	—	—	—	—	—	1 029.3

Table 18.67

Overall: proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Post changes	—	—
Proposed for 2022	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)

Table 18.68

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	1	—	—	—	—	1
Subtotal	4	—	—	—	—	4
General Service and related						
GS (OL)	2	—	—	—	—	2
Subtotal	2	—	—	—	—	2
Total	6	—	—	—	—	6

Table 18.69

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

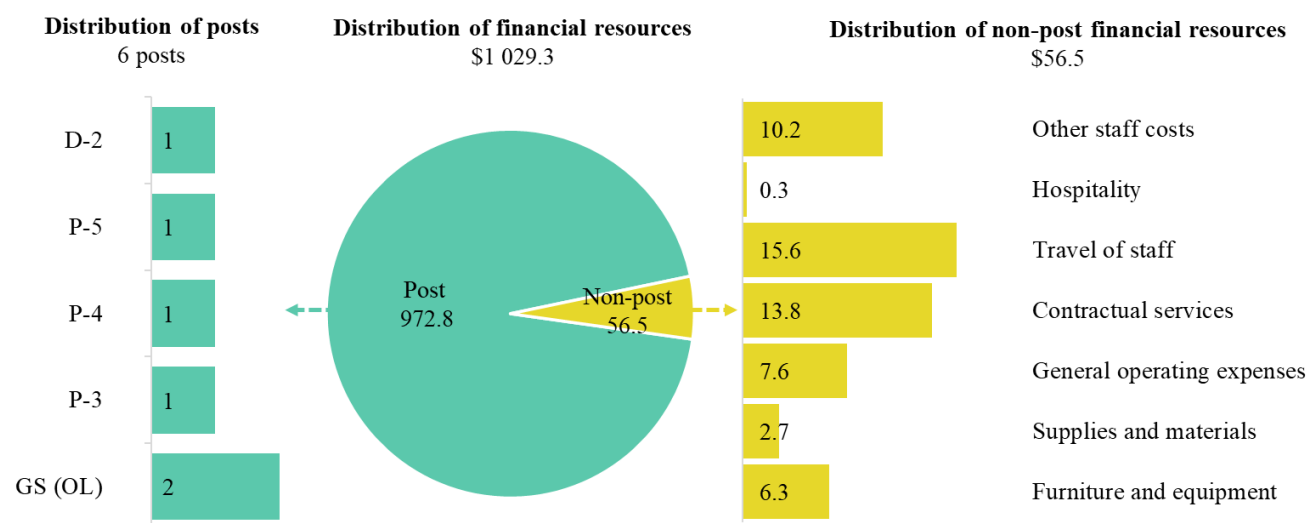
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	988.4	972.8	—	—	—	—	—	972.8
Non-post	23.2	56.5	—	—	—	—	—	56.5
Total	1 011.6	1 029.3	—	—	—	—	—	1 029.3
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		2	—	—	—	—	—	2
Total		6	—	—	—	—	—	6

Figure 18.XLV

Regional Commissions New York Office: distribution of proposed resources for 2022 (before recosting)

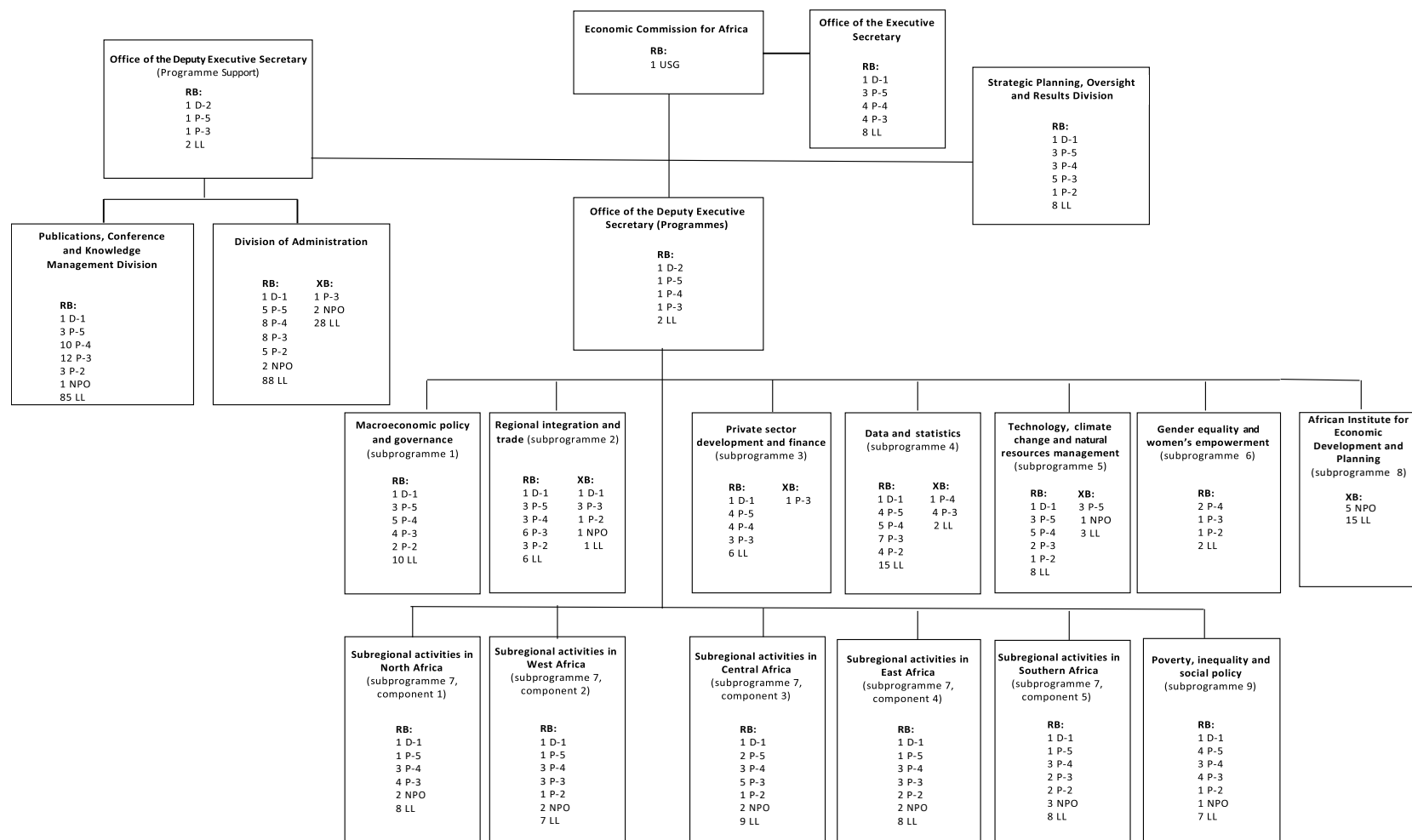
(Number of posts/thousands of United States dollars)

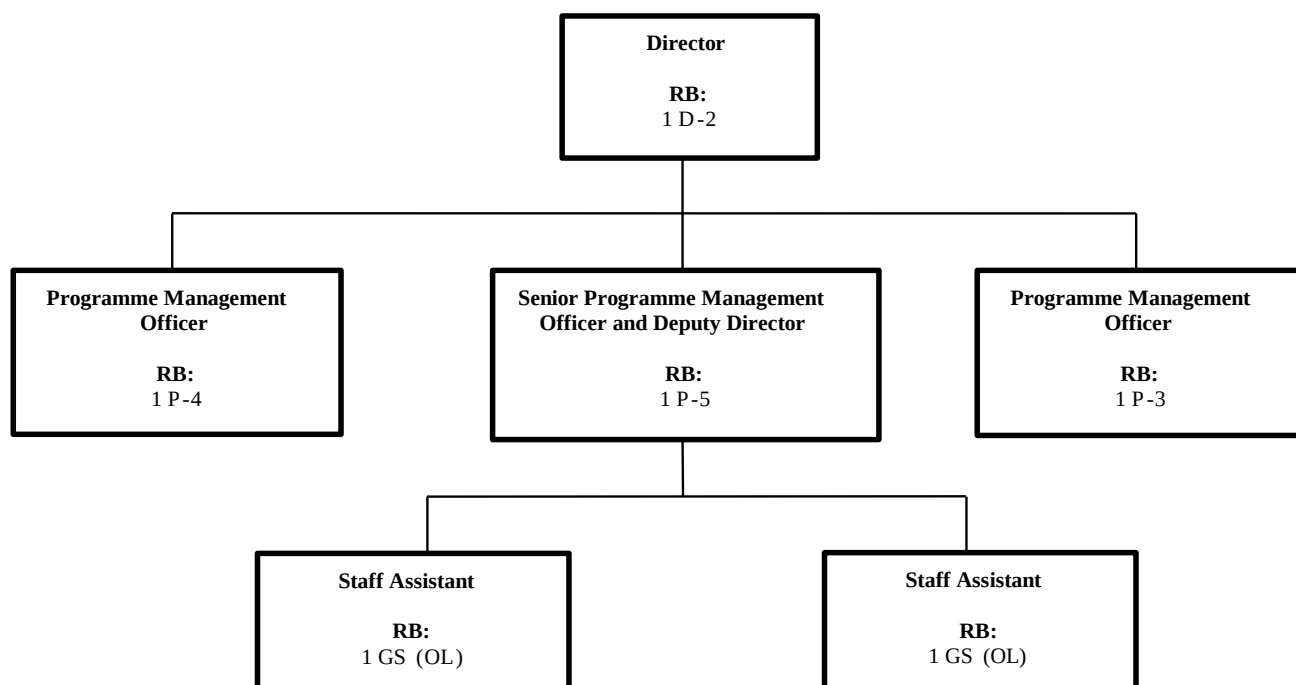


Annexes to the proposed post and non-post resource requirements for 2022

I. Organizational structure and post distribution for 2022

A. Economic Commission for Africa



B. Regional Commissions New York Office

Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

A. Economic Commission for Africa

Brief description of the recommendation

Action taken to implement the recommendation

Board of Auditors

Management letter for the year ended 31 December 2019

The Board recommends that ECA review the planning and programme management mechanism for the extrabudgetary resources to identify specific reasons for less utilization of extrabudgetary resources and take necessary improvement measures in a time-bound manner (summary, para. 12).

The Board recommends that ECA carry out review of specific reasons for non-achievement of target indicators in different subprogrammes, take remedial measures to carry out required improvements and closely monitor the planning and implementation of different activities under the individual subprogrammes (section B, para. 17).

The Board recommends that ECA work closely and keep engaged with the member States to advocate adequate resources allocation for statistics and improve data collection approaches to ensure timely and reliable data are collected for the Sustainable Development Goals (section B, para. 21).

The Board recommends that ECA carry out review of reasons for delays in different stages for cases of recruitment where time taken for the process exceeded the prescribed norm to identify bottlenecks responsible for the delays and work out a suitable strategy to address them (section B, para. 33).

In an effort to address this recommendation, ECA has taken steps to further strengthen the programme review mechanism. Since 2020 it is being regularly held and chaired by the Executive Secretary. Issues related to both programmatic and financial aspects of the Commission are being discussed and remedial measures taken to address any shortfalls.

This is systematically addressed during the ECA quarterly accountability and programme review sessions.

Advocacy took place during the joint session of the Committee of Directors General of National Statistics Offices and the Statistical Commission for Africa, the Africa Regional Forum on Sustainable Development, the Conference of African Ministers of Finance, Planning and Economic Development, the Statistical Commission and other appropriate forums, including through the statistics committees of regional economic communities. In addition, where national strategies for statistical development are being revised, the advisory service will include mainstreaming those strategies in the budgeting process of member States.

Through its outreach subprogramme 4, on data and statistics, ECA is conducting advocacy with member States on an increased allocation for quality and timely data collection.

The subprogramme is also strengthening capacity-building components in its programme of work.

The Human Resources Management Section regularly follows up with all stakeholders of the recruitment process, including the hiring managers and members of central review boards, committees and panels. The Section has also adopted a follow-up mechanism of informing the Executive Secretary about cases pending selection on a weekly basis, both on paper and via the Inspira platform.

The Board recommends that ECA review and improve the management and monitoring of the entire life cycle of engagement of implementing partners so that the projects funded are completed on time and project benefits are delivered, and refunds are received on time in cases when they are due (section B, para. 69).

The human resources function has undergone restructuring which will improve the functional effectiveness, consistency and quality of client services.

The ECA Partnership and Resource Mobilization Section, along with all substantive divisions and the Finance and Budget Section, is working to improve implementing partners' management.

Quarterly performance review meetings also take stock of programme deliverables and the financial status across the house. Any shortfalls are addressed by proposing remedial measures.

The Board recommends that ECA review all the commitments properly to ensure complete and accurate reporting of the same to United Nations Headquarters for the preparation of financial statements (section B, para. 81).

This recommendation has been taken on board; the desired reporting standards are being adhered to.

The Board recommends that ECA promote systematic programme evaluation and follow up, using an interactive process and also publish the self-evaluation reports (section B, para. 128).

All evaluations conducted in 2021 and beyond will be placed on the ECA website.

The Board also recommends that ECA explore opportunities for carrying out joint evaluations with other United Nations system entities on crosscutting areas of contribution to the Sustainable Development Goals (section B, para. 129).

The ECA evaluation policy was revised in 2020. The Commission is engaging with other United Nations entities at the regional and global levels on internal and external evaluations. Despite resource constraints, opportunities for engagement for the evaluation and capacity-building of member States are being proactively explored.

Office of Internal Oversight Services

First report on the proposed programme budget for 2021 (report No. 2019/147)

ECA should take action to improve the processing times for both donor and grant documents by establishing and monitoring performance indicators for all stages of the process (para. 27, box 3).

In progress, not completed

ECA should, in coordination with the concerned tripartite partner, take steps to fully provide the required funding and staff capacity to the Joint Secretariat Support Office to enable it to provide strategic support to joint programmes and initiatives, including the policy centres (para. 16, box 2).

In progress, not completed

ECA should develop a plan to implement accepted recommendations from the resource mobilization strategy review including assigning responsibility and time frame for implementation and periodically tracking the status (para. 30, box 5).

In progress, not completed

Advisory Committee on Administrative and Budgetary Questions

[A/75/7](#) and [A/75/7/Corr.1](#)

While recognizing the impact of the COVID-19 pandemic and the challenges related to the liquidity situation on the process of recruitment for the posts, the Advisory Committee reiterates its concern over the length of time that the posts have remained vacant. The Committee stresses that the related recruitment exercise needs to be conducted, in particular in view of the criticality of some high-level posts. The Committee trusts that the Secretary-General will provide an update on the recruitment status in the context of the next regular budget submission (para. V.4).

The Advisory Committee welcomes the efforts made and continues to encourage ECA to pursue its efforts to mobilize resources for the financing of the Institute and to provide updates on progress made in future budget submissions (para. V.10).

ECA has received approval to unfreeze 50 regular budget posts during the current freeze, of which 37 are now filled and the other 13 are in various stages of the recruitment process. With the partial lifting of the RB hiring freeze in February 2021, ECA has additional flexibility to unfreeze more Professional posts, and is planning to do so shortly. ECA expects that this will include several high-level posts (such as the two D-2 Deputy Executive Secretary posts, which are both currently at the interview stage). Regardless of whether or not posts are unfrozen, hiring managers are advertising and conducting the recruitment process for all vacant positions, and then holding the process at the selection stage in those instances where the posts are not yet unfrozen.

The efforts pursued by ECA to mobilize resources for the financing of the Institute led to the Institute receiving its full United Nations grant despite the United Nations liquidity crisis and to the contribution by member States of \$859,865 to the Institute despite the impact of COVID-19 on their respective economies.

With regard to donors, efforts were made to increase and diversify the Institute's partnerships with both strategic and funding partners. As an example, the continued partnership with the Open Society Initiative for West Africa led to the award of two new grants to the Institute for an amount of \$191,936.

B. Regional Commissions New York Office

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/75/7](#) and [A/75/7/Corr.1](#)

The Advisory Committee welcomes the efforts made towards coordination and cooperation among the regional commissions and encourages further complementarity, exchange of best practices and efficiency measures in the implementation of their respective mandates, as well as reporting on achievements (para. V.20).

The Advisory Committee notes the ongoing cooperation of the regional commissions with the resident coordinator system and other United Nations entities and is of the view that every effort should be made to enhance cooperation and efficiency and avoid the duplication of activities. The Committee recalls that, in its resolution [72/279](#) on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the General Assembly endorsed a phased approach to revamping the United Nations development system at the regional level and requested the Secretary-General to provide options, on a region-by-region basis, for longer-term reprofiling and restructuring of the regional assets of the United Nations. The Committee trusts that further updates will be provided in the context of future budget submissions (para. V.28).

Coordination and cooperation among the regional commissions are well established and institutionalized, including at the principals' level supported by the Regional Commissions New York Office. The regional commissions report annually to the Economic and Social Council through the report of the Secretary-General on regional cooperation in the economic, social and related fields. This report includes, among other materials, a section providing updates on developments and outcomes in selected areas of interregional cooperation among the regional commissions that sets out tangible examples of the most recent areas of collaboration that leverage and optimize their policy and capacity-development expertise and cross-fertilize best practices among the regions. See document [E/2020/15](#) for the latest published annual report of the Secretary-General, specifically chapter II, section B, on "Enhanced interregional cooperation among the regional commissions". A similar update will be provided in the 2021 report [E/2021/15](#) (forthcoming).

Updates on the enhanced cooperation with and support provided by the regional commissions to the resident coordinator system are provided annually through the following reports:

- (a) Report of the Secretary-General on the implementation of General Assembly resolution 71.243 on the quadrennial policy review of operational activities for development of the United Nations system (for the latest published report see the 2020 report in document [A/75/79-E/2020/55](#)), in particular chapter VI "Harnessing the regional assets of the United Nations development system to achieve the 2030 Agenda";
- (b) Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office (for the latest published report see the 2020 report in document [E/2020/54](#)), in particular the section on "Coordination at the regional level to support the resident coordinator system";

The Advisory Committee trusts that the lessons learned and best practices of the mainstreaming of priorities of the countries in special situations planned by ESCAP and ECLAC will be shared with the other regional commissions (para. V.31).

- (c) Report of the Secretary-General on regional cooperation in the economic, social and related fields (for the latest published report see the 2020 report in document [E/2020/15](#)), in particular the subsection “Strengthened country-regional nexus” in chapter II, section A, “Promoting coherence at the regional level and an enhanced policy-operational nexus”. The latter report provides updates with a specific focus on regional commissions’ contributions and interactions with the resident coordinator system.

The above-listed 2021 reports will continue to provide updates on these matters, pursuant to resolutions [75/233](#) and [72/279](#).

Lessons learned and best practices in the mainstreaming of priorities of the countries in special situations have been shared among the regional commissions. They are also documented in the forthcoming Joint Inspection Unit report “Review of United Nations system support to landlocked developing countries to implement the Vienna Programme of Action” ([JIU/REP/2021/A454](#)), in which many lessons learned and best practices of the regional commissions are showcased and opportunities for further collaboration highlighted.

III. Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Programme support	(1)	P-4	Abolishment of one post of Librarian	The two posts proposed for abolishment have been vacant for more than 24 months before the recruitment freeze measure was put in place. The Secretary-General considers that the ability demonstrated by the organization to continue to fully implement its mandates without these posts provides an opportunity to propose their abolishment.
Programme support	(1)	P-3	Abolishment of one post of English Editor	

IV. Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
Financial resources									
Economic Commission for Africa	77 674.3	77 150.5	(523.8)	25 442.2	19 913.9	(5 528.3)	103 116.5	97 064.4	(6 052.1)
Regional Commissions New York Office	1 029.3	1 029.3	–	–	–	–	1 029.3	1 029.3	–
Total	78 703.6	78 179.8	(523.8)	25 442.2	19 913.9	(5 528.3)	104 145.8	98 093.7	(6 052.1)
Post resources									
Economic Commission for Africa	535	533	(2)	66	66	–	601	599	(2)
Regional Commissions New York Office	6	6	–	–	–	–	6	6	–
Total	541	539	(2)	66	66	–	607	605	(2)