

2025 Midyear Accountability and Programme Performance Review Meeting

Theme: *“Accelerating results by reflecting on progress, opportunities and challenges by mid-year of 2025”*

Proceedings Report



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2025 Mid-year Accountability and Programme Performance Review Meeting

Theme: “Accelerating results by reflecting on progress, opportunities and challenges by mid-year of 2025”

I. Introduction

Accountability and Programme Performance Review Meetings (APPRM) are primarily an accountability and transparency mechanism to track and assess progress against the Annual Business Plans (ABP) of Subprogrammes and Support Divisions. The 2025 Mid-year review meeting under the theme “*Accelerating results by reflecting on progress, opportunities and challenges by mid-year of 2025*” was conducted in a hybrid format from 18-20 June 2025, chaired by the Executive Secretary and moderated by the Director of the Strategic Planning, Oversight, and Results Division (SPORD).

This report documents the meeting proceedings, key discussions, and action points arising thereof. The report prepared by the Strategic Planning, Oversight, and Results Division (SPORD) captures the 2025 mid-year programme performance across the Commission. All presentations and recordings can be consulted on ECA’s APPRM SharePoint folder¹. The financial performance at the corporate and subprogramme level is annexed to the report (Annex 1), summary of the MS Teams chat discussion annexed (Annex 2) and the meeting participants' feedback survey results are also annexed (Annex 3).

II. Opening session

2.1. Opening remarks by the Executive Secretary

Mr. Claver Gatete, the ECA Executive Secretary, delivered opening remarks by acknowledging the significant achievements made during the last two quarters of 2025, including successfully convening key events including the Africa Regional Forum on Sustainable Development (ARFSD-11) and the fifty-seventh session of the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development. He noted the effective collaboration with various regional bodies including the Africa Union Commission AUDA-NEPAD, the AfCFTA Secretariat among others. Mr. Gatete emphasized the need to pay particular attention to the commitments made under the Senior Managers’ Compact as it forms the basis for assessment of performance. He further advised that SPORD should ensure each division understands their responsibilities under the compact, by breaking down tasks for clarity and effective execution.

2.2. Corporate-level overview on performance and achievements by SPORD Director

The Director of SPORD, Said Adejumobi made a presentation on the key strategic issues and overall organizational performance achieved during the reporting period, showcasing some of the outstanding achievements registered in member States through ECA’s continued

¹ [Q2 - APPRM 2025](#)

support. Key highlights of the presentation include, ECA reached 48 member States during the reporting period, building the capacity of more than 2,258 policymakers, experts, academia and private sector stakeholders in the areas of social protection, digital economy for youth employability, macro modelling among others. He also highlighted ECA's support to its member States in strengthening Africa's position at the G20, consolidating Africa's position on Financing for Development in readiness for the upcoming conference in Seville, Spain. On performance metrics, 63 per cent of subprogramme indicators achieved the milestones set for the second quarter, while 37 per cent of indicators did not achieve the set targets. In terms of subregional offices, 59 per cent of indicators achieved the set targets for the second quarter while 41 per cent are lagging. For support divisions, 66 per cent of indicators achieved the set targets for the second quarter while 34 per cent are lagging. The director noted the need to accelerate implementation to ensure delivery on annual commitments.

In the ensuing discussions, a point was raised on the need to align the performance measurement criteria to ensure clarity on the assessment of indicator performance. The director of SPORD clarified the change in the performance measurement framework to a milestone approach, with "green" rating signaling the achievement of the set milestone for that quarter. Participants expressed the need to revisit the Commission's programme of work considering the budget cuts, to ensure the plans are realistic within the funding constraints. It was highlighted that only about 46 per cent of the budget has been allotted so far. It was noted that in the prioritization of the work programme, there is need to straddle the three streams of ECA functions, think-tank, convening and technical advisory role including capacity development even in the face of the funding constraints. It was reiterated that even in the face of financial constraints, the Commission must effectively deliver results for member States through the provision of technical advice and services, beyond producing knowledge products.

Key recommendations: -

- In improving programme planning in ECA, there is need to explore the re-introduction of Programme Implementation Plan (PIP) in ensuring detailed planning and tracking of progress in programme implementation;
- There is need for greater coherence and synergy in the work of ECA (inter divisional, SRO and IDEP collaboration), especially on work related to debt, domestic resource mobilization, climate change, and country level support by ECA;
- The cross-cutting issues of gender, disability, human rights and environmental sustainability which must be reflected in our programme planning and delivery as mandated by PPBD and affirmed by OIOS in their programmatic evaluation of ECA, should be further reflected upon in terms of key principles and adopt more of a corporate approach towards it.

Action points: -

- *SPORD should work with the divisions/SROs/IDEP to revise their 2025 Annual Business Plans (ABPs) in view of the liquidity challenges;*
- *SPORD should reflect on the modality and approach of the APPRMs including on how the subprogrammes are grouped and make appropriate revisions for 4th quarter of 2025 APPRM.*

2.3. Overview of Strategic Initiatives of the programme pillar by DES-P

The Deputy Executive Secretary of Programmes and Chief Economist, Ms. Hanan Morsy, presented the Programme Pillars' highlights for the second quarter of 2025. She highlighted that ECA effectively led High-Level Working Group (HLWG) meetings of the Ministers of Finance and the CoM25 which resulted with recommendations to African Ministers on various topics such as Domestic Resource Mobilization and Curbing Illicit Financial Flows. ECA also actively engaged on the 2025 Spring Meetings of the World Bank Group (WBG) and the International Monetary Fund (IMF) held in Washington DC. She further emphasized that ECA is effectively contributing to G20 process by advancing African positions. To that end, under the International financial architecture group, ECA co-led the G20 note on Cost of Capital, which is a priority policy area under South Africa Presidency to address impediments on Africa's growth and development. Ms. Hanan, being part of the G20 Africa Expert Panel, contributed to strategic advisories to Africa's growth and development. She also noted the continued ECA's work on Regional Value Chains led by steering committee at directors' level and five technical clusters teams in Agriculture & Livestock; Automotive & Minerals; Pharma; Textile & Fashion and Services & Enablers.

In the ensuing discussion, it was noted that there is need for bold, inspirational and transformative interventions by ECA honing on its think tank role with cutting edge policy research including strong foresight analysis that will drive the development agenda of the Continent. It was also highlighted that the ECA Regional value chains programme (RVC) is an important project which has transformative potential and should therefore be effectively followed up and implemented. It was also noted that the current liquidity squeeze places serious limitations on the ability of SPs to deliver fully their programmed activities and deliverables, hence the need to revise their 2025 ABPs.

Key recommendations: -

- An integrated corporate or thematic reporting approach should be explored in which specific programmes/projects undertaken by different SPs can be reported collectively by the SPs. For example, the work on the AfCFTA which is undertaken by RITD, SROs and other SPs;
- There is need for increased harmonization of training programmes and capacity development by SPs in ECA with emphasis on scale and impact and this should be done working closely with IDEP. (Siloed and low number trainings and capacity development should be discouraged).

Action points: -

- *There is need to have discussion on the issue of SROs as centres of excellence and which areas they should focus on, to avoid duplication and redundancy with the HQ divisions. The issue should be discussed at the SLT and decision made;*
- *The SDG Committee should work on enhancing ECA's reporting on SDGs and ensure that there is a clear methodology in calculating ECA's contributions (staff and non-staff) to the SDGs. The Committee should report to the SLT on it.*

2.4. Strategic Perspectives of the programme support pillar by DES-PS

In his final APPRM, the Deputy Executive Secretary-Programme Support, Mr. Antonio Pedro, delivered his valedictory message. He shared his forward strategy for the commission covering issues such as the New Norm (Less with Higher Impact); Resilience Amid Crises (Agile,

Adaptive Programming); Integrated Resource Planning and Utilization Framework; Strengthening ECA's School of Thought and Practice; Strategic Focus and Selective Engagement; Enhancing Collaboration with UN Country Teams (UNCTs) and Regional Institutions and Unlocking External Financing and Operational Flexibility.

He emphasized that ECA needs greater efficiency and effectiveness in its support operations with Africa's evolving development landscape under the very complex challenges. The DES reiterated that the 2025 ABP should be revised in an effective results-based budgeting manner, taking into consideration the current budget shortages. It was also noted that an urgent action is required within the commission to move from fragmented program planning and implementation to coherent and strategic delivery models.

During the discussion, the meeting reflected on training and capacity development facilitated by IDEP and noted that there is need for further reflections on strategic mapping of the capacity development ecosystem in Africa and the UN generally, lessons learned, funding and modality of delivery.

Action points: -

- *The Executive Secretary is to have a meeting with DES-PS and Director, IDEP, on the resource utilization rate and programme delivery of IDEP.*
- *IDEP to engage the UN @ 80 capacity development cluster led by UNITAR and UNU and make contributions to their deliberations.*

2.5. Overall ECA's financial performance by FBS

The overall financial performance of the commission for the mid-year of 2025 was presented by the Finance and Budget Section (FBS). The overall budget utilization rate stands at 43% against target of 46% set for mid-June. Details of performances under the different budget sections were presented as follows: Section 18, 46%; Section 23, 40%; Section 11, 51%; Section 33, 37%; Section 34, 38%; Section 01, 41%; Section 36 or DA, 41%; The Africa Hall project, 41%; XB, 31% and Special Budget 39%. The non-post financial utilization rate for RB allotment of Section 18 and Section 11 is 65% which is commendable. The overall vacant positions of the commission are 58 of which 34 are under professional category. The current vacancy rate for P and above positions is 13.7% (the approved vacancy rate is 11.8%) while for GS and related it is 6% (the approved vacancy rate is 7%).

Key recommendations: -

- Timely closure of unused commitments is essential to facilitate grant closure and improve fund efficiency.
- All ECA Divisions/SROS/IDEP were urged to prudently control expenditure during the remaining periods of the year, particularly PCKMD which already spent 86% for non-post of the RB resources.
- Recruitment status for GS and related positions already passed the approved vacancy rate threshold which is 7%. Hence due diligence is required for future recruitments.

2.6. ECA's corporate risk management by SPORD

SPORD provided an overview of corporate risks and an update on the 2025 implementations of risk mitigation plan. It was noted that the commission is currently undergoing transformation under the UN80 initiative, with a focus on reviewing efficiency, mandate, and organizational structure to respond to interdependent risks. Some of the upcoming Risk

events in the next quarter include completion of the migration of the ECA risk register and treatment plan into Umoja ERM module; training of Risk focal points and roll out of the Umoja ERM tool at ECA; briefing to SLT on the ERM module, their roles and management reports.

Action points:

- *A dedicated SLT session should be organized on risk management to discuss the key and urgent risks of the organization.*

III. Reporting on 2025 Mid-year programme performance

3.1. Economic Development and Planning- IDEP (SP8)

The Institute for Economic Development and Planning (IDEP) presented its progress under three result areas: risk-informed policy planning, social protection integration, and future workforce development. Key achievements included training over 2,200 participants across 48 countries, supporting social protection policy design in six countries, and launching e-learning programs in Djibouti among others. IDEP emphasized its shift from training delivery to policy engagement, with notable uptake of its tools by national institutions. However, financial performance was flagged as a major concern, with only 28% of the regular budget utilized and RPTC funds still unspent. IDEP attributed delays to internal staffing gaps, and late project approvals. Discussions emphasized the need for improved financial planning, stronger integration of IDEP's work across ECA, and better use of country-level expertise in training programs. A follow-up meeting was requested to address financial underperformance and ensure urgent use of expiring funds.

Key recommendations:

- Accelerate implementation of the approved RPTC project and reallocate unused funds where feasible.
- Improve internal coordination and reporting mechanisms to reflect actual implementation progress.
- Explore integration of country-level expertise (e.g., Seychelles) into IDEP's training programs to enhance peer learning.
- Strengthen IDEP's role in supporting ECA-wide capacity development and align with strategic priorities under the Integrated Capacity Development Programme (ICDP).

Action points: -

- *IDEP to engage the UN @ 80 capacity development cluster led by UNITAR and UNU and make contributions to their deliberations.*

3.2. Sub-regional activities in West Africa-SRO-WA (SP7.2)

The Sub-Regional Office for West Africa (SRO-WA) presented its integrated and high-impact approach to supporting Member States in economic diversification, demographic dividend, and regional integration. Key achievements included support for demographic dividend monitoring frameworks, AfCFTA strategy development in Togo and Guinea, and cross-border value chain assessments in Ghana and Côte d'Ivoire. The SRO also contributed to debt management capacity in Sierra Leone and supported national development planning in collaboration with UN partners. Financially, SRO-WA showed moderate implementation progress, with some XB funds pending due to interagency coordination under the SDG Fund.

Discussions emphasized the need to scale up impact, align ambition levels across subprograms, and shift from small-scale workshops to broader, more strategic interventions. The session also highlighted the importance of harmonizing planning, leveraging ECA's regional assets, and ensuring that outputs contribute to measurable policy outcomes.

Key recommendations:

- Finalize utilization of SDG Fund resources through coordinated interagency mechanisms, ensuring timely implementation and reporting.
- Strengthen collaboration with other SROs and divisions (e.g., MFGD, CFND, RITD, ACS) on cross-border value chains, demographic dividend, and fiscal policy.
- Ensure outputs (e.g., reports, assessments) are clearly linked to policy influence and integrated into national and regional frameworks.
- Continue supporting Member States in implementing AfCFTA, debt management, and demographic dividend strategies with a focus on high level results and sustainability.

3.3. Sub-regional activities in North Africa- SRO-NA (SP7.1)

The Sub-Regional Office for North Africa (SRO-NA) presented its work focused on enhancing sustainable development through support to SMEs, diaspora contributions, and domestic resource mobilization. Key achievements included supporting Egypt and Mauritania in tax reform and administration, and Tunisia and Ghana in leveraging remittances. SRO-NA also facilitated South-South learning, such as Egypt's tax authority engaging with Morocco. The office emphasized its role in knowledge generation and collaboration with other SROs and divisions, particularly on migration and climate finance. While performance metrics showed progress across all result areas, discussions raised concerns about the balance of activities across regions. SRO-NA clarified that its regular budget is fully dedicated to North Africa, while cross-regional work is funded through XB and DA projects. The session also revisited the concept of SROs as centres of excellence, with calls for clearer definitions and alignment with regional priorities.

Key recommendations:

- Finalize the transfer of the XB-funded debt project from SRO-NA to CFND as agreed.
- Ensure regular budget and RPTC resources remain focused on North Africa, while XB-funded cross-regional work is clearly justified and documented.
- Improve coordination and communication between SROs and HQ divisions to avoid duplication and ensure strategic alignment.

3.4. Macroeconomic Policy, Finance & Governance- MFGD (SP1)

The Macroeconomics, Finance and Governance Division (MFGD) highlighted progress and challenges in implementing macroeconomic policy, governance, and resource mobilization goals. Key achievements include the Ethiopia Investment Directive, developed with ECA support, and the use of unique methodologies for estimating illicit financial flows. Notable bottlenecks include delays in consultant hiring and budget constraints affecting flexibility and implementation. Best practices involved leveraging think tank functions for policy influence and capacity building. Concerns were raised about disability inclusion reporting and the need for clearer guidance on cross-cutting principles. Financial performance showed underutilization of funds, prompting calls for improved financial utilization.

Key recommendations:

- Finalize and share the IFF report and fiscal sustainability guidelines.
- Enhance the mainstreaming of the cross-cutting issues such as disability inclusion and gender mainstreaming in programming.

3.5. Section 11 (UN system support for the AU's Agenda 2063)- SPORD

Section 11, under SPORD, presented its work on enhancing UN system-wide coherence in support of the African Union's Agenda 2063 and the 2030 Agenda. Key achievements included supporting the domestication of the Second Ten-Year Implementation Plan (STYIP) of Agenda 2063, coordinating regional dialogues (e.g., Africa Regional Forum on Sustainable Development), and strengthening collaboration with the African Union, AUDA-NEPAD, and UN entities. Section 11 facilitated engagement with Resident Coordinators (RCs) and Regional Directors (RDs), particularly through OIBC 4 on carbon markets, and supported the Africa Dialogue Series on reparations and justice. It also contributed to the integration of ECA's work into UN Cooperation Frameworks in Ethiopia and Rwanda. Financially, Section 11 demonstrated very good budget utilization. Discussions emphasized the need to streamline internal reporting, avoid duplication, and ensure that SPORD's coordination role complements technical work led by divisions. The importance of capturing ECA's country-level footprint in UN Info and improving internal coherence was also highlighted.

Key recommendations:

- Finalize the SOP implementation and develop a toolkit based on pilot country experiences to guide integrated country support planning.
- Ensure SPORD's coordination role continues to align with technical divisions, avoiding duplication and enhancing coherence.
- Improve internal communication and coordination, especially on cross-cutting themes like debt and youth, to ensure all relevant divisions are engaged.
- Work with divisions and SROs to ensure ECA's contributions are accurately captured in UN Info and reflected in UN Cooperation Frameworks.
- Mobilize additional resources to support ongoing coordination work, particularly for SOP rollout and regional engagement.

3.6. Sub-regional activities in East Africa – SRO-EA (SP7.4)

The Sub-Regional Office for East Africa (SRO-EA) presented its progress across two result areas: blue economy and tourism policy frameworks, and AfCFTA implementation. Due to budget constraints, the third result area was dropped. Key achievements included Rwanda's domestication of the Blue Economy Evaluation Toolkit, Somalia's launch of its Centennial Vision 2060 (with ECA technical support), and tourism strategy development in Seychelles and Kenya. The SRO emphasized strong collaboration with national institutions and UNCTs and highlighted the need for better coordination and reporting across divisions. Financially, SRO-EA showed solid implementation progress, with 54% of non-post budget utilized and 47% of RPTC funds committed. Discussions focused on the need for integrated planning, harmonized reporting, and a corporate approach to tracking ECA's country-level footprint. The office proposed empowering PMOs to coordinate reporting across divisions and suggested simplifying quarterly reporting by focusing on outputs, with higher level results reporting for annual reviews.

Key recommendations:

- Finalize and implement planned activities (e.g., TSA, AfCFTA training) to ensure full utilization of RPTC and XB funds.
- Collaborate with HQ divisions and other SROs to ensure consistent reporting and recognition of joint activities (e.g., blue economy, TSA).

3.7. Sub-regional activities in Central Africa – SRO-CA (SP7.3)

The Sub-Regional Office for Central Africa (SRO-CA) presented its progress across three result areas: sustainable financing through natural capital accounting, support for bankable projects, and facilitation of special economic zones. Key achievements included capacity building in blue economy and tourism satellite accounts in São Tomé and Príncipe, and support to the Central African Republic (CAR) in developing value chains and preparing for a high-level investment dialogue. The office emphasized its collaborative approach with regional partners, civil society, and other SROs, despite financial constraints. Discussions highlighted the need for harmonized reporting, especially when multiple offices contribute to shared initiatives such as the support for member States on blue economy and tourism statistics.

Key recommendations:

- Finalize and implement planned activities in São Tomé and Príncipe to ensure full utilization of RPTC funds.
- Collaborate with CFND and other divisions to secure funding for SEZ pre-feasibility studies.
- Continue leveraging partnerships (e.g., Afreximbank, UNCTs) to mitigate funding constraints and enhance delivery.
- Maintain and document cross-divisional collaboration while clarifying lead roles and reporting responsibilities.
- Explore reintroducing the Program Implementation Plan (PIP) to improve planning, coordination, and accountability.

3.8. Sub-regional activities in Southern Africa – SRO-SA (SP7.5)

The Sub-Regional Office for Southern Africa (SRO-SA) presented progress on two of its three result areas, focusing on inclusive industrialization and AfCFTA implementation. Key achievements included supporting Malawi in developing Special Economic Zone (SEZ) regulations and assisting Botswana in finalizing its AfCFTA strategy. The office also supported Namibia and Lesotho in formulating automotive policy frameworks to integrate into regional value chains. These efforts reflect multi-year investments and strong collaboration with national governments, UNDP, and ECA divisions. Financially, SRO-SA showed moderate implementation, with 57% of non-post budget utilized but RPTC implementation still low. Discussions emphasized the need to better capture staff time and non-financial contributions in SDG reporting, improve coordination on cross-cutting initiatives, and ensure consistency in how contributions are measured across the ECA. The office also highlighted increasing ad hoc requests from Member States and the need to prioritize strategically. A new DA project on green industrialization was noted as a key opportunity.

Key recommendations:

- Finalize implementation of RPTC-funded activities (e.g., AfCFTA and SADC planning platform) by end of Q3.
- Collaborate with CFND and other divisions on green industrialization and regional value chain initiatives.
- Prioritize Member State requests based on strategic alignment and available resources to manage expectations and mitigate reputational risk.

3.9. Climate Change, Food Security and Natural Resources Management-CFND (SP5)

CFND presented an overview of the subprogramme work in three Result Areas: Advancing sustainable use of natural resources; Inclusive, climate-resilient & sustainable economies; and Enhancing Land governance and management, & equitable Agricultural transformation. During the last two quarters, the SP has been supporting Member States in articulating and designing policies to accelerate the implementation of the SDGs and the AU Agenda 2063. The presentation highlighted the support provided to member States include work in the Nationally Determined Contributions (NDCs) - on NDC 2 and NDC 3. It was also noted that CFND extended support to IGAD in developing a strategy and adapting the Kampala declaration related to industrial parks, as part of a larger strategy for agricultural transformation and economic growth. The presentation also highlighted that the SP under sustainable energy actively provided technical assistance to several member States in their efforts to expedite the transition towards increased reliance on renewable energy. Support also provided in developing a standard position on climate resilience and training of member States in carbon credit markets. CFND underlined that collaboration with AU and AfDB needs to be further improved, deepening higher level discussions among the three Pan-African institutions. The SP indicated that one of the key challenges faced includes increased demand for support from MSs, which they are unable to meet due to financial and human resource constraints. The overall RB financial performance for CFND for the reporting quarter stands at 55% (Section 18 non-post 47%; Section 23, 77%). For XB budget source, the overall utilization rate is 38%, which is commendable.

Key recommendations: -

- The SP should put more efforts into developing and ensuring women's access to value chains, e.g., Cocoa markets in Côte d'Ivoire;
- The SP should work with other SPs/Divisions/IDEP to coordinate and build a more comprehensive support to the Government of Eritrea, supporting its journey towards self-reliance.

3.10. Technology, Innovation, Connectivity & Infrastructure- TICID (SP3)

TICID provided overview of the subprogramme work, mainly focusing on the two Result Areas: harnessing new technology innovation and increasing energy and transport infrastructure investments. The presentation highlighted the technical assistance provided to Burundi and Democratic Republic of Congo (DRC) advanced in developing their national data governance regulatory frameworks. TICID also indicated that a prefeasibility study is completed on establishment of electric vehicle hubs along the Dodoma-Dar es Salaam Standard Railway Gauge. Once completed, establishment of the hubs will provide access to electric vehicle charging centres in Central Corridor Countries (Tanzania, Burundi, DRC, Kenya, Malawi and Zambia). In terms of performance metrics, TICID met all the milestones for the second

quarter for all the IoAs on both Result Areas, and hence is on track for the target set for the semi-annual reporting. One of the implementations challenges the subprogramme faced is funding time-lag and delay in implementation of planned deliverables. The overall RB financial performance for TICID for the reporting period stands at 35% (Section 18 non-post 88%; Section 23, 13%). For XB budget source, TICID has two projects which will be closing by the end of this year and hence required diligent work towards acceleration and completion of planned activities of both projects.

In the ensuing discussion, the work of TICID with ACS on data governance, AI and digitalization (particularly on Digital Identity and CRVS) is well appreciated. It was also noted that TICID is playing a vital role being the secretariat for the Single African Air Transport Market (SAATM) and hence appropriate efforts should be allocated for this important work. It was suggested to amplify the work of TICID on some of the regional initiatives including the energy transition with SADC need to be reflected in the APPRM reporting. Mainstreaming disability inclusion need to be reconsidered in the various works of TICID.

3.11. Data & Statistics ACS (SP4)

ACS provided an overview presentation of the subprogramme focused in four Result Areas: Integrated geospatial framework; Digital transformation and modernization of statistical systems; Economic statistics; and Improved CRVS systems. Changes observed in Member States as a result of ACS programme interventions include successful transition of Guinea and Sierra Leone to the 2008 SNA framework; development of CRVS strategic plans and policy frameworks in Burundi and South Sudan; and Mali's endorsement of the preliminary draft of the national action plan for implementing the UN Integrated Geospatial Information Framework (UN-IGIF). In terms of performance metrics all the IoAs are on track, with most of targeted milestones set for the quarter achieved. Challenges faced during implementation include weak integration and outdated data frameworks, high cost and complexity of digital transformation and limited institutional capacity and financial constraints. Some of the collaborative works of with TICID on digital transformation and innovation includes sharing of digital platforms (such as African E-CRVS Shared Asset, ECA Mobile Application).

The overall RB financial performance for ACS for the reporting period stands at 44%, (Section 18 non-post, 29%; Section 23, 20%) against 46% target set for the quarter. The subprogramme has four P and above and one GS and related posts being vacant. For the XB, the overall implementation stands at 22%. ACS has four XB grants in Award status.

During the discussion, ACS requested to accelerate the implementation of its EU funded project which will expire in September 2025, to enable ECA to get a full reimbursement from the EU. Similarly, for the AfDB fund, ACS need to accelerate the implementation to enable PRMS to call for the last tranche and utilize remaining funds before December 2025. GPSPD appreciated the collaborative work with ACS on gender statistics.

Key recommendations: -

- The meeting reiterated the need for ACS to develop a socio-economic database that can be used by staff in their analytical work and research. However, the ACS informed the meeting that they have a database on ECStats, and staff members should familiarize themselves with the database and advise ACS on how it can be improved.
- ACS to avail the data used to compute the Gender Index that ECA is producing.

3.12. Poverty, Inequality and Social Policy (SP 9)

Subprogramme 9 provided an overview presentation focused in two Result Areas, namely Improved social protection systems for the most vulnerable, and Local governments design resource mobilization policies for improved financial sustainability. Changes observed in member states due to the Subprogramme intervention include Cities (municipalities) of Dar Es Salaam, Kigali, Yaounde assessing their fiscal potentials and Member States assessing their social protection systems (Ghana, Namibia, Senegal, Zambia and Tanzania). Three out of the six cities have completed their financial system assessments, and these are now being used to develop action plans (mid to long-term plans). The remaining cities have validated the data collected and are currently drafting their assessments. These cities' mayors will be attending a side event at the sidelines of FFD4, sharing progress, key challenges, and forged partnerships. Under its intervention, improving the "quality of life" (QoL), the SP is supporting the cities to develop QoL index, to attract investments. The SP is also working for cities to localize the SDGs and Agenda 2063 through conducting VLRs. The overall RB financial performance for SP9 for the reporting quarter stands at 45% (Section 18 non-post, 8%; Section 23, 0%) against 46% target set for the quarter.

3.13. Gender Equality and Women's Empowerment (SP6)

Subprogramme 6 provided an overview presentation focused in three Result Areas: Integrated gender perspective; Gender monitoring and statistics; and Gender and fiscal policy. The subprogramme supported policy makers and technical experts in six Member States during the reporting period, and as a result some changes observed including the following: African common position integrated into the CSW69 outcome document; Zimbabwe identified and adopted gender sensitive indicators to inform their National Development Strategy; Ethiopia, Kenya and Uganda established and operationalized task forces on reintegration of return of migrants and integrating a gender perspective into fiscal policy. The SP indicated that it has been able to forge an impactful partnership with South Africa for developing and streamlining a gender perspective on job creation, among other initiatives. Some of the challenges faced during implementation include budgetary constraints and political and security landscape in the target Member States. The overall RB financial performance for SP6 for the reporting quarter stands at 45% (Section 18 non-post, 36%) against 46% target set for the quarter.

3.14. Partnerships and Resource Mobilization Section (PRMS)

PRMS made a presentation on its work including projections for 2025-2026XB resources for the commission. A total of \$118 million is required for the 2025-2027 as per XB integrated programmes/proposals and \$26 million is projected XB resource availability. This will leave the commission with \$91 million gap, implying that annual XB availability to be more than doubled (\$37 million). PRMS presented that the incident needs a corporate wide mobilization effort to fill the funding gap. The presentation also suggested XB mobilization efforts for the XB integrated programmes across different divisions within ECA. PRMS also provided highlights on its resource mobilization strategy.

Key recommendations: -

- There is a need to showcase impact through strong communication and storytelling to improve donor confidence and engagement.
- There is a need to incorporate fundraising considerations into the early stages of program design.

3.15. Publications, Conference and Knowledge Management Division (PCKMD)

PCKMD presented an overview of its work across five Result Areas, with a lot of loaded activities completed in the first quarter of the year including supporting convenings of statutory meetings. Renovation/maintenance works on Conference Room 1 and 2 were completed significantly ahead of plan for upcoming flagship events. In terms of performance metrics, most of the IoAs are on track, most milestones achieved for the reporting period. PCKMD reflected that due to the current budget constraints, some of the key deliverables are delayed including publishing of the 2025 calendar of events; UNOPS staff contractual situation is still unresolved. The overall financial performance of PCKMD stands at 57%. PCKMD has five P and above and nine GS and related posts being vacant. In terms of XB resource utilization rate is 28%.

In the ensuing discussion, PCKMD commended for its efforts in handling crisis management efforts. PCKMD advised to utilize AI tools such as Microsoft 365 Copilot across divisions to enhance productivity (e.g., automatic meeting summaries, report writing, etc).

Key recommendations: -

- PCKMD to regularly test and update IT platforms and websites to prevent user inconvenience, including downloading reports and documents from ECA website.;
- UNCC's competitive edge must be maintained through continued improvements and promotional efforts. Hence, PCKMD needs to highlight UNCC's unique offerings to maintain its competitive edge;
- Enhancing ECA's brand is vital for attracting high-level conferences and sustaining revenue. There is also a need to align branding strategy with long-term revenue generation goals.

3.16. Division of Administration (DoA)

DoA made a presentation incorporating the five sections (UNHCC, HRMS, FBS, SCMS and FMS). UNHCC provided several trainings to UN staff including basic life support and first aid. SCMS supported ECA to successfully conducting the UN 2025 Business Seminar as planned, which brought 500 participants from the Ethiopian business community (44 women owned, 23 disability inclusive businesses). Most of the IoAs are on track with meeting milestone targets set for the quarter. Some of the cross cutting issues DoA addresses include: (1) women-owned businesses are actively included in the tender processes; (2) UNHCC offers services and training programmes to all genders, ensuring inclusivity and fairness; (3) HRMS implements accessible job posting practices, including special notices in job descriptions to promote equal employment opportunities; (4) FMS Efforts promote gender-responsive planning, with inclusive office designs featuring gender-sensitive restrooms, nursing rooms, and flexible policies for work-life balance; (5) Disability inclusion is a key criterion in the UNHCC tender documents, and the clinic is designed to be physically accessible; (6) Through training and workshops, HRMS raises awareness and builds capacity on disability inclusion

and unconscious bias; (7) Facilities upgrades prioritize accessibility like ramps, restrooms, elevators, signage—ensuring barrier-free, inclusive environments for staff and visitors with disabilities, aligned with global standards; (8) HRMS offers training to integrate human rights into ECA’s programs. The overall DoA financial performance stands at 48% (Section 18 non-post, 67%). DoA has three P and above vacant positions. During the discussion, the meeting noted the progress made in renovation of the ECA Conference Centre and the proposed completion of the work far earlier than scheduled.

Key recommendations: -

- The meeting noted the efforts of the ECA health centre in ensuring staff health and wellbeing and the need to ensure that lifesaving drugs are made available promptly in the clinic;
- There are small number of female applicants for senior positions. DoA is advised to investigate the root causes and come up with a workable strategy;
- DOA needs to develop and implement strategies to improve gender parity in recruitment process;
- DoA to ensure that procurement practices actively promote the cross-cutting issues such as gender, disability inclusion, human rights and environmental sustainability.

IV. Closing Session

4.1. Wrap-up of the review meeting by the Director of the SPORD

Mr. Said Adejumbi wrapped up provided the summary of the key issues discussed and the key action points from the midyear APPRM. The Executive Secretary, Mr. Claver Gatete formally closed the meeting. He commended the efforts of all staff members for their active participation in the 2nd Q APPRM, and the achievements recorded so far. He noted that directors needed to push more harder in ensuring that their divisions/SROs/IDEP achieve reasonable targets set despite the resource constraints. He advised SPORD to undertake further reflections on how to improve on the APPRM especially the 2nd and 4th Q APPRM and thanked SPORD for organizing a very successful meeting. On that note, he formally closed the meeting.

Summary of key issues:

1. The aggregate performance for all SPs at 59% in the second quarter is low and needs to be accelerated;
2. The overall resource utilization rate of RB at 43% is good, but utilization rate of other funding sources of RPTC, DA and XB funding should be scaled up;
3. There is need for bold, inspirational and transformative interventions by ECA horning on its think tank role with cutting edge policy research including strong foresight analysis that will drive the development agenda of the Continent;
4. The ECA Regional value chains programme (RVC) is an important project which has transformative potential and should therefore be effectively followed up and well implemented;
5. The liquidity squeeze places serious limitations on the ability of SPs to deliver fully their programmed activities and deliverables, hence the need to revise their ABPs;

6. The on-going efforts on integrated programme planning and resource mobilization should be continued, and this should culminate in a new integrated programme planning and resource mobilization framework in 2026;
7. In improving programme planning in ECA, there is need to explore the re-introduction of Programme Implementation Plan (PIP) in ensuring detailed planning and tracking of progress in programme implementation;
8. There is need for greater coherence and synergy in the work of ECA (inter divisional, SRO and IDEP collaboration), especially on work related to debt, domestic resource mobilization, climate change, etc and country level support by ECA;
9. An integrated corporate or thematic reporting approach should be explored in which specific programmes/projects undertaken by different SPs can be reported collectively by the SPs. For example, the work on the AfCFTA which is undertaken by RITD, SROs and other SPs;
10. The cross-cutting issues of gender, disability, human rights and environmental sustainability which must be reflected in our programme planning and delivery as mandated by PPBD and affirmed by OIOS in their programmatic audit of ECA, should be further reflected upon in terms of key principles and adopt more of a corporate approach towards it;
11. There is need for increased harmonization of training programmes and capacity development by SPs in ECA with emphasis on scale, and impact and this should be done working closely with IDEP. (siloed and low number trainings and capacity development should be discouraged);
12. The meeting reflected on training and capacity development facilitated by IDEP and noted that there is need for further reflections on strategic mapping of the capacity development ecosystem in Africa and the UN generally, lessons learned, funding and modality of delivery. The meeting also noted that there is need for IDEP to be linked up with and involved in the UN @ 80 capacity development cluster led by UNITAR and UNU (United Nations University, Tokyo, Japan);
13. There is need for regular training on AI for staff members for greater efficiency and better delivery of their work;
14. The meeting reiterated the need for ACS to develop a socio-economic database that can be used by staff in their analytical work and research. However, the ACS informed the meeting that they have a database on ECASStats and staff members should familiarize themselves with the database and advise ACS on how it can be improved;
15. The meeting noted the progress made in renovation of the ECA Conference Centre and the proposed completion of the work far earlier than scheduled;
16. The meeting noted the efforts of the ECA health center in ensuring staff health and wellbeing and the need to ensure that lifesaving drugs are made available promptly in the clinic.

Summary of action points:

1. *A dedicated SLT session should be organized on risk management to discuss the key and urgent risks of the organization;*

2. *SPORD should work with the divisions/SROs/IDEP to revise their ABPs in view of the liquidity challenges;*
3. *SPORD should reflect on the modality and approach of the APPRMs including on how the SPs are grouped and make appropriate revisions for 4th Quarter of 2025 APPRM;*
4. *The Executive Secretary is to have a meeting with DES-PS and Director, IDEP, on the resource utilization rate and programme delivery of IDEP;*
5. *IDEP to engage the UN @ 80 capacity development cluster led by UNITAR and UNU and make contributions to their deliberations;*
6. *There is need to have discussion on the issue of SROs as centres of excellence and which areas they should focus on, to avoid duplication and redundancy with the HQ divisions. The issue should be discussed at the SLT and decision made;*
7. *The SDG Committee should work on enhancing ECA's reporting on SDGs and ensure that there is a clear methodology in calculating ECA's contributions (staff and non-staff) to the SDGs. The Committee should report to the SLT on it.*

4.2. Closing remarks by the Executive Secretary

In the closing remarks, the ES expressed heartfelt appreciations to Mr. Karingi for his impactful leadership in the RITD division, with recognition of his significant contributions and the seamless association between his name and the division itself. He also expressed his indepth gratitude to Ms. Schwidrowski for her able leadership of the MFGD and His confidence in her new post as the Director of the GPSPD. The ES assured of full support and collaboration from colleagues and the SLT to both Ms. Schwidrowski and Mr. Karingi. He also acknowledged Pedro's departure, marking this as his final APPRM session. His decades of service and memorable contributions, such as his advocacy for UN 2.0 were warmly recognized, with the sentiment that his legacy will continue to influence the organization. Although this was not a formal farewell, his absence in future sessions was noted with appreciation and respect. The session concluded with gratitude to all colleagues for their active participation and contributions, describing the discussions as engaging and valuable, and wishing everyone a restful and pleasant weekend. He concluded his closing remarks expressing gratitude to SPORD for organizing the APPRM to review the 2025 midyear performance.

Annexes

Annex 1: Key Action Points

S/N	Action point	Responsible	Timeline
2025 Q2 Reporting Session			
1	<i>A dedicated SLT session should be organized on risk management to discuss the key and urgent risks of the organization</i>	SPORD, SLT	
2	<i>SPORD should work with the divisions/SROs/IDEP to revise their ABPs in view of the liquidity challenges</i>	SPORD, All SPs	
3	<i>SPORD should reflect on the modality and approach of the APPRMs including on how the SPs are grouped and make appropriate revisions for 4th Quarter of 2025 APPRM</i>	SPORD	
4	<i>The Executive Secretary is to have a meeting with DES-PS and Director, IDEP, on the resource utilization rate and programme delivery of IDEP</i>	IDEP	
5	<i>IDEP to engage the UN @ 80 capacity development cluster led by UNITAR and UNU and make contributions to their deliberations</i>	IDEP	
6	<i>There is need to have discussion on the issue of SROs as centers of excellence and which areas they should focus on, to avoid duplication and redundancy with the HQ divisions. The issue should be discussed at the SLT and decision made</i>	SPORD, SLT	
7	<i>The SDG Committee should work on enhancing ECA's reporting on SDGs and ensure that there is a clear methodology in calculating ECA's contributions (staff and non-staff) to the SDGs. The Committee should report to the SLT on it</i>	SPORD, SDG Committee	

Annex 2: Financial performance of Divisions/SROs/IDEP

Component	Funds Center	Allotment	Total Commitment	Available Balance	Utilization %	Pre-commitment
PMO/EDM	ECA Office of the Executive Secretary	146.60	137.78	8.82	94%	-
	ECA Ext Communic & Media Relations Sec	262.40	197.19	65.21	75%	0.82
	ECA Partnerships & Resource Mobilization	16.00	8.07	7.93	50%	-
	ECA Strategic Plan, Oversight & Results	162.77	66.53	96.24	41%	-
	ECA Business Continuity	631.40	383.66	247.74	61%	-
	<i>ECA Sessions and its subsidiary bodies</i>	165.60	88.36	77.24	53%	-
	NEPAD Office of Executive Secretary ECA	67.70	63.43	4.27	94%	1.10
	Total-EDM	1,452.47	945.01	507.46	65%	1.92
DIVISIONS/ IDEP/SROs	ECA Macroeconomic Policy and Governance	286.20	131.09	155.11	46%	-
	ECA Regional Integration & Trade	102.20	46.92	55.28	46%	2.58
	ECA Data and Statistics	268.30	77.50	190.80	29%	-
	ECA Gender Equality and Women's Empowmnt	147.10	53.14	93.96	36%	-
	ECA Subreg activities West Africa	613.80	272.96	340.84	44%	-
	ECA Subreg activities Southern Africa	561.00	318.95	242.05	57%	13.64
	ECA Subreg activities North Africa	540.40	253.94	286.46	47%	-
	ECA Subreg activities Central Africa	692.90	349.78	343.12	50%	113.50
	ECA Subreg activities East Africa	546.90	297.92	248.98	54%	-
	ECA Development planning & admin	1784.24	550.18	1234.06	31%	12.31
	ECA African Instit for Crime Prevention	224.20	224.20	0.00	100%	-
	<i>ECA Poverty, Inequality & Social Policy</i>	132.00	9.83	122.17	7%	-
	Technology, Innovation, Connectivity and Infrast	138.10	122.02	16.08	88%	-
	Climate, Food Security & Natural Resources Div	339.40	158.59	180.81	47%	-
	Total-Divisions/IDEP/SROs	6,376.74	2,867.00	3,509.74	45%	142.03